

Effectiveness of Work System Implementation at the General Bureau of West Sulawesi Regional Secretariat

Nur Azikin Hidayat^{1)*}, Muh. Syarif Ahmad²⁾, Andi Rasdiyanti³⁾, Muhammad Idris⁴⁾, Wahyu Nurdiansyah^{N⁵⁾}

^{1,2,3,4,5)} Master of Applied Administration Program, State Development Administration Study Program, Politeknik STIA LAN Makassar, Indonesia

*Corresponding Author

Email: azikinhidayat06@gmail.com,

svariff.ahamd@gmail.com, a.rasdiyanti@stialanmakassar.ac.id, dpidris@gmail.com,

wahyu.nurdiansyah28@gmail.com.

Abstract

This study analyzes how the work system is implemented at the General Bureau of the Regional Secretariat of West Sulawesi Province, how effective it is, and which factors support or hinder it. The Bureau reports high organizational performance achievement, yet daily work still faces concurrent workloads, changing requirements, and incomplete data and documents. A descriptive qualitative design was used. Data came from semi-structured interviews with 14 purposively selected informants (nine from the Bureau and five from other bureaus receiving its services), observation, and documentation, and were analyzed through data reduction, display, and conclusion drawing with triangulation. Effectiveness was assessed through goal achievement, resource-use efficiency, work coordination, and service quality. The work system operates through work arrangements, work mechanisms, standard operating procedures, task distribution, coordination, and resource utilization. Performance achievement stayed between 95% and 99% in 2021–2025 and the 2025 community satisfaction index was 90.51, but the accountability evaluation score fell in 2025 and service speed scored lower than procedures and complaint handling. Implementation is reasonably effective but needs strengthening in cross-unit coordination (cited by 8 of 14 informants), procedural clarity, workload management, and the completeness of data. Clear task division, SOPs, leadership direction, facilities, and inter-unit cooperation support it.

Keywords: Non-Formal Education; LKP Management; Transformative Leadership; Economic Empowerment; Vocational Training.

INTRODUCTION

Government organizations are expected to work effectively, efficiently, adaptively, and in a coordinated manner. The work system is central to that expectation because it determines how tasks are divided, how work is carried out, how communication and coordination proceed, and how resources are turned into services. In public organizations, the success of a work system cannot be judged from internal results alone; it must also be seen in the ability to give services that are quick, accurate, understandable, and in line with the needs of those served (Mahmudi, 2021; Sinambela, 2020).

Bureaucratic reform has pushed regional governments to reorganize their structures and adjust their work systems, so that task execution rests less on hierarchy and more on collaboration, clear responsibility, and faster decisions supported by information technology (Robbins & Judge, 2022). West Sulawesi Province responded through Governor Regulation Number 16 of 2024 concerning the Work System, which serves as the basis for arranging apparatus work mechanisms after the simplification of the bureaucracy (Pemerintah Provinsi Sulawesi Barat, 2024). Collaborative and flexible patterns bring benefits only when procedures remain clear about who does what, by when, and with what output; otherwise flexibility blurs responsibility.

The General Bureau of the Regional Secretariat of West Sulawesi Province holds a strategic position in supporting regional government. It gives administrative and operational support to regional leaders and handles household affairs, leadership administration, protocol,

finance and assets, and staffing. The Bureau consists of three divisions: Household and General Services, Financial and Asset Administration, and Leadership Administration. Its 85 employees are unevenly distributed, with the Leadership Administration Division holding just over half of them. Because a single service often involves more than one division, work depends on communication, coordination, and mutual support among units.

Organizational performance achievement reported by the Bureau was 95% in 2021, rose to 98% in 2022, reached 99% in 2023 and 2024, and stood at 98% in 2025. Even so, daily work still meets concurrent workloads, changing requirements, coordination among divisions that is not always optimal, possible overlap of tasks, and incomplete data and documents. The existence of SOPs and task divisions in formal documents does not show that procedures are followed consistently, so effectiveness has to be read from the relationship between rules and practice.

In this study, effectiveness is understood as the degree to which the Bureau achieves its objectives through a work system that uses resources efficiently, coordinates its units, and delivers services of good quality. Sedarmayanti (2021) proposes goal achievement, resource-use efficiency, work coordination, and service quality as indicators of organizational effectiveness, and these four indicators frame the analysis. Steers (1985) explains that effectiveness is shaped by the interaction of organizational and environmental characteristics, employee characteristics, and management policies and practices, while Daft (2021) adds that an effective organization also adapts to change and keeps a balance between its needs and its resources. The work system is understood here as the set of mechanisms, work arrangements, procedures, task distribution, and coordination patterns used to carry out organizational tasks, which, to be effective, must integrate human resources, technology, and organizational policy (Sedarmayanti, 2021).

Earlier studies show that effectiveness varies across indicators. Damayanti et al. (2022) assessed population administration services during a service transition in Bandung City through goal achievement, integration, and adaptation. Muharsono et al. (2023) found that coordination in public service delivery at a district office generally ran well, yet the results were not yet effective. Morena et al. (2026) evaluated a flexible work system in a bureau of a national agency and reported that, although the policy was legally well founded, resource distribution, training, monitoring, and enforcement were weak, and its benefits were limited by inconsistent supervision and unclear performance measures. Studies of flexible work add that the type of arrangement shapes job quality and work–life balance (Rodríguez-Modroño & López-Igual, 2021), that working hours can rise without gains in output when coordination suffers (Gibbs et al., 2023), and that technical and communication limitations weaken team and external cooperation (Kowalski & Ślebarska, 2022). Together, these studies suggest that effectiveness depends on how procedures, coordination, and resources operate together, not only on the presence of a policy. Still, the effectiveness of work systems in regional secretariat bureaus that provide administrative and operational support to leaders is rarely examined, particularly with the views of both implementers and service recipients combined with performance documents.

This study therefore analyzes how the work system is implemented at the General Bureau, how effective the implementation is in terms of goal achievement, resource-use efficiency, work coordination, and service quality, and which factors support or hinder it. The findings are intended to add empirical evidence on work systems in regional government support units and to give practical input to the Bureau's leadership.

RESEARCH METHODS

This study uses a descriptive design within a qualitative approach. A qualitative approach was chosen because the aim is to understand, in depth and in context, how the work system is implemented and how it is judged by those who run it and those who depend on it (Creswell & Poth, 2018; Sugiyono, 2022). A descriptive design portrays phenomena as they occur, without manipulation or hypothesis testing (Moleong, 2017). No questionnaire was used; the researcher acted as the main instrument. The research was carried out at the General Bureau, which was selected because it supports regional leaders, has complex and interdependent tasks, and has adjusted its work patterns, including team-based work, flexible work, and work from home, in response to bureaucratic reform and budget-efficiency policy.

Informants were selected purposively, according to their relevance, knowledge, and direct involvement in the work system (Sugiyono, 2022). Fourteen informants took part. Nine came from the Bureau: the Head of the Bureau, three division heads, two subdivision heads, and three civil-servant staff members. Five came from other bureaus of the Regional Secretariat that interact with or receive services from the Bureau: Legal Affairs, Organization, Government and People's Welfare, Economy and Development Administration, and Procurement of Goods and Services. Including service recipients prevents effectiveness from being judged only through the Bureau's own assessment. Informants are referred to by position rather than by name.

Data were collected through semi-structured interviews, observation, and documentation. The interview guide was built on the four effectiveness indicators and allowed follow-up questions (Kallio et al., 2016); interviews were held in October 2026. Observation, guided by a checklist, focused on task execution, timeliness, coordination among heads and staff, the use of computers, applications, and communication media, and responsiveness in service. Documentation covered Governor Regulation Number 16 of 2024, the organizational structure, task and function documents, job analysis documents, SOPs, the Bureau's government agency performance reports (LKjIP), accountability evaluation (SAKIP) results, the Bureau's 2022 accountability report (LKPJ), the 2025 Community Satisfaction Survey (SKM) report, and the service standard in Governor's Decree Number 252 of 2026. The performance, evaluation, and survey figures are secondary data and are reported descriptively to complement the qualitative findings.

Data were analyzed through data reduction, data display, and conclusion drawing and verification (Miles et al., 2014). Interview data were selected and grouped under the four indicators, presented narratively, and compared with observation and documents. An indicator was considered supported when informants of different positions and the documents converged on it, and as needing strengthening when they converged on a recurring constraint. Credibility was strengthened through triangulation of sources (leaders, division and subdivision heads, staff, and users from other bureaus) and of techniques (interviews, observation, and documentation) (Denzin, 1978; Patton, 2015). To show how widely each constraint was shared, the number of informants who raised each theme was tallied from the interview transcripts, and derived values (means, gaps, and percentages) were computed from the secondary data; these counts are descriptive and are not used for statistical inference. The findings are not intended for statistical generalization; they offer a contextual explanation of how the work system operates and which conditions limit its effectiveness.

RESULTS AND DISCUSSION

Results

The findings show that the work system at the General Bureau is in place and supports the completion of tasks, but its implementation still needs strengthening where several tasks arrive at the same time, requirements change, units depend on one another, and data or documents are incomplete. This section reports the findings from 14 interviews, observation, and documents; their interpretation is given in the Discussion. Table 1 summarizes the findings for each aspect and indicator.

Table 1. Synthesis of findings by aspect and indicator

Aspect / indicator	Main findings	Constraints noted
Work system implementation	Tiered work arrangements from the Head of the Bureau to staff; a work mechanism running from plan to reporting; SOPs and technical guidance used as references; task distribution by structure and function; coordination through direct communication and messaging groups; computers and office applications as main tools.	Work without a clear SOP depends on superiors' guidance; task sharing in busy periods must keep responsibility clear.
Goal achievement	Reported performance achievement of 95–99% in 2021–2025; routine work completed on time; every 2025 performance indicator close to its target.	Urgent and sudden tasks, data from other units, and parallel tasks lengthen completion; the accountability evaluation score fell in 2025.
Resource-use efficiency	Task division focuses effort; computers, applications, and networks speed administrative work; budget use follows needs and rules.	Concurrent workloads; confirmation of incomplete information; SPBE index below target; staff distribution alone does not show workload fit.
Work coordination	Communication, confirmation, and leadership direction; staff know whom to contact; problems are settled through communication.	Tasks involving several units need extra time; inaccurate data and irregular monitoring were recorded in 2022.
Service quality	Services rated generally good by internal and external informants; procedures clear; satisfaction index in the very good category.	Speed scored lower than procedures and complaint handling; incomplete requirements and changing needs call for confirmation.

Source: Authors' analysis of interview, observation, and documentation data

Implementation of the work system. Work is arranged in tiers. The Head of the Bureau gives direction to the division heads, who organize the work in their fields and instruct the

subdivision heads, who in turn assign tasks to staff according to their responsibilities. Informants at every level described this same chain, and staff said they normally receive work through their direct superior. The job analysis document of the Head of the Bureau shows the same pattern of planning, coordination, guidance, direction, control, evaluation, and reporting. The work mechanism starts from a work plan or a need, which is directed to the responsible division and assigned to implementers; coordination follows when other units or data are involved, and the results are then checked, evaluated, and reported. Typical outputs include work program plans, minutes of coordination meetings, policy-implementation control documents, activity evaluation reports, and unit performance reports. The sequence differs by field: in financial administration, incoming documents are verified before they are processed, whereas leadership administration usually begins from a leader's direction or need and passes it to the relevant subdivision.

SOPs, technical guidelines, operational plans, regulations, and office applications serve as working references. Leaders and staff said SOPs make the stages of work clear, particularly for routine tasks, and the Head of the Financial and Asset Administration Division stressed that procedures are essential because the work involves documents and accountability. Where a task has no SOP or its instructions are unclear, staff ask their superiors or coordinate with the leadership. Representatives of other bureaus considered the Bureau's service procedures fairly clear and easy to understand and said they generally know where to submit a request and whom to contact; for special work that has not been done before, they coordinate first to avoid errors.

Tasks are distributed by structure, function, and position among the three divisions, and division and subdivision heads assign work to staff. Informants at all levels considered the distribution clear and said staff know their responsibilities, although staff may help with other work when workload rises or urgent matters arise, and subdivision heads sometimes reassign tasks so that work finishes on time. The Bureau has 85 employees: 45 in the Leadership Administration Division, 20 in Household and General Services, 19 in Financial and Asset Administration, and the Head of the Bureau. Staff use computers or laptops, office applications, networks, and communication media as their main work tools. Coordination takes place through communication, consultation, meetings, direction, and reporting between leaders and subordinates, among divisions and subdivisions, and with other units; staff said they coordinate through messaging groups or directly with colleagues whose work is related, and the Bureau's task documents show that the Head of the Bureau coordinates with the Regional Secretary, assistants, the Governor's expert staff, and other regional agencies.

Goal achievement. Organizational performance achievement reported in the Bureau's performance reports stayed high from 2021 to 2025, rising from its lowest level in 2021 to a peak in 2023 and 2024 before easing slightly in 2025 (Figure 1). The accountability evaluation score (SAKIP) rose until 2024 but dropped in 2025 even though reported performance remained high. The two measures capture different things: performance achievement describes how far reported targets were met, whereas the SAKIP evaluation assesses the accountability of performance more broadly.

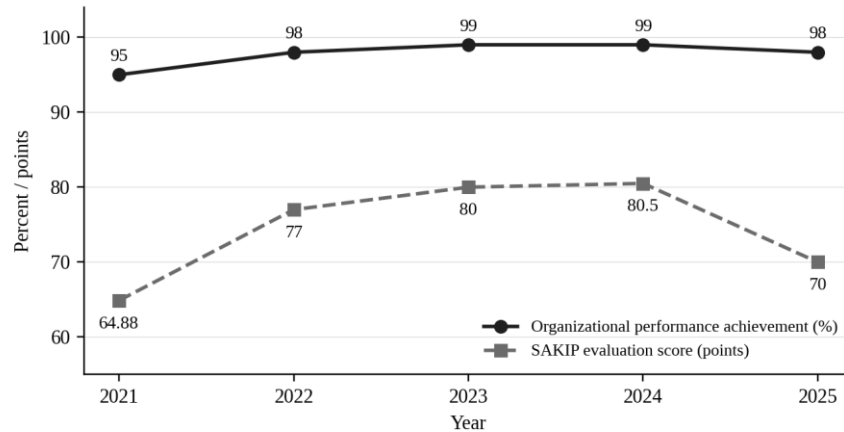


Figure 1. Organizational performance achievement and SAKIP evaluation score, 2021–2025
 Source: General Bureau SAKIP evaluation data and LKjIP (Biro Umum Sekretariat Daerah Provinsi Sulawesi Barat, 2026a, 2026c)

The 2025 performance report shows that every indicator was slightly below its target (Table 2). The largest shortfall relative to target appears in the SPBE index, about 4% below target, followed by financial and asset administration, while the shortfalls for leadership administration and household facilitation are small.

Table 2. Targets and realization of performance indicators, 2025

Performance indicator	Target	Realization	Gap
Leadership administration management	100%	99.70%	0.30 pp
Household facilitation services	100%	99.69%	0.31 pp
Financial and asset administration management	100%	99.07%	0.93 pp
SPBE index	4.50	4.32	0.18 points
Budget performance achievement	100%	99.41%	0.59 pp

Source: LKjIP of the General Bureau, 2025 (Biro Umum Sekretariat Daerah Provinsi Sulawesi Barat, 2026c). pp = percentage points; gap = target minus realization.

Interviews point the same way. Informants at all levels, including those from other bureaus, said the work system helps complete tasks according to target because tasks are divided by section and responsibilities are known. Routine work is generally completed on schedule, whereas urgent matters, sudden tasks that push aside planned work, and work that depends on data from other units require adjustment of time. The Head of the Financial and Asset Administration Division added that timeliness in that field depends heavily on the completeness of data and documents, and the Head of the Leadership Administration Division noted that work must follow leaders' agendas. Representatives of other bureaus said their needs were generally completed within the time required and that the Bureau communicates when a process takes longer. Documents corroborate the pattern: the Bureau's 2022 accountability report recorded inaccurate data in report preparation and monitoring and evaluation that had not been carried out regularly, and recommended consolidating performance data and drawing up a schedule for periodic monitoring (Biro Umum Sekretariat Daerah Provinsi Sulawesi Barat, 2022).

Resource-use efficiency. Informants said available resources are used adequately to support work. Task distribution lets staff concentrate on their own responsibilities and know what to do without waiting long; computers, applications, and networks speed up administrative work such as data processing, document preparation, correspondence, and personnel administration; and budget use is adjusted to needs and applicable rules. The Head of the

Household and General Services Division noted that facilities help, although some work must still adapt to the facilities available, and several staff said work is faster when facilities are complete and free of disruption. Representatives of other bureaus said they are usually directed to the right person and that communication media and applications allow documents and information to be sent without visiting in person.

Two conditions reduce efficiency. Several tasks that arrive at nearly the same time compete for limited time, and incomplete information or documents force confirmation before work can proceed. As for human resources, the Leadership Administration Division holds just over half of the Bureau's employees, but this distribution does not by itself show whether staffing matches workload; no workload data by division are reported in this study.

Work coordination. Informants described coordination as fairly good. Heads said each division communicates according to work needs, that tasks are clarified when several divisions are involved, and that obstacles are raised quickly with the units concerned or with the leadership. Staff said they communicate first when work touches other sections so that tasks do not overlap. Representatives of other bureaus said communication with the Bureau is good, that they usually know whom to contact, and that problems are settled through coordination. The Bureau's task documents show that the Head of the Bureau is responsible for coordinating the three divisions, so coordination runs vertically between leaders and subordinates and horizontally among units.

Coordination nevertheless costs time when a task involves several units at once or when needed data and documents are incomplete. Informants described waiting for data from other sections, rescheduling to fit each unit's own workload, and confirming information again when needs change. These accounts were consistent with the 2022 accountability report.

Service quality. Internal and external informants rated the Bureau's services as generally good. Heads and staff said they try to respond quickly, give clear information, and confirm unclear requests; services follow procedures and requirements and are faster when requirements are complete. Representatives of other bureaus said requests receive a response, are directed to the responsible section, and are followed up, and that information on changes or shortcomings in requirements is communicated so they can complete them. Routine services were described as quick, whereas services requiring several parties or special documents need more time.

The 2025 Community Satisfaction Survey (SKM) supports these accounts. The overall satisfaction index was 90.51, in the very good category, with service procedures at 92.17, complaint handling at 93.50, and service speed at 89.50 (Biro Umum Sekretariat Daerah Provinsi Sulawesi Barat, 2026b). Service speed was therefore the weakest of these three elements. The service standard and pledge in Governor's Decree Number 252 of 2026 serve as the reference for requirements, mechanisms, procedures, and the responsibilities of officers (Governor of West Sulawesi, 2026).

Supporting and inhibiting factors. Informants named several supporting factors: a clear structure and task division, defined duties and responsibilities, SOPs and technical guidance, leadership coordination, supervision, and support, available staff, computers, office applications and communication media, and cooperation among units. Inhibiting factors were concurrent tasks to be completed in limited time, changes in needs or in leaders' agendas that force planned work to be rearranged, coordination across units that takes time, and incomplete data or documents. Informants generally said obstacles are overcome through communication, coordination with the units concerned, and leadership direction.

To show how widely each constraint was shared, the informants' answers were tallied by theme. Cross-unit coordination was named by 8 of the 14 informants and incomplete data, documents, or information by 7, while concurrent tasks were named by 4 and changing requirements by 2. Table 3 brings together the quantitative evidence used in the Discussion and Conclusion.

Table 3. Quantitative evidence supporting the findings

Aspect	Quantitative evidence	Reading
Goal achievement	Performance achievement 95%, 98%, 99%, 99%, and 98% in 2021–2025 (mean 97.8%). SAKIP score rose from 64.88 to 80.50 (+15.62 points) in 2021–2024, then fell to 70 (–10.50 points) in 2025.	High attainment, but the accountability score diverged in 2025.
2025 targets	Four percentage indicators averaged 99.47% of target (mean gap 0.53 pp; largest 0.93 pp, financial and asset administration). SPBE index 4.32 of 4.50 (96.0% of target).	Targets nearly met; the digital indicator is weakest.
Resources	85 employees: 45 (52.94%) Leadership Administration, 20 (23.53%) Household and General Services, 19 (22.35%) Financial and Asset Administration, 1 (1.18%) Head of the Bureau.	Uneven distribution; workload data are needed to judge fit.
Constraints (n = 14)	Cross-unit coordination 8 informants (57%); incomplete data, documents, or information 7 (50%); concurrent tasks 4 (29%); changing requirements 2 (14%).	Coordination and information completeness are the most shared constraints.
Service quality	SKM index 90.51, 2.20 points above the 88.31 lower bound of the very good category; procedures 92.17; complaint handling 93.50; speed 89.50 (2.67 and 4.00 points lower, yet 1.19 above the bound).	Very good overall; speed is the weakest element.
Informant judgment	14 of 14 informants said the work system helps complete work and rated services generally good.	Consistent with the documents.

Source: Authors' calculations from LKjIP, SAKIP, and SKM data (Biro Umum Sekretariat Daerah Provinsi Sulawesi Barat, 2026a, 2026b, 2026c) and interview transcripts. pp = percentage points; the lower bound of category A is 88.31 (SKM report).

Discussion

This section interprets the findings through the four effectiveness indicators (Sedarmayanti, 2021) and compares them with earlier studies.

Work system implementation. The Bureau has the main elements of a work system: a tiered structure, a work mechanism that runs from planning to reporting, SOPs, task distribution, coordination routines, and work tools. These elements match what Sedarmayanti (2021) describes as an effective work system, one that integrates human resources, technology, and organizational policy, and they show that Governor Regulation Number 16 of 2024 is being translated into daily practice. Yet the elements are not equally firm. Heads and staff consistently fall back on superiors' guidance when procedures are absent or unclear, and they share or reassign tasks when workloads rise. This flexibility keeps work moving, but it also shows that part of the system relies on personal direction rather than on written procedure, which is the point at which flexible work arrangements can blur responsibility. A comparable pattern appears in the evaluation of a work system in a bureau of a national agency, where a legally sound policy was weakened by uneven resource distribution, limited training, and inconsistent monitoring and enforcement (Morena et al., 2026). For the Bureau, the practical implication is to map which recurring tasks lack SOPs or have unclear ones, and to state explicitly how tasks may be shared

temporarily, so that mutual help does not erode accountability for each task. Evidence from 35,765 European workers shows that the type of flexible arrangement shapes job quality and work–life balance (Rodríguez-Modroño & López-Igual, 2021), which suggests that rules should state which flexible patterns apply to which tasks rather than treat flexibility as uniform.

Goal achievement. High reported performance and positive informant views show that the work system supports the attainment of targets, in line with Sedarmayanti's (2021) view that goal attainment is influenced by the quality of human resources, leadership, coordination, communication, and the work system. The divergence between performance achievement and the SAKIP evaluation in 2025 is nevertheless a reminder that target attainment alone is an incomplete measure of effectiveness. This study did not examine the components of the SAKIP evaluation and so cannot explain the drop; what the data show is that the two measures can move in different directions, and that a high percentage of reported achievement does not by itself establish that the work system operates well. Daft (2021) makes a related point: failure to reach goals may stem from weak coordination, suboptimal use of resources, or a work system that does not fit the task. In this light, the small shortfalls against target in 2025 are informative. The SPBE index, which concerns the use of electronic systems, is the indicator farthest from its target even though informants consistently described computers and applications as helpful, suggesting that the potential of digital tools is not yet fully used; this study did not examine the reasons. Financial and asset administration is the next farthest from target, which fits the Head of that division's remark that timeliness depends on complete data and documents. Unlike the case reported by Morena et al. (2026), where no quantitative measure linked the work policy to organizational targets, the Bureau does have performance measures. What is missing is a way to trace how the work system contributes to them. Simple records of completion time by type of task, reasons for delay, and the number of documents returned for correction would allow such tracing. The quantitative picture in Table 3 supports this reading: reported achievement averaged 97.8% over five years, while the accountability score gained 15.62 points by 2024 and then lost 10.50 points in 2025.

Resource-use efficiency. Task distribution and the use of computers, applications, and communication media were the resource-related conditions most often credited with speeding up work. This fits Hasibuan's (2020) argument that efficiency is reached through clear task division, good coordination, and the use of staff according to their competence, and Sedarmayanti's (2021) emphasis on managing human resources, technology, and work methods together. The findings also qualify this picture. Concurrent tasks and repeated confirmation of incomplete information consume time that better-prepared inputs would save, so efficiency here depends less on the quantity of resources than on how well work reaches the implementer: complete, clear, and sequenced. The uneven distribution of staff across the three divisions cannot be read as inefficiency or shortage without workload data; it points to the need for a workload analysis before staff are reallocated, which is consistent with Mahmudi's (2021) definition of efficiency as the relationship between input and output. Morena et al. (2026) found that unequal facilities and poor integration among information systems limited the work system they studied. The Bureau's informants did not report such gaps, although a few made speed conditional on facilities and networks working without disruption. The Bureau could make better use of its digital tools by tracking the status of work in one shared record, which would also reduce repeated confirmation. Large-scale personnel data from more than 10,000 IT professionals show that working hours under work from home rose by roughly 30% while output declined slightly (Gibbs et al., 2023). The setting differs from the Bureau, but it illustrates that flexible arrangements can raise effort without raising output unless work is well organized, which is why completion time should be measured rather than assumed.

Work coordination. Coordination functions as Hasibuan (2020) describes it, aligning activities through communication, working time, and supervision, and informants' stress on

knowing whom to contact and on communicating before work touches other units shows that this alignment is largely achieved. Handoko (2021) warns that without coordination organizations suffer overlapping work, delays, and weaker goal attainment; the delays reported at the Bureau arise not from absent coordination but from the time it takes when many units or incomplete data are involved. That is a more demanding problem, because it concerns the quality of what is coordinated rather than the existence of communication. Muharsono et al. (2023) reported a similar situation at a district office, where coordination generally ran well yet results were not effective, and the Bureau's 2022 accountability report points in the same direction by recording inaccurate data and irregular monitoring. Coordination at the Bureau therefore needs accurate shared data and regular monitoring in addition to good communication. Practical steps include a checklist of required documents before a request is forwarded, a single disposition or follow-up form showing the responsible unit and status of each task, and periodic cross-division review of obstacles, which would shorten the time spent on confirmation and make coordination less dependent on individual memory. The tally in Table 3 shows why this matters: cross-unit coordination (8 of 14 informants) and incomplete information (7 of 14) were the most shared constraints. Gibbs et al. (2023) likewise interpret the productivity decline they found as evidence that coordination and communication are harder under remote work, and Kowalski and Ślebarska (2022), surveying 141 managers, found that technical and communication limitations predicted the effectiveness of team and external cooperation.

Service quality. Effectiveness in the public sector is closely tied to service performance and user satisfaction (Mahmudi, 2021), and public services should be professional, transparent, and oriented to user satisfaction (Sinambela, 2020). The interviews and the satisfaction survey agree that the Bureau meets these expectations in general, particularly through clear procedures, a ready point of contact, and follow-up on complaints. The comparatively lower score for speed matches informants' explanations that processing time depends on the completeness of requirements and on coordination among several parties. Improving speed is therefore not only a matter of faster response by front-line staff; it also requires that requirements are communicated clearly at the start, that incomplete submissions are identified early, and that urgent requests have a clear priority path. Because the survey covers service users broadly and this study draws on only part of its results, it should be read as supporting, not replacing, the interview evidence. A multi-indicator reading of effectiveness, as Damayanti et al. (2022) applied to population administration services, is useful here too, since favorable user ratings coexist with a specific weakness in speed.

Integrated reading and implications. Taken together, the findings show that the effectiveness of the work system rests on the interplay of its indicators rather than on any one of them. Concurrent tasks, changing requirements, coordination across units, and incomplete data or documents are, at root, problems of how work is clarified, prioritized, and passed on before and between units act on it, and they appear across all four indicators (Table 1). Improvement therefore calls for a connected approach rather than separate programs: rules for prioritizing and escalating urgent requests; checklists of required documents; a shared tracking record; workload mapping before staff or tasks are reallocated; optimization of SPBE-based tools; and periodic evaluation of completion time, delays, and returned documents, which the Bureau can start with records it already keeps. These implications were developed into a policy brief as a product of the underlying thesis. They follow from the findings and do not mean that such measures are already in use.

The study has limits. It covers a single bureau, relies mainly on perceptions reported in interviews, and uses secondary performance, evaluation, and satisfaction data that were not designed to measure the work system. The findings are therefore contextual and should not be generalized statistically.

CONCLUSION

This study concludes that the work system at the General Bureau of the Regional Secretariat of West Sulawesi Province is implemented through work arrangements, work mechanisms, SOPs, task distribution, coordination, and resource utilization, and that its implementation is reasonably effective but needs strengthening. The quantitative data support this conclusion. Reported performance achievement averaged 97.8% in 2021–2025 and, in 2025, the four percentage indicators reached 99.47% of target on average; all 14 informants said the system helps complete work and rated services generally good; and the 2025 satisfaction index of 90.51 lay 2.20 points above the lower bound of the very good category. The same data show where strengthening is needed. The SAKIP score fell by 10.50 points in 2025 after a gain of 15.62 points in 2021–2024, the SPBE index reached only 96.0% of its target, service speed (89.50) scored 2.67 and 4.00 points below procedures and complaint handling, and the most shared constraints were cross-unit coordination (8 of 14 informants), incomplete data or documents (7 of 14), concurrent tasks (4 of 14), and changing requirements (2 of 14). The system is supported by a clear structure and task division, SOPs, leadership direction and supervision, work facilities and communication media, and cooperation among units. The Bureau should therefore strengthen coordination and workload management, clarify procedures and document requirements, match resources to workload through analysis before reallocation (45 of 85 employees, or 52.94%, sit in one division), optimize the use of information technology to track work, and evaluate implementation periodically using completion time, delays, and returned documents as indicators. Future research could compare the effectiveness of work systems across bureaus or add workload and time-use data to test the links among workload, digital support, and timeliness.

REFERENCES

- Biro Umum Sekretariat Daerah Provinsi Sulawesi Barat. (2022). *LKPJ Biro Umum tahun 2022* [General Bureau 2022 accountability report]. Biro Umum Sekretariat Daerah Provinsi Sulawesi Barat.
- Biro Umum Sekretariat Daerah Provinsi Sulawesi Barat. (2026a). *Data evaluasi SAKIP Biro Umum tahun 2021–2025* [General Bureau SAKIP evaluation data, 2021–2025]. Biro Umum Sekretariat Daerah Provinsi Sulawesi Barat.
- Biro Umum Sekretariat Daerah Provinsi Sulawesi Barat. (2026b). *Laporan hasil survei kepuasan masyarakat tahun 2025* [2025 community satisfaction survey report]. Biro Umum Sekretariat Daerah Provinsi Sulawesi Barat.
- Biro Umum Sekretariat Daerah Provinsi Sulawesi Barat. (2026c). *Laporan kinerja instansi pemerintah (LKjIP) Biro Umum tahun 2025* [2025 government agency performance report of the General Bureau]. Biro Umum Sekretariat Daerah Provinsi Sulawesi Barat.
- Creswell, J. W., & Poth, C. N. (2018). *Qualitative inquiry and research design: Choosing among five approaches* (4th ed.). SAGE Publications.
- Daft, R. L. (2021). *Organization theory and design*. Cengage Learning.
- Damayanti, D. A., Yuningsih, N. Y., & Akbar, I. (2022). Efektivitas pelayanan administrasi kependudukan di masa peralihan layanan tahun 2021 di Kota Bandung [The effectiveness of population administration services during the 2021 service transition in Bandung City]. *Jurnal Administrasi Pemerintahan (JANITRA)*, 2(2), 323–337. <https://jurnal.unpad.ac.id/janitra/article/view/45169>

- Denzin, N. K. (1978). *The research act: A theoretical introduction to sociological methods* (2nd ed.). McGraw-Hill.
- Gibbs, M., Mengel, F., & Siemroth, C. (2023). Work from home and productivity: Evidence from personnel and analytics data on information technology professionals. *Journal of Political Economy Microeconomics*, 1(1), 7–41. <https://doi.org/10.1086/721803>
- Governor of West Sulawesi. (2026). *Governor's Decree of West Sulawesi Number 252 of 2026 concerning public service standards and service pledges at the General Bureau of the Regional Secretariat of West Sulawesi Province*. JDIH Provinsi Sulawesi Barat. <https://jdih.sulbarprov.go.id/index.php?page=keputusan>
- Handoko, T. H. (2021). *Manajemen* [Management]. BPFE.
- Hasibuan, M. S. P. (2020). *Manajemen sumber daya manusia* [Human resource management]. Bumi Aksara.
- Kallio, H., Pietilä, A.-M., Johnson, M., & Kangasniemi, M. (2016). Systematic methodological review: Developing a framework for a qualitative semi-structured interview guide. *Journal of Advanced Nursing*, 72(12), 2954–2965. <https://doi.org/10.1111/jan.13031>
- Kowalski, G., & Ślebarska, K. (2022). Remote working and work effectiveness: A leader perspective. *International Journal of Environmental Research and Public Health*, 19(22), 15326. <https://doi.org/10.3390/ijerph192215326>
- Mahmudi. (2021). *Manajemen kinerja sektor publik* [Public sector performance management]. UPP STIM YKPN.
- Miles, M. B., Huberman, A. M., & Saldaña, J. (2014). *Qualitative data analysis: A methods sourcebook* (3rd ed.). SAGE Publications.
- Moleong, L. J. (2017). *Metodologi penelitian kualitatif* [Qualitative research methodology] (Rev. ed.). PT Remaja Rosdakarya.
- Morena, D. V., Wicaksana, H. H., Rustanto, A. E., Waluyo, S. D., & Mariam, S. (2026). Evaluasi sistem kerja “Work from Anywhere” pada Biro Manajemen Barang Milik Negara dan Pengadaan Badan Riset dan Inovasi Nasional [Evaluation of the “Work from Anywhere” work system at the State Property Management and Procurement Bureau of the National Research and Innovation Agency]. *Public Inspiration: Jurnal Administrasi Publik*, 11(1), 101–110. <https://doi.org/10.22225/pi.11.1.2026.101-110>
- Muharsono, Pramono, T., & Nurhalimah, Z. (2023). Coordination of effectiveness in implementing public services: Study in Sumbergempol District, Tulungagung. *Jurnal Manajemen Pelayanan Publik*, 7(1). <https://doi.org/10.24198/jmpp.v7i1.45681>
- Patton, M. Q. (2015). *Qualitative research and evaluation methods: Integrating theory and practice* (4th ed.). SAGE Publications.
- Pemerintah Provinsi Sulawesi Barat. (2024). *Peraturan Gubernur Sulawesi Barat Nomor 16 Tahun 2024 tentang Sistem Kerja* [Governor Regulation of West Sulawesi Number 16 of 2024 concerning the Work System].
- Robbins, S. P., & Judge, T. A. (2022). *Organizational behavior*. Pearson Education.
- Rodríguez-Modroño, P., & López-Igual, P. (2021). Job quality and work–life balance of teleworkers. *International Journal of Environmental Research and Public Health*, 18(6), 3239. <https://doi.org/10.3390/ijerph18063239>
- Sedarmayanti. (2021). *Manajemen sumber daya manusia: Reformasi birokrasi dan manajemen pegawai negeri sipil* [Human resource management: Bureaucratic reform and civil servant management]. Refika Aditama.
- Sinambela, L. P. (2020). *Reformasi pelayanan publik: Teori, kebijakan, dan implementasi* [Public service reform: Theory, policy, and implementation]. Bumi Aksara.
- Steers, R. M. (1985). *Efektivitas organisasi* [Organizational effectiveness]. Erlangga.
- Sugiyono. (2022). *Metode penelitian kuantitatif, kualitatif, dan R&D* [Quantitative, qualitative, and R&D research methods]. Alfabeta.