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## Bureaucratic Performance of the Langsa City People's Representative Council Secretariat in Determining Technical Policies in Accordance with General Policies Determined by the Leaders and Members of the Langsa Aceh Province Dprk

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### Abstract

*The Secretariat of the Langsa City People's Representative Council in determining technical policies in accordance with the general policies set by the leadership and members of the Langsa DPRK, Aceh Province is not optimal because the determination of technical policies is not in accordance with the general policies set by the leadership and members of the Langsa DPRK, Aceh Province. This research aims to analyze in depth: (1) The Bureaucratic Performance of the Langsa City DPRD Secretariat in Determining Technical Policies in Accordance with General Policies Determined by the Leaders and Members of the Langsa DPRK Aceh Province; (2) Quality of service of the Langsa City People's Representative Council Secretariat in Determining Technical Policies in Accordance with General Policies Determined by the Leaders and Members of the Langsa DPRK, Aceh Province; (3) What organizational factors influence the Langsa City People's Representative Council Secretariat in determining technical policies in accordance with the general policies established by the leadership and members of the Langsa DPRK, Aceh Province. This research uses a qualitative descriptive approach, with primary data sources collected through interviews (Matthew B. Miles and A. Michael Huberman, Edition 3, 2014) with informants: (1) Head of Langsa DPRK; (2). Secretary of the Board; (3). General Administration, Program and Finance Section; (4). Sub Division of General Administration and Personnel; (5). Program and Finance Sub-Division; (6). Legal and Judicial Department; (7). Subdivision of Legislative Regulations; (8). Trial Sub-Section; (9). Budgeting and Supervision Section; (10). Budgeting Sub-Section; (11). Supervision Subdivision; and (12). Mayor through Langsa City Regional Secretariat; (13). Chairman of the Legislative Body; (14). Chair of the Honorary Council, while secondary data sources were collected through reviewing Recover Ecosystem documents. The results of the research show that the Bureaucratic Performance of the Langsa City People's Representative Council Secretariat in Determining Technical Policies in Accordance with General Policies Determined by the Leaders and Members of the Langsa City DPRK, Aceh Province is still dominated by characteristics and culture, which are the life experiences of managers at the City People's Representative Council Secretariat Langsa. , can be in the form of behavior, beliefs and way of life of managers at the Langsayang City People's Representative Council Secretariat which can be seen from the dimensions: (a) Management services at the Langsa City People's Representative Council Secretariat are carried out by the Langsa City DPRK Secretariat without ignoring the principles of public service so that the service can be achieved. quality; (b) In terms of structure, existing regulations or procedures can influence the implementation of services and service users, but in reality the implementation of services. The determination of technical policies in accordance with the general policies determined by the leadership and members of the Langsa Aceh Province DPRK is largely determined by the wisdom and awareness of bureaucrats; (c) There needs to be cooperation between Langsa DPRK Secretariat officials and the Aceh Provincial*

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*Government in providing technical policy determination services in accordance with general policies determined by the leadership and members of the Langsa Aceh Province DPRK, through precautionary measures. This research recommends: (1) Considering the culture of society which has more trust in the Langsa DPRKS Secretariat officers of Aceh Province, the Langsa DPRKS Secretariat of Aceh Province must carry out approaches and guidance through service officers to determine technical policies in accordance with the general policies determined by the Langsa DPRK leadership and members. Aceh Province; (2) The number of existing employees is compared to the limited number of jobs, so it is necessary to divide tasks according to main tasks and areas of function so that it will simplify the process of providing services and service users, but in reality the implementation of services by the Langsa City People's Representative Council Secretariat in Determining Technical Policies is In accordance with the General Policy Adopted by the Leadership and Members of DPRK Langsa, Aceh Province; (3) The need for cooperation between the Secretariat of the Langsa City People's Representative Council in determining technical policies in accordance with the general policies set by the leadership and members of the Langsa DPRK, Aceh Province through preventive measures.*

**Keywords:** *Bureaucratic Performance; Technical Policy; Public Policy.*

## Introduction

The Langsa City DPR Secretariat is an institution which is an instrument of the Langsa City Government as a consequence of the implementation of Law Number 3 of 2001 concerning the Establishment of Langsa City and the implementation of good and clean government which is the hope for every government to realize its aspirations. society in achieving the goals and ideals of the nation. In this case, it is necessary to develop and implement a system that is accountable, transparent and free from corruption, collusion and nepotism. In carrying out the duties and obligations of the DPRK Secretariat, it is led by a secretary according to the table regarding the Organizational Structure of the Secretariat based on Government Regulation of the Republic of Indonesia Number 18 of 2016 concerning Regional Apparatus and Langsa Mayor Regulation Number 42 of 2016 concerning Position, Organizational Structure. Problems that often arise at the Secretariat of the Langsa City People's Representative Council in Determining Technical Policies in Accordance with the General Policies Determined by the Leaders and Members of the Langsa DPRK, Aceh Province are as follows: (1) Increasing Human Resources (HR) of Langsa City DPRK Members in understanding their functions DPRK; (2) Limited number of experts to accompany DPRK members; (3) Timely discussion and ratification of Qanun; (4) Improved services for the needs of Langsa DPRK members. This results in the need for a Langsa City DPRD Secretariat Bureaucratic Performance Model in determining technical policies in accordance with the general policies set by the leadership and members of the Langsa DPRK, Aceh Province. According to Fahmi (2018:2) "performance is the result obtained by an organization, whether the organization is profit oriented or non-profit oriented, which is produced over a certain period of time." is the process by which individual performance is measured and evaluated." Agus Dwiyanto (1995: 45) performance is the level of achievement of work results or the level of achievement of organizational goals, performance indicators are quantities or variables that can be used to determine the level of goal achievement, namely: output, efficiency and effectiveness. The performance measurement indicators proposed by Agus Dwiyanto (2006:50) include five indicators, namely productivity, service quality, responsiveness, responsibility and accountability. According to Robbins (2016:260) performance indicators are a tool for measuring the extent of performance achievements employees. The following are several indicators to measure employee performance: (1) Work Quality; (2) Quantity; (3) Timeliness; (4) Effectiveness; (5) Independence. Based on research results (Li, 2023), the findings suggest

that performance information about regulated entities can alleviate information asymmetry between bureaucrats and regulated entities and increase the accountability of regulated entities as well as relevant government agencies. Based on research results (Arifin, Ahmad and Anugrah, 2022), the results found are still uncertain, sometimes admin operators are less responsive and sometimes operators do not understand that the report will be forwarded to the relevant agency. And the time of service is also not certain. Based on research results (Aslam et al., 2023), the research reveals that Political leaders and bureaucrats have certain connections, which is why the civil service is deteriorating over time. To make choices free from outside influence or interference, bureaucrats must be independent. Based on research results (Lesmana et al., 2022), the finding showed that bureaucratic leadership indicated by the encouragement of professionalism, distribution of power, coalitions, and leadership abilities in administrative matters could encourage motivation to provide services and ultimately improve service performance. Orientation to the public interest, self-sacrifice as a public servant, and interest in policy-making for the public interest as an indication of motivation to provide services mediate the influence of bureaucratic leadership on the performance of employees. Bureaucratic leadership influences employee performance either directly or through Public Service motivation (PSM). The theoretical implication is that the interaction between leaders and subordinates is a process of exchange and social learning for employees. The practical implication is the need to develop interactions between leaders and subordinates as a process of exchanging values and learning to improve employee motivation and performance. Based on research results (Wijaya et al., 2022), the findings showed that the demands of bureaucratic leadership in the digital era are very high. Acceleration is an important aspect inherent in leadership in the digital era. Control over changes in local politics and administration, and demands for acceleration, necessitate leaders who have capacity. Bureaucratic leadership has an influence on organizational agility and organizational performance in the tax sector. Bureaucratic leadership influences organizational performance either directly or through organizational agility. The theoretical implication is the need to develop the concept of leadership in the context of the digital era in order to encourage public performance. The practical implication is the need for leadership that is agile in responding to public demands and acts quickly by integrating administrative orientation, understanding local political dynamics and being ready to face acceleration challenges. Based on research results (Syahputra, Matondang and Wibowo, 2022), the results showed that bureaucratic reform directly had a significant positive effect on motivation. Performance allowances directly have a positive effect on motivation. Motivation directly has a significant positive effect on employee performance. Bureaucratic reform has a direct effect on employee performance. And vice versa, direct performance allowance has a significant positive effect on employee performance. Then from the results of the analysis of the bureaucratic reform pathway through motivation has a significant positive effect on employee performance. And performance allowances through motivation have a significant positive effect on employee performance. Based on research results (Khan and Hussain, 2009), the bureaucracy in Pakistan suffers from problems such as nepotism, political instability, and interference, horse-trading, delays in posting, low wages, selection without merit, incompetence, etc. The study suggests that the reform programme should consider the political will, secure environment, on job training, power-sharing hierarchy, elimination of corruption and nepotism, competitive salary, and merit-based selection. Based on research results (Suwannasri, 2023), the results demonstrated a significant relationship between technology acquisition, open innovation, external technology exploitation, innovation performance, employee autonomy, open innovation and organization performance. The

research's findings revealed that an organization's performance can be practically achieved by obtaining advanced technology, external knowledge and the skills of its personnel through open innovation which can drive innovation performance toward organizational performance. Consequently, it indicates that employees and cutting-edge IT are essential for generating new ideas for open innovation and enhancing an organization's performance. Leaders and employees must understand open innovation to maximize themselves and their organizations' potential. In addition, the most important practical implication of this research is that implementing advanced technology, innovation and technology management that includes digital literacy can improve the performance of bureaucratic organizations. Based on research results (Ayu et al., 2023), the results explain that E-Government, bureaucratic reform, employee performance, and organizational performance at the Samsat Aceh Office are good; E-Government can significantly change employee performance. Bureaucratic reform can significantly change employee performance; E-Government can significantly change organizational performance; Bureaucratic reform can significantly change organizational performance; Employee performance can significantly change organizational performance; E-Government can significantly change organizational performance through employee performance; and bureaucratic reform is not able to significantly change organizational performance through employee performance. The findings also explain that employee performance in the influence model of E-Government on organizational performance is partial, meaning that E-Government can influence organizational performance both directly and through organizational performance. So, these results explain that the findings of this premise explain the model of increasing organizational performance at the Samsat Aceh Office as a function of good E-Government, Bureaucratic Reforms that are implemented as well as possible, and high employee performance. Based on research results (Pabisangan Tahirs et al., 2023), the results of the Leadership Commitment research have a positive effect on bureaucratic performance through Good Governance in Local Governments and Work Culture has a positive effect on Bureaucratic Performance through Good Governance in Local Governments. Based on research results (Aruan, Siregar and Hartono, 2023), from the results of research conducted by researchers that the performance of the curriculum administration service bureaucracy at UPT SMP Negeri 6 Medan is good but still needs to be addressed and improved to be even better in the future, especially in the current era. Government regulations regarding curriculum administration services are contained in the Regulation of the Minister of National Education of the Republic of Indonesia Number 24 of 2008 concerning Standards for School/Madrasah Administrative Personnel. Based on observations, interviews and document collection, it appears that the condition of Bureaucratic Performance in Determining Technical Policies at the Secretariat of the People's Representative Council of Langsa City, Aceh Province for the 2020 - 2022 Period (Figures Based on Number of Activities) has not been optimally achieved.

**Table 1:** Bureaucratic Performance in Determining Technical Policies at the Secretariat of the People's Representative Council of Langsa City, Aceh Province for the 2020 – 2022 Period (Numbers based on Number of Activities).

Number	Description	Target			Realization		
		2020	2021	2022	2020	2021	2022
1	Qanun (Regulation) that has been ratified	8	11	12	8	11	12
2	Organizing AKD Meeting Facilitation	30	30	30	25	29	33
3	Organizing Plenary Meeting Facilitation	20	20	20	20	20	22
4	Socialization of Qanun (Regional Regulations) to the Community	15	20	22	15	20	25
5	RESES Activities Absorb Community Aspirations	3	3	3	3	3	3
6	Preparation of AKD Work Plan	2	2	2	3	2	4

**Source:** LAKIP 2022.

Based on the conditions of the data above, research is needed to contribute to the bureaucratic performance of the Langsa City DPRD Secretariat in determining technical policies in accordance with the general policies set by the leadership and members of the Langsa DPRK, Aceh Province.

## **Method**

This research was conducted using qualitative methods with descriptive type. Miles and Huberman (1984), stated that activities in qualitative data analysis are carried out interactively and continuously until completion, so that the data is saturated. A measure of data saturation is characterized by no further data or new information being obtained. According to Sugiyono (2018:213) qualitative research methods are research methods based on philosophy that are used to examine scientific conditions (experiments) where the researcher is the instrument, data collection techniques and qualitative analysis emphasize meaning. The research was conducted at the Secretariat of the People's Representative Council of Langsa City, Aceh Province from March to November 2023. The assessment framework was used to study the impact of policies, namely planning, implementation and execution of policies as well as creating references and models regarding the Bureaucratic Performance of the Langsa City People's Representative Council Secretariat in Determining Policy Overall. technically not in accordance with the General Policy Established by the Leadership and Members of the Langsa DPRK, Aceh Province. The data sources include primary data originating from statements given by informants, and secondary data, namely the Recover Ecosystem document: The performance of the Langsa City People's Representative Council Secretariat Bureaucracy in Determining Technical Policies is not in accordance with the General Policy Determined by the Leaders and Members of the Langsa DPRK, Aceh Province. The criteria for informants come from (1) Chairman of the Langsa DPRK; (2). Secretary of the Board; (3). General Administration, Program and Finance Section; (4). Sub Division of General Administration and Personnel; (5). Program and Finance Sub-Division; (6). Legal and Judicial Department; (7). Subdivision of Legislative Regulations; (8). Trial Sub-Section; (9). Budgeting and Supervision Section; (10). Budgeting Sub-Section; (11). Supervision Subdivision; and (12). Mayor through Langsa City Regional Secretariat; (13). Chairman of the Legislative Body; (14). Chair of the Honorary Council, while secondary data sources were collected through reviewing Recover Ecosystem documents. Data collection was carried out using interview techniques and document review. Data analysis was carried out by organizing trends from interview results into information that was visualized in the form of descriptive sentences. The impact of this research can influence local government responses in the future, especially in reviewing the bureaucratic performance of the Langsa City DPRD Secretariat in determining technical policies that are not in accordance with general policies set by the leadership and members of the Langsa DPRK Aceh Province.

## **Findings and Discussion**

Bureaucratic Performance of the Langsa City People's Representative Council Secretariat in Determining Technical Policies in Accordance with General Policies Determined by the Leaders and Members of the Langsa DPRK, Aceh Province.

### **1. Efficiency**

According to Cristopher Pollit and Geer Bouckaert in (Keban, 2004: 206), efficiency is one of the performance parameters that theoretically underlies the overall performance of an organization. With regard to performance, Peter Drucker (in Stoner, 1994: 9) states that efficiency is doing the job correctly, while effectiveness is doing the job correctly. Services at the Langsa City People's Representative Council Secretariat in determining technical policies in accordance with general policies determined by the leadership and members of the Langsa DPRK, Aceh Province, by utilizing a budget that reflects the contribution of each program activity. The program at the Langsa City People's Representative Council Secretariat in Determining Technical Policies is not yet in accordance with the General Policy Determined by the Leaders and Members of the Langsa DPRK, Aceh Province which is beneficial for the community. The many targets set by the Langsa City People's Representative Council Secretariat in Determining Technical Policies are not in accordance with the General Policies Set by the Leaders and Members of the Langsa DPRK, Aceh Province. Determined by the leadership and members of the Langsa DPRK, Aceh Province. In 2022, the implementation of programs and activities in order to carry out the main tasks and functions and realize the performance targets to be achieved by the Langsa City DPR Secretariat will be budgeted through the Regional Revenue and Expenditure Budget/APBK with a ceiling value of IDR. 26,094, 529, 689, - (Twenty six billion ninety four million five hundred twenty nine thousand six hundred eighty nine rupiah) and realized Rp. 25, 714, 639, 434, - or 98.54% to achieve maximum resources in 2022. In carrying out the main duties and tasks of achieving work performance and realizing a clean and dynamic administration guided by applicable laws and regulations and being responsible for resource management and the implementation of policies entrusted to the reporting entity in achieving the objectives that have been set periodically and the budget report is a report that presents the sources of allocation and use of economic resources managed by the regional government. Realization of Langsa City DPR Secretariat Expenditures for Fiscal Year 2022. Based on Langsa Mayor Regulation Number 36 of 2022 dated November 9 2022, there is a change in expenditure of IDR. 25,714,639,434 or around 98.54% compared to the realization for the 2021 Fiscal Year of IDR 24,125,035,272 from the Expenditure Allocation of IDR 26, 094, 592, 689, - or has a physical value of 98.54. There will be an increase or decrease in expenditure in 2022. Based on Langsa City Qanun Number 3 of 2022, there are changes to the general policy assumptions of the 2022 Langsa APBK and they must be used for financing in the current budget year, as stated in Aceh Governor Decree Number 903/1406/2022 regarding the Evaluation Results of the Langsa City Qanun Draft regarding Changes to the Langsa City Revenue and Expenditure Budget for 2022. The highlight of the increase in the Langsa City DPR Secretariat budget for 2022 is the existence of an operational expenditure budget of IDR 25,628,714,089 and a capital expenditure budget of IDR 25,628,714,089 and a capital expenditure budget of IDR 25,628,714,089 amounting to Rp. 465,878,600,

**Table 2:** Budget Realization Report for 2022 and 2021.

Number	Description	2022 Budget	Realization 2022	%	Realization 2021
1	REGIONAL SHOPPING	26.094.592.689, -	26.094.592.689, -	98,54	24. 125. 035.272,-
2	OPERATIONAL EXPENSES	25.628.714.089, -	25.252.138.434, -	98,53	23. 135. 444.272,-
3	Employee Shopping	11.671.315.698, -	11.460.734.152	98,20	11.330.540.060,-
4	Belanja Barang dan Jasa	13.957. 398. 391,-	13.791.404.282, -	98,20	11. 804.904.212, -
5	CAPITAL EXPENDITURES	465. 878. 600, -	462. 501. 000, -	99,28	989.591.000, -
6	Capital Expenditures for Equipment and Machinery	465. 878.600, -	462. 501. 000, -	99,28	189. 992. 000, -
7	Building and Building Capital Expenditures	0, -	0, -	0, -	799. 599. 000, -

Source: LAKIP 2022

## 2. Effectiveness

According to Cristopher Pollit and Geer Bouckaert in (Keban, 2004: 206), effectiveness indicators describe the various consequences and impacts of program output in achieving program goals. According to Wiyono (2007: 137), effectiveness is defined as an activity that is carried out and has an impact and results that meet expectations. It is said to be effective if the goal or target is achieved as specified. Effectiveness according to Peter F. Drucker is doing the right thing. The public is satisfied with the bureaucratic performance of the Langsa City DPRD Secretariat in determining technical policies in accordance with the general policies set by the leadership and members of the Langsa DPRK, Aceh Province. With the Technical Policy Determination program in accordance with the General Policy Determined by the Leaders and Members of the Langsa DPRK, Aceh Province, there is no discrimination and there are no ethnic differences. In carrying out its duties, the DPRK Secretariat is faced with various challenges, including:

1. There is no information system for public services;
2. The implementation of recess activities is still not optimal.
3. DPRK has not fully implemented management functions in a consistent and sustainable manner;
4. There is still low competitiveness and ability to create and exploit activity opportunities in the DPRK secretariat.

With the shift in the implementation of public services, a more rational attitude is needed not to monopolize everything related to the Bureaucratic Performance of the Langsa City DPRD Secretariat in Determining Technical Policies in Accordance with General Policies Determined by the Leaders and Members of the Langsa DPRK Aceh Province and giving authority for public service matters. As an effort to increase public service satisfaction.

### 3. Relevant

According to Cristopher Pollit and Geer Bouckaert in (Keban, 2004: 206), Pollit and Bouckaert (2000), in their theory, relevance is an indicator that describes the relationship between the needs felt by society and the goals formulated by the organization or program. According to Ainon Mohd, relevance is a close connection or association with the main problem being faced. Relevant is understood as something that is compatible or interconnected. According to Soeharto and Tata Iryanto, the meaning of relevant is the suitability of something that is desired. The majority of officials at the Secretariat of the Langsa City People's Representative Council in determining technical policies are in accordance with the general policies set by the leadership and members of the Langsa DPRK, Aceh Province, concluded that the procedures and responsiveness provided by the Langsa City People's Representative Council Secretariat in determining technical policies are in accordance with the Policy. General. What has been determined by the Leaders and Members of the DPRK Langsa, Aceh Province is still considered complicated and not in accordance with applicable regulations, as can be seen from the Determination of Technical Policy in accordance with the General Policy Determined by the Leaders and Members of the Langsa DPRK which is still late and the infrastructure is still late. inadequate.

**Table 3:** Data on the Number of Employees of the Langsa DPRK Secretariat.

Number.	Group	Amount	%
1	Group IV	4 People	2,64 %
2	Group III	19 People	12,58 %
3	Group II	8 People	5,29 %
4	Regional Aid Worker	12 People	7,954 %

5	Past Daily Energy	75 People	49,66 %
6	Security guard	32 8 People	21,19 %
	Amount	151 People	100 %

Source: lakip 2022.

**Table 4:** Objectives of DPRK Langsa Secretariat Staff (ASN).

Group	Amount	%
IV	4	11,76
III	19	61,76
II	8	26,47
I	0	0
Amount	31	100

Sumber: LAKIP 2022.

#### 4. Usability and Sustainability

The performance assessment approach according to Pollit and Bouchaert (2000) is to use an input/output model. Based on needs, goals or programs are prepared. The organization or program provides input (personnel, buildings/facilities and infrastructure, other resources), then organizes activities to process the input in a particular process into output. The resulting output then interacts with the environment to provide certain results (outcomes) or called intermediate outcomes, and in the long term these results are transformed into impacts or final results. The Secretariat of the Langsa City People's Representative Council in determining technical policies in accordance with the general policies determined by the leadership and members of the Langsa DPRK, Aceh Province, shows that there has been an improvement in the conditions for determining technical policies in accordance with the general policies determined by the leadership. and Member of DPRK Langsa, Aceh Province.

#### Conclusion

1. The number of targets set by the Secretariat of the Langsa City People's Representative Council in Determining Technical Policies in Accordance with General Policies Determined by the Leaders and Members of the Langsa Aceh Provincial DPRK has an impact on the large costs in implementing Technical Policy Determinations in Accordance with General Policies Determined by the Leaders and Members of the Provincial DPRK Langsa Aceh. The majority of Langsa City People's Representative Council Secretariat officials in determining technical policies in accordance with the general policies set by the leadership and members of the Langsa DPRK, Aceh Province, concluded that the procedures and responsiveness and ability of officers in determining technical policies were in accordance with the general policies set by the leadership and members. Langsa Aceh Province DPRK is still experiencing bureaucratic obstacles;
2. Appropriate and relevant as the Secretariat of the Langsa City People's Representative Council in determining technical policies in accordance with the general policies determined by the leadership and members of the Langsa DPRK, Aceh Province, running according to targets both in terms of time and predetermined results;
3. Langsa City People's Representative Council Secretariat. There are still differences between the applicable policies and the mechanisms for determining technical policies in accordance with the general policies established by the leadership and members of the

Langsa DPRK, Aceh Province;

4. Performance indicators are clearly visible, where in the process of determining technical policies in accordance with general policies determined by the leadership and members of the Langsa DPRK, Aceh Province, it is known that to achieve output, officers from the Langsa City DPRD Secretariat must first bridge the steps.

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