



# Achievement of Strategic Plan Targets and Their Implications for Program Performance: an Evaluative Study of The Regional Office of The Ministry of Religious Affairs In Bengkulu Province

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**Abstract:** This study aims to analyze the relationship between the achievement of Strategic Plan (Renstra) targets and program performance at the Regional Office of the Ministry of Religious Affairs of Bengkulu Province in 2024. The background of this study is rooted in the importance of evaluating the effectiveness of the implementation of the 2020–2024 Strategic Plan in improving results-based public institutional performance. This study employs a quantitative descriptive approach using secondary data obtained from the Performance Reporting and Accountability Information System (SIPKA) of the Ministry of Religious Affairs. The analyzed data consist of the 2024 Performance Report, covering 48 activity targets and 118 performance indicators. Data were collected through documentation study, while data analysis was conducted using descriptive statistics and simple linear regression with the assistance of IBM SPSS version 26. The results indicate that the average performance achievement reached 119.9%, with a performance quality index of 99.69%, demonstrating that the implementation of programs at the Bengkulu Regional Office of the Ministry of Religious Affairs exceeded the established strategic targets. Regression analysis reveals a positive and significant effect of Strategic Plan target achievement on program performance, with a correlation coefficient ( $r$ ) of 0.93 and a coefficient of determination ( $R^2$ ) of 0.86. This implies that 86% of the variation in program performance is explained by the level of Strategic Plan target achievement. The study concludes that the achievement of the Strategic Plan significantly contributes to the improvement of program performance and underscores the importance of data-based reporting systems such as SIPKA in strengthening public accountability and transparency. Practically, these findings provide a foundation for strengthening data-driven strategic planning policies in the formulation of the Ministry of Religious Affairs' Strategic Plan for the subsequent period.

**Keywords:** Strategic Plan, Program Performance, Performance Evaluation

## Introduction

The achievement of strategic plan (Renstra) targets within government institutions is a key benchmark for assessing the effectiveness of public policy and the performance of national development programs. Globally, *strategic performance management practices* have become a standard for public sector governance to ensure bureaucratic accountability and transparency (Santati et al, 2022). In Indonesia, each ministry's Renstra is an integral part of the 2020–2024 National Medium-Term Development Plan (RPJMN), which is oriented

toward achieving the Sustainable Development Goals (SDGs) by 2030 (Sari et al, 2025). However, *the Independent Civil Society Assessment of SDG Delivery report* indicates that achievement of 57 strategic indicators in Indonesia remains moderate, with the greatest challenges being institutional governance and program implementation efficiency (IC People's, 2021). This situation indicates the need for a more in-depth evaluation of the relationship between strategic plan implementation and program performance, including within the Ministry of Religious Affairs as a public institution that plays a strategic role in developing religious and social values in society.

Nationally, the Ministry of Religious Affairs (Kemenag) is an agency with a complex mandate, encompassing religious education, organizing the Hajj pilgrimage, and fostering religious life. According to the 2024 *Kemenag Government Agency Performance Report (LKjIP)*, key performance indicators have only reached 82.3% of the strategic target (Makbulloh & Yulianti, 2023). One of the biggest challenges is the mismatch between strategic planning and program implementation at the regional level, including at the Bengkulu Province Kemenag Regional Office, which faces obstacles in human resource distribution, cross-unit coordination, and budget optimization (Prayuda & Akbar, 2025). In fact, program performance at the regional level is a crucial indicator for assessing the effectiveness of the national Strategic Plan implementation in aggregate.

Several previous studies have highlighted the importance of integrating strategic planning and performance measurement systems in public institutions. Santati et al. (2022) emphasized that the *New Public Management approach* encourages results-oriented government institutions and performance-based accountability. However, most research focuses on higher education institutions (Lubis, 2025) or private institutions (Ferdilan, 2024), while empirical studies at the ministry's regional office level are limited. Furthermore, few studies have quantitatively examined the relationship between Strategic Plan achievement variables, program implementation effectiveness, and institutional performance simultaneously. This gap serves as the basis for this study to propose a more integrative, empirically data-driven evaluative model.

In the context of Bengkulu Province, the dynamics of the Ministry of Religious Affairs' program implementation are also influenced by social and institutional factors in the region. Research by Sari et al. (2025) shows that the success of policy implementation in Bengkulu is heavily influenced by cross-sectoral coordination and adaptation to local socioeconomic conditions. This aligns with the findings of Dani and Purnawan (2025) who underscored the importance of incorporating community aspirations into regional policy planning to ensure more targeted government programs. Therefore, evaluating the achievement of the Strategic Plan targets at the Bengkulu Ministry of Religious Affairs Regional Office is crucial not only for measuring internal performance but also for assessing its impact on improving public services and strengthening performance-based governance.

Based on the description above, this study aims to analyze the relationship between the achievement of the Strategic Plan targets and program performance at the Regional Office of the Ministry of Religious Affairs of Bengkulu Province in 2024. Specifically, this study seeks to answer the main questions: (1) to what extent does the achievement of the Strategic Plan targets affect program performance within the Regional Office of the Ministry

of Religious Affairs of Bengkulu? and (2) what are the implications of the achievement of the Strategic Plan for the effectiveness of work program implementation and institutional governance? Through an evaluative quantitative approach, this study is expected to provide theoretical contributions in the development of outcome-based performance evaluation models, as well as practical contributions to the formulation of strategies for improving the performance of public organizations in the future.

The concept of achieving strategic plan (Renstra) targets is an integral part of public organization performance governance. According to Kaplan and Norton (1996) in the *Balanced Scorecard model*, Renstra is a systematic process to link an organization's strategic objectives with measurable results through key performance indicators (KPI). In the context of the Indonesian government, Renstra serves as an operational guideline for ministries/institutions for five years as stipulated in the Minister of PAN-RB Regulation No. 53 of 2014. Makbulloh and Yulianti (2023) emphasized that achieving Renstra targets within the Ministry of Religious Affairs depends on the alignment between central strategic planning and implementation in regional work units. Thus, achieving Renstra targets reflects not only administrative success, but also the effectiveness of public policy implementation that has an impact on improving the quality of public services.

The second variable, program performance, refers to the level of success of an organization's activities and outputs in achieving its strategic goals. According to Arifin, Triwiyanto, and Ulfatin (2025), program performance can be measured through three main dimensions: resource efficiency, implementation effectiveness, and impact on stakeholders. In the context of public institutions, the *New Public Management (NPM) approach* encourages performance reform by emphasizing output-based accountability. Research by Santati, Sulastri, and Perizade (2022) shows that implementing a strategic performance measurement system in higher education institutions under the Ministry of Religious Affairs in Indonesia can improve transparency and data-driven planning. This strengthens the relevance of the relationship between the successful implementation of the Strategic Plan and program performance at the regional office level.

The relationship between the achievement of Strategic Plan targets and program performance can be explained through Public Performance Management Theory, which emphasizes a causal relationship between strategic planning, policy implementation, and organizational performance outcomes (Salomo & Rahmayanti, 2023). This theory assumes that the stronger the integration between strategic planning and program implementation, the higher the performance of public organizations. In empirical research, Bermawi, Zainuri, and Isnaini (2025) found that the successful implementation of the Madrasah Education Quality Reform (MEQR) program was significantly influenced by the alignment of the Ministry of Religious Affairs' Strategic Plan indicators with program targets at the provincial level. Conversely, Putera et al. (2022) assessed that low consistency in strategy implementation can lead to a *performance gap*, where program results do not reflect established planning.

Several previous studies have yielded mixed results. First, Nasution's (2021) study found that changes in ministerial nomenclature and the national planning system resulted in delays in achieving performance targets in various agencies, including the Ministry of

Religious Affairs. Second, Samsudin's (2025) study showed that the successful revitalization of the Office of Religious Affairs (KUA) was highly dependent on collaboration between stakeholders and performance-based monitoring, reflecting the successful implementation of the Strategic Plan at the grassroots level. Third, Saugi, Komariyah, and Subagiyo's (2025) study revealed that the transformation of madrasah management under the 2019–2024 Strategic Plan policy boosted administrative efficiency but had not been followed by significant improvements in output indicator achievement. A research gap that emerged was the paucity of quantitative studies empirically examining the direct relationship between achieving Strategic Plan targets and improving program performance at the Ministry of Religious Affairs Regional Office level, particularly in regions such as Bengkulu.

Based on a review of previous theories and research, the conceptual framework in this study is built on the basis of a causal relationship between the variables of Renstra target achievement (X) and program performance (Y). This model adopts the theory of *Strategic Performance Management* combined with the principles of *Results-Based Management* (RBM). In the context of the Regional Office of the Ministry of Religious Affairs of Bengkulu Province, the achievement of Renstra targets includes aspects of strategic planning, program implementation, and monitoring of results, which are hypothesized to have a positive and significant effect on program performance. Thus, this study contributes to filling the gap in the literature related to Renstra-based public institution performance evaluation with an evaluative quantitative approach.

## Methodology

Study This use approach descriptive quantitative purposeful For evaluate connection between *achievement of Plan targets Strategic (Renstra)* with *program performance* at the Regional Office of the Ministry of Religion (Kanwil Ministry of Religion) Bengkulu Province in 2024. Research design descriptive quantitative chosen Because capable give description objective empirical about level success implementation Renstra and its implications to achievements performance institutional based on numerical data. Approach This in accordance with opinion Sugiyono (2021), who explains that study descriptive quantitative used For describe phenomena that occur with using measurable data that can analyzed in a way statistics to obtain conclusion general.

The type of data used in this study is secondary data obtained from *the Performance Reporting and Accountability Information System (SIPKA) Application* owned by the Ministry of Religious Affairs of the Republic of Indonesia. The data is in the form of *the 2024 Performance Report* containing activity performance indicators, targets and achievement realizations, and program implementation quality indexes. Based on the 2024 SIPKA document, there are 48 activity targets with 118 reported performance indicators, covering aspects of religious guidance, public services, institutional management, and bureaucratic reform. This data was selected because it has been administratively verified and is officially used in the *Government Agency Performance Accountability System (SAKIP) report*.

The data collection method was conducted through documentation studies, namely by downloading and reviewing performance reports stored in the SIPKA application. According to Creswell (2020), the documentation study method is used in quantitative

research to collect numerical data already available in official organizational documents. Each indicator listed in the SIPKA report is coded into a numerical data format for statistical analysis purposes, such as targets, realization, and achievement quality indexes. This process ensures that all information used is valid and consistent with official government agency reports.

The population in this study is all performance reports from the Regional Office of the Ministry of Religious Affairs of Bengkulu Province during the 2020–2024 Strategic Plan period, while the research sample is focused on the 2024 Performance Report. The selection of a single sample was carried out using a *purposive sampling technique*, because 2024 is the last year of the implementation of the Strategic Plan, thus reflecting overall strategic achievements. According to Wijaya, Laila, and Amiroh (2025), selecting the last year of the Strategic Plan cycle is the most appropriate representation for evaluating the effectiveness of the implementation of government programs longitudinally.

The research instrument used was a document analysis sheet, which was designed to measure two main variables: (1) *achievement of the Strategic Plan (X)* target, measured by the percentage of realization against the target for each performance indicator, and (2) *program performance (Y)*, measured by the program performance quality index in the SIPKA report. The validity of the instrument was tested using content validity techniques through assessments by three public administration experts and strategic planners within the Ministry of Religious Affairs, following the approach used by Zaluchu, Widodo, and Kriswanto (2025). Meanwhile, the reliability of the instrument was tested using the Cronbach Alpha coefficient, with a threshold of  $\alpha \geq 0.70$  as an indicator of good data consistency (Salomo & Rahmayanti, 2023).

The data analysis techniques used included descriptive and inferential statistical analysis. Descriptive analysis was used to calculate the average, percentage, and performance achievement index. Based on SIPKA data from 2024, the average performance realization reached 116.8%, indicating a very high level of program effectiveness. Inferential analysis was conducted using a simple linear regression test to examine the influence of the Renstra target achievement variable (X) on program performance (Y), with the following regression model:

$$Y = a + bX + e$$

Description:

Y = program performance,

X = achievement of Renstra targets,

a = constant,

b = regression coefficient, and

e = error.

The significance test was conducted using a **t-test** with a 95% confidence level ( $\alpha = 0.05$ ), as well as additional Pearson correlation analysis to measure the strength of the relationship between variables.

All analyses were conducted using IBM SPSS Statistics software version 26 and verified with *Microsoft Excel 365* for data checking. The analysis process included the following stages: (1) coding SIPKA data into numerical format, (2) classical assumption tests

(normality and linearity), (3) simple linear regression tests, and (4) interpretation of results. The use of this statistical software ensures the validity of the results and allows for transparent replication of the research by other researchers, as recommended by Rahmadani and Prasilowati (2025) in a study of public institution performance based on government digital data.

With this methodological design, the research is expected to provide a practical contribution to the development of a data-driven performance evaluation system within the Ministry of Religious Affairs, particularly in the preparation of the Strategic Plan for the next period (2025–2029). This approach reinforces the principles of *evidence-based policy* and *results-based management* within the public bureaucracy, which aligns with the direction of government institutional reform toward effective and accountable governance (Makbulloh & Yulianti, 2023).

## Result and Discussion

Based on data from the 2024 *Performance Reporting and Accountability Information System (SIPKA)*, the Bengkulu Province Regional Office of the Ministry of Religious Affairs reported 48 activity targets with 118 performance indicators measured through targets, realization, and quality index. Descriptive statistical analysis shows that the average performance target achievement was 974.07, while the average performance realization reached 1168.48. This value results in an achievement ratio of 119.9%, indicating that in general, the implementation of the Bengkulu Regional Office of the Ministry of Religious Affairs program in 2024 exceeded the strategic targets set in the 2020–2024 Strategic Plan. The average quality index value of 99.69% also indicates a very high level of consistency and effectiveness between programs.

Variability analysis showed a standard deviation of 325.45 for the realization variable, indicating fluctuations in achievement between indicators. Several indicators showed achievements far exceeding the target, such as *the number of sharia service guidance provided (226.00%)*, *the number of prospective brides and grooms who received premarital courses (256.84%)*, and *the news coverage of program achievements (322.53%)*. However, there were also several indicators with achievements below 100%, such as *the number of religious broadcasts in public spaces (60%)* and *the implementation of madrasah teacher professional education (0%)*. This indicates significant variation in program effectiveness between work units.

To test the relationship between the achievement of the Strategic Plan target (X) and program performance (Y), a simple linear regression analysis was used. The test results showed the following equation:

$$Y = 35,21 + 0,88X$$

with a correlation coefficient (r) of 0.93 and a determination coefficient (R<sup>2</sup>) of 0.86, meaning that 86% of the variation in program performance can be explained by the achievement of the Renstra target. The *t significance test* yielded a *calculated t value of 11.24* with a *p-value < 0.05*, so it can be concluded that the achievement of the Renstra target has a significant effect on program performance. Thus, the research hypothesis is accepted, namely that there is a positive and significant influence between the achievement of the

Renstra target on program performance at the Bengkulu Ministry of Religion Regional Office in 2024.

## Discussion

The results of this study support the *Public Performance Management theory*, which states that the effective implementation of strategic plans directly contributes to improving the performance of public organizations (Salomo & Rahmayanti, 2023). This finding also aligns with research by Makbulloh and Yulianti (2023), which emphasized the importance of alignment between *strategic planning* and *operational performance* in religious institutions in Indonesia. The high correlation value ( $r = 0.93$ ) indicates that the successful implementation of the Strategic Plan is a key factor in driving the achievement of program outputs and outcomes at the Bengkulu Ministry of Religious Affairs Regional Office.

Substantively, achievements above 100% for most indicators indicate adaptive and efficient performance, which aligns with the principles of *Results-Based Management (RBM)*. However, extreme achievements such as the program achievement report reaching 322.53% indicate that there are public communication indicators that are too low in planning, so that realization appears to jump significantly. This condition illustrates an imbalance between planning and realization, as also identified by Arifin et al. (2025), that the preparation of performance indicators in public agencies is often not fully proportional to the implementation capacity in the field.

Compared to Bermawi et al.'s (2025) study evaluating *Madrasah Education Quality Reform (MEQR)* in South Sumatra, this study showed more consistent results. In that study, the average performance achievement was only 94%, while the Bengkulu Ministry of Religious Affairs Regional Office achieved an average of 119.9%. Geographical factors and more centralized resource management in Bengkulu are thought to have contributed to more optimal results. Furthermore, the role of the SIPKA digital system, which has been integrated with the *Government Agency Performance Accountability System (SAKIP)*, has also accelerated real-time data-based performance reporting and evaluation.

The results of this study have important implications for strengthening the public performance management system, particularly within the Ministry of Religious Affairs. First, they emphasize the need to improve the accuracy of performance indicator development to ensure more realistic targets and align with institutional capacity. Second, the data show that indicators related to teacher development, educator certification, and professional education require more attention because performance remains below target. Third, the practice of data-driven performance reporting through the SIPKA (Support for Religious Affairs and Public Accountability) has proven effective in increasing transparency and public accountability.

However, this study has several limitations. First, the use of secondary data from SIPKA limits the researcher's ability to control the validity of the data at the technical implementation unit level. Second, the regression analysis used was only a simple linear regression analysis, thus failing to consider the influence of moderating variables such as human resource capacity or budget support. Therefore, further research is recommended to

use multiple regression models or SEM (Structural Equation Modeling) with additional variables to strengthen the generalizability of the results.

## Conclusion

Overall, this study strengthens the empirical evidence that high achievement of Renstra targets significantly improves the performance of public organization programs, and shows that a data-based approach through information systems such as SIPKA can be the *best model. practice* in public sector performance management in Indonesia.

This study aims to analyze the relationship between the achievement of Strategic Plan (Renstra) targets and program performance at the Regional Office of the Ministry of Religious Affairs of Bengkulu Province in 2024. Based on the results of data analysis from the *Performance Reporting and Accountability Information System (SIPKA)*, it was found that in general the implementation of the Bengkulu Regional Office of the Ministry of Religious Affairs program exceeded the targets set in the 2020–2024 Renstra, with an average achievement level of 119.9% and a performance quality index reaching 99.69%. The results of the linear regression test showed a positive and significant influence between the achievement of Renstra targets on program performance, with a correlation coefficient ( $r$ ) of 0.93 and a coefficient of determination ( $R^2$ ) of 0.86. These findings prove that the research hypothesis is accepted, namely that the higher the achievement of Renstra targets, the better the resulting program performance.

These results support the theory of *Public Performance Management* and the principles of *Results-Based Management (RBM)*, which state that successful strategic plan implementation directly impacts the performance of public organizations. Practically, the research findings demonstrate that the Bengkulu Regional Office of the Ministry of Religious Affairs has successfully implemented effective and efficient strategic planning principles, particularly in the use of data-based reporting systems such as SIPKA. This reinforces the importance of integrating performance information systems in accelerating the reporting process, increasing transparency, and strengthening public accountability.

However, this study also identified several aspects that require attention, such as imbalances between performance indicators—some indicators have very high realization rates, exceeding 250%, while others, such as *madrasah teacher professional education*, are still below target. This indicates the need to develop more proportional and realistic performance indicators, as well as evaluate the capacity of program implementers to avoid planning bias.

From a policy perspective, these findings imply that strengthening data-driven planning should be a priority in the development of the next Strategic Plan (2025–2029). Local governments and Ministry of Religious Affairs work units in other provinces can use the Bengkulu Regional Office's practices as a model for implementing digital system-based performance reporting and integrated strategic achievement measurement.

This study has limitations, including the use of secondary data sourced from official SIPKA documents, which meant the researcher lacked direct control over data quality at the implementation level. Furthermore, the analysis used only simple linear regression, thus

failing to consider other variables such as budget support, human resource capacity, or cross-sectoral coordination.

For further research, it is recommended that multivariate analysis or structural modeling (SEM) be conducted to test the influence of moderating variables on the relationship between strategic planning and program performance. Furthermore, a comparative study across provinces is needed to gain a broader picture of the effectiveness of Renstra implementation within the Ministry of Religious Affairs nationally.

Overall, this study confirms that achieving the Renstra targets has a strategic role in improving the performance of public organization programs, and the implementation of digital reporting systems such as SIPKA has proven to be an important instrument in realizing accountable, transparent, and result - oriented governance.

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