

## ABSTRAK

### PEMETAAN KINERJA PEGAWAI NEGERI SIPIL DI INDONESIA (*SYSTEMATIC LITERATURE REVIEW*)

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Penelitian ini bertujuan untuk melakukan sintesis sistematis terhadap studi-studi terdahulu guna mengidentifikasi secara komprehensif tren, indikator-indikator, faktor-faktor, dan tantangan serta saran yang dihadapi dalam konteks kinerja PNS di Indonesia. Jenis penelitian yang digunakan adalah penelitian kualitatif. Metode yang digunakan adalah studi pustaka (*library research*), dan yang digunakan dalam penelitian ini adalah *Systematic Literature Review* (SLR) atau tinjauan pustaka sistematis. Hasil penelitian menunjukkan bahwa kajian kinerja PNS mengalami perkembangan signifikan, dengan pergeseran fokus dari aspek internal pegawai menuju reformasi birokrasi, sistem merit, dan transformasi digital pelayanan publik. Indikator kinerja yang dominan meliputi kualitas dan kuantitas kerja, ketepatan waktu, efektivitas, efisiensi, kerja sama, serta kualitas pelayanan publik. Kinerja PNS dipengaruhi oleh faktor personal, kepemimpinan, sistem organisasi, lingkungan kerja, serta kebijakan dan regulasi. Tantangan utama yang dihadapi meliputi keterbatasan kompetensi digital, birokrasi yang belum efektif, dan resistensi terhadap perubahan, sementara solusi yang direkomendasikan mencakup pengembangan kompetensi, penerapan sistem merit, reformasi birokrasi berkelanjutan, dan optimalisasi teknologi informasi.

**Kata Kunci :** Pemetaan, Kinerja, Pegawai Negeri Sipil

## **ABSTRACT**

### **MAPPING THE PERFORMANCE OF CIVIL SERVANTS IN INDONESIA (SYSTEMATIC LITERATURE REVIEW)**

**By**

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*This study aims to conduct a systematic synthesis of previous studies in order to comprehensively identify trends, indicators, factors, challenges, and recommendations faced in the context of civil servant performance in Indonesia. The type of research used is qualitative research. The method employed is library research, and the approach used in this study is a Systematic Literature Review (SLR). The results of the study indicate that research on civil servant performance has experienced significant development, with a shift in focus from internal employee aspects towards bureaucratic reform, merit systems, and digital transformation of public services. The dominant performance indicators include the quality and quantity of work, timeliness, effectiveness, efficiency, collaboration, and the quality of public service. Civil servants' performance is influenced by personal factors, leadership, organizational systems, work environment, as well as policies and regulations. The main challenges faced include limited digital competence, ineffective bureaucracy, and resistance to change, while the recommended solutions include competence development, implementation of a merit system, continuous bureaucratic reform, and optimization of information technology.*

**Keywords:** *Mapping, Performance, Civil Servants*