

Analysis of Employee Performance in the Administration Section of the General Bureau Regional Secretariat of Bali Province

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ARTICLE INFO

Keywords: Employee Performance, Work Quality, Effectiveness

Received : 01 April 2025

Revised : 20 April 2025

Accepted: 27 May 2025

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ABSTRACT

Human resources are very important in supporting the success of an organization. One important indicator in the effectiveness of government administration services is employee performance. The purpose of this research is to analyze employee performance based on indicators of work quality, quantity, timeliness, effectiveness, independence, and work commitment. The research method used is a qualitative method with a descriptive approach. The results showed that employee performance was generally good, marked by completing tasks on time according to targets with a low error rate, supported by the use of technology even though some elderly ASNs require assistance, as well as initiative, high responsibility, and strong work commitment reflected in loyalty and emotional involvement with the organization. Government agencies need to continue to conduct periodic evaluations of performance support factors and provide training, especially in the use of technology, so that good performance can be improved and maintained.

INTRODUCTION

Government institutions rely heavily on the quality of human resources (HR) to achieve the goals of an organization (Retnaningtyas and Putranto, 2020). The quality of this human resource is measured by employee performance, which is important in ensuring the successful implementation of government functions. Today, the demands on the state civil apparatus (ASN) to work professionally, efficiently, and accountably are increasing. Optimal performance not only reflects the quality of human resources, but is also an indicator of the effectiveness of government institutions in serving the community.

Referring to Law Number 5 of 2014 concerning State Civil Apparatus, the performance appraisal of civil servants aims to ensure the objectivity of civil servant development based on the work achievement system and career system, taking into account the targets, achievements, results, benefits achieved, and employee work behavior. In Bali, the regulation that guides employee performance is Bali Governor Regulation Number 64 of 2020 concerning Merit System in Civil Servant Management of the Bali Provincial Government. This merit system covers the entire employment cycle, from recruitment to dismissal, including performance appraisals that are carried out objectively and based on annual SKP...

Effective government administration is highly dependent on employee performance, especially in terms of quality, quantity, and timeliness in completing work. Any administrative error, no matter how small, can have an impact on slow decision-making, disruption of coordination flow, and decreased public trust. Therefore, improving employee performance is a priority in building responsive and transparent governance. According to Rahayu (2017), performance has a crucial role in determining the success of an organization in achieving predetermined goals. Therefore, it is important for each individual to continuously evaluate their performance, because the results of the evaluation can be useful input to improve and improve the quality of work in the future.

The Administration Section of the General Bureau within the Regional Secretariat of Bali Province acts as the center of administration and management of official local government documents. This unit is responsible for managing incoming and outgoing mail, archives, preparing schedules for events, and other basic but important administrative services. The effectiveness of performance in this section greatly affects the smooth operation of all regional bureaus and devices. The following is employee performance data obtained directly from the Administration section of the Bali Regional Secretariat General Bureau.

Table 1. Employee Performance Data Obtained Directly From The Administration Section Of The Bali Regional Secretariat General Bureau

No .	Employee Name	Work Unit	Number of Performance Targets	Average Achievement (%)	Performance Category	Key Performance Notes
1	Made Muter	Administration Section	6	92%	Very good	Disciplined, able to work independently and in teams
2	Ni Made Armini	Administration Section	5	88%	Good	Consistent target achievement, technical strengthening needed
3	I Gede Sudarmawan	Administration Section	7	85%	Good	Thorough in administration, effective coordination
4	Anak Agung Sagung Intan Pratiwi	Administration Section	6	91%	Very good	High initiative, good reporting timeliness
5	Ni Putu Gelia Lestari	Administration Section	6	90%	Very good	Productive, high administrative compliance
6	I Gusti Ketut Antara	Administration Section	6	88%	Good	Work neatly and meticulously, coordinate in reporting
7	I Dewa Gede Sura Aditama	Administration Section	6	93%	Very good	Strong leadership, timely completion of work
8	Sri Rahayu Supiani	Administration Section	6	90%	Very good	Active coordination, efficient document management

Although tasks in the Administration Section are routine, their implementation is not free from various challenges and obstacles. One common

problem that often arises is the level of employee discipline, which can directly affect the delay in completing tasks. In addition, work productivity often declines due to a lack of motivation. This raises questions about the effectiveness of the existing HR management system in the General Bureau, especially in the administration section. On the other hand, the development of information technology should be a solution in improving work efficiency. However, not all employees are able to adapt optimally to the use of digital applications or modern administrative information systems. The low level of digital literacy among ASNs, especially in the administrative field, can cause the utilization of technology to not run optimally. This can be an obstacle in the transformation of electronic-based services that is being promoted by the government.

This journal focuses on a study that specifically analyzes employee performance in the Administration Section of the General Bureau of the Regional Secretariat of Bali Province, which until now has not been the main object of scientific research. In contrast to previous studies that tend to highlight employee performance in general in the government environment, this research makes a new contribution by focusing on administrative work units that play a strategic role in supporting the effectiveness of bureaucratic operations. Referring to the above conditions, an analysis of employee performance, especially in the Administration Section of the General Bureau of the Regional Secretariat of Bali Province, needs to be studied. Evaluation of the quality of work, level of productivity, and adaptability to modern work systems needs to be done to determine the effectiveness of current employee performance.

LITERATURE REVIEW

1. Performance

Definition of Performance

Busro in Rudini (2024) said that performance is the achievement of work results carried out by employees, both individually and in groups, in an organization, which is carried out based on predetermined duties and responsibilities. This achievement aims to support the achievement of the vision, mission and goals of the organization, by showing the ability to solve various problems in a timely manner without violating applicable legal provisions.

Sutrisno in Ratnasari (2019) explains that employee performance refers to the results of work performed by employees, measured from various aspects. These aspects include work quality, which reflects how well tasks are completed; work quantity, which refers to the volume or amount of work completed within a certain period; work time efficiency, which describes the ability to complete tasks on time; and the ability to work with the team to achieve the goals set by the organization. All these aspects together reflect how effective employees are in contributing to the success of the company.

According to Gomes in Hidayat (2021), performance refers to a record of the results obtained from a particular job or activity over a period of time. This performance describes how well an individual or group completes the tasks that have been assigned within a predetermined period of time. Performance appraisals allow organizations to evaluate work effectiveness and productivity, as well as provide insight into goal achievement and improvements that may be

needed in the work process. By recording these production results, the organization can ascertain whether the expected targets have been achieved or require adjustments.

Factors Affecting Performance Achievement

According to Mangkunegara in Ahmad (2017), there are two factors that affect performance, namely:

1. Ability factor

Ability is the main factor that determines the extent to which an employee can carry out his duties effectively and efficiently. Ability consists of two important components, namely potential ability and reality ability. Potential ability is related to the level of intellectual intelligence (IQ), while reality ability includes the knowledge and skills possessed by employees and the ability to apply them in work. Employees who have an above-average IQ, adequate educational background, and appropriate work skills will be better prepared to face job challenges. Therefore, employee placement must consider individual competencies so that the resulting performance can be optimized.

2. Motivation factor

Motivation is a drive that arises from within the individual and is influenced by the work environment, which affects a person's desire to work optimally. Motivation consists of two main elements, namely attitude and situation. Attitude describes the employee's view of his work, while the situation relates to working conditions, such as relationships between employees, work facilities, organizational climate, leadership style, and policies implemented. If an employee has a positive attitude and is in a supportive work environment, his motivation will increase and have a positive impact on his performance. Conversely, negative attitudes and less conducive working conditions can reduce motivation, which ultimately affects the quality of employee performance.

Performance Indicators

According to Robbins in Aziz and Dewanto (2022) indicators to measure employee performance are:

1. Quality of Work

Work quality reflects the level of accuracy, precision, and perfection of the work produced by employees. This indicator assesses whether the work is completed in accordance with the standards set by the organization. The higher the quality of one's work, the less likely errors will occur and the greater the contribution to the success of the organization. Work quality is measured by the perfection of work results, conformity to standard procedures, skills and competencies, feedback from the community, and the number of errors produced.

2. Quantity

Quantity refers to the amount of work that can be completed in a given time. It measures employee productivity, such as the number of documents drafted, products produced, or services provided. The more

work that can be completed effectively, the higher the quantity value of performance. Quantity is measured by the number of units produced, number of activity cycles, target achievement, and productivity.

3. Timeliness

Timeliness relates to the ability of employees to complete their tasks or responsibilities according to a predetermined schedule or deadline. This indicator shows good time management and accuracy in planning and implementing work, which has a direct impact on the smooth operation of the organization. Timeliness is measured by meeting deadlines, task completion time, frequency of tardiness, and time management efficiency.

4. Effectiveness

Effectiveness measures the extent to which employees are able to achieve work objectives by optimally utilizing resources (time, effort, cost). An effective employee will complete the work with maximum results but still efficient in the use of resources, thus providing added value to the organization. Effectiveness is measured by the achievement of goals and objectives, the quality of work results, the use of resources, and feedback from coworkers, superiors, and the community.

5. Independence

Independence indicates an employee's ability to complete tasks without having to rely on the supervision or assistance of others. Employees who are independent usually have high initiative, are responsible for their duties, and are able to make decisions within the limits of their authority in a professional manner. Independence is measured by initiative, ability to complete tasks without supervision, responsibility for work, ability to adapt and manage problems, and consistency in completing tasks.

6. Work Commitment

Job commitment describes the loyalty, responsibility, and dedication of employees to their work and the organization. Employees who have high commitment will show consistency in performance, be willing to work more than required, and maintain integrity and organizational values in every action. Job commitment is measured by trust and acceptance of organizational goals and values, desire to maintain membership in the organization, loyalty and emotional involvement.

METHODOLOGY

The research method used in this study is a qualitative method with a descriptive approach, which aims to describe in depth a phenomenon based on narrative data such as words, pictures, or observations. This research focuses on understanding the meaning behind social phenomena through a natural approach without manipulation of variables. Data collection techniques generally include observation, interviews, and literature studies. According to Yuliani (2018), descriptive qualitative method is a research approach that uses simple qualitative methods and follows inductive thinking. This means that this research starts from observing certain processes or events, then analyzed in

depth until finally a general conclusion or generalization is obtained from the results of these observations.

This research focuses on analyzing employee performance in the administrative section of the General Bureau of the Bali Provincial Secretariat. The results of this study are expected to be the basis for further research related to the performance of the State Civil Apparatus (ASN), especially in the context of public administration. In addition, the results of this study are expected to make a real contribution to the development of knowledge in the field of human resource management in the government sector.

RESULTS AND DISCUSSION

Employee Performance Based on Work Quality

Based on the results of observations and data analysis conducted at the Administration Section of the General Bureau of the Regional Secretariat of Bali Province, it is known that the quality of employee work shows good performance. The perfection of work output can be seen from the minimal level of errors in the administrative process and the timeliness in completing routine tasks. During the observation period, no significant problems were found related to employee work output, indicating that work quality standards have been consistently met.

Furthermore, the implementation of tasks by employees has generally followed the applicable Standard Operating Procedures (SOP). This reflects compliance with internal regulations and readiness of a structured work system. In addition, the competence and skills of employees are considered appropriate for the position occupied, as reflected in the technical and administrative abilities of employees in completing daily responsibilities. This match between competence and workload also supports the effectiveness of overall task implementation.

From the external side, measurement of work quality is also obtained through feedback from the community as service users. Based on observations made, until the time this research was conducted, no complaints or negative responses were found regarding the services provided by the Administration section. This finding shows that the services provided have met public expectations, and is an indicator of the success of the work unit in maintaining the quality of administrative services within the Regional Secretariat of Bali Province.

Employee Performance Based on Quantity

Based on the results of research conducted at the Administration Section of the General Bureau of the Regional Secretariat of Bali Province, it is known that the quantity of employee work has shown consistent achievements and in accordance with the set targets. The data obtained shows that the number of tasks completed by employees is within the predetermined range, without any significant deviation from the planned work volume. This shows that all employees are able to complete the workload according to the allocation of tasks that have been determined each period.

In addition, the number of administrative activity cycles that are part of the monthly work routine was also recorded as running on schedule. Each cycle of work, including filing, correspondence, and internal coordination, was completed on time and without delay. These findings indicate that workflow management in the unit is efficient and organized, and is supported by adequate staff capacity to manage time and workload.

All quantitative targets set in the employee performance indicators were achieved without significant obstacles. Work productivity was also maintained at an optimal level, where there was no imbalance between workload and output produced. This result confirms that the work system implemented in the Administration section of the General Bureau has been able to effectively encourage employee performance, both in terms of quantity and efficiency of implementation.

Employee Performance Based on Punctuality

The results of research conducted at the Administration section of the General Bureau of the Regional Secretariat of Bali Province show that timeliness in task completion is at a very good level. Based on observations made, all tasks given to employees were able to be completed in accordance with the specified deadline. This shows that employees have effective time management and are able to set work priorities,

Although the tasks were generally completed on time, it was found that the frequency of delays in the work implementation process was minimal. There were no delays that had a significant impact on operations or performance targets. This lack of tardiness is an important indicator that a work culture that upholds efficiency and responsibility has been well established in the administrative section of the General Bureau.

However, in the aspect of discipline in terms of arrival time, it was found that a number of employees arrived beyond the set working hours. These delays are individual and do not occur consistently every working day. Interestingly, the results showed that these late arrivals did not have a direct impact on the timeliness of completing the tasks for which the employee was responsible. This indicates that despite the discrepancies in attendance time, work productivity is maintained.

This shows that timeliness in carrying out tasks is one of the main strengths of the Administration section of the General Bureau of the Regional Secretariat of Bali Province. This success is supported by an effective work system, high individual responsibility, and employee commitment in maintaining work quality and efficiency. Although there are still challenges in terms of attendance discipline, this finding does not reduce the positive achievements in terms of timely completion of work.

Employee Performance Based on Effectiveness

The results showed that work effectiveness in the Administration section of the General Bureau of the Regional Secretariat of Bali Province was in the good category. Employees are generally able to achieve organizational goals and objectives that have been set with the quality of work that meets the standards.

Completion of tasks runs on time and reflects mastery of applicable work procedures. This indicates a harmony between employee competence and the workload given, and shows effective work implementation in the general bureau administration section.

Work effectiveness is also reflected in the utilization of available resources, especially the use of information technology such as computer devices in carrying out tasks. Most employees are able to operate technology optimally so as to speed up the work process. However, some ASN employees who are elderly experience problems in operating modern technology. In response to this condition, adjustments were made to the division of tasks so that employees can still contribute according to their capacity and competence.

Furthermore, the effectiveness of work in this section is also reinforced by positive feedback from coworkers, superiors, and the service user community. Data obtained through interviews and field observations show that the services provided are considered responsive and professional. This confirms that effectiveness in the work context depends not only on achieving targets, but also on the quality of work interactions and stakeholder satisfaction.

Employee Performance Based on Independence

The independence of employees in the Administration section of the General Bureau of the Regional Secretariat of Bali Province shows a fairly good level. Field findings show that individual initiative in carrying out tasks is high, where a number of employees not only carry out their responsibilities independently, but also voluntarily offer assistance to colleagues and superiors in completing work. This reflects a collaborative work culture, but is still supported by a spirit of individual independence.

Furthermore, it was found that the majority of employees are able to complete tasks without direct supervision. They understand the workflow, are able to set priorities, and show a stable level of independence in dealing with job responsibilities. However, in certain jobs, some employees still need support from coworkers or leaders. This need is more due to the complex characteristics of the task and is rarely given to them.

Employee Performance Based on Job Commitment

The work commitment of employees in the Administration section of the General Bureau of the Regional Secretariat of Bali Province can be seen in their daily attitudes and behaviors. Employees show full trust in the goals and values of the organization, and this is reflected in every action they take in the work environment. Employees in the General Administration Bureau not only understand the vision of the institution, but also make the organization's values the basis for carrying out tasks and making decisions.

In addition, employees have a high desire to continue to be part of the organization. This can be seen from the loyalty that is consistently shown, both in the form of compliance with rules, readiness to face work challenges, and willingness to contribute sustainably to the achievement of common goals. The commitment is also reflected in emotional involvement in the success of the

organization, where employees feel proud to be part of the agency and have a strong bond with the place where they work.

The presence of this loyalty and emotional involvement has a positive impact on a harmonious and productive work atmosphere. Employees not only work to complete tasks, but also show a high sense of belonging and responsibility for the continuity and progress of the agency. This strong commitment is an important foundation in maintaining the stability of the organization's overall performance.

CONCLUSIONS AND RECOMMENDATIONS

Summary

Based on the results of the research conducted, it can be concluded that employee performance in the Administration Section of the General Bureau of the Regional Secretariat of Bali Province shows positive achievements in various assessment indicators. The quality and quantity of employee work generally meet the predetermined standards. Employees are able to complete tasks with a low error rate, consistent productivity, and follow the scheduled work activity cycle in a timely manner. The consistent application of SOPs, supported by competencies relevant to the position, shows that the work structure and division of tasks are running effectively. In addition, timeliness in completing tasks is one of the main strengths although there are still some obstacles in terms of discipline in attendance.

The aspects of effectiveness, independence, and work commitment also reflect healthy and productive working conditions. Most employees are able to make maximum use of technology in supporting their duties, although there are technical obstacles for some elderly ASNs. However, task adjustments have been made so that all employees can still contribute according to their abilities. Work initiative and individual responsibility are high, supported by employees' loyalty and emotional involvement with the organization. Overall, the work environment in this section has shown a strong organizational culture and supports the achievement of institutional goals effectively and efficiently.

Advice

To maintain and improve the performance that has been achieved, it is recommended that agencies provide regular training and technology assistance, especially for employees who experience problems in digital adaptation. In addition, increasing the discipline of time attendance needs to be considered through a humane coaching approach without disrupting work productivity. Periodic performance evaluation and strengthening the feedback system from both internal and the community are also important as continuous improvement efforts to realize more optimal public services.

ADVANCED RESEARCH

While the current study demonstrates that employee performance in the Administration Section of the General Bureau of the Regional Secretariat of Bali Province is generally positive, future research could delve deeper into the **factors influencing attendance discipline**, which was identified as a minor yet notable issue. An in-depth analysis of motivational factors, work-life balance, or organizational policies related to attendance could provide actionable insights for improving overall consistency in employee presence. Additionally, future studies could employ qualitative approaches, such as interviews or focus groups, to better understand the personal and structural barriers affecting attendance and daily engagement.

Another potential area for future research involves the **adoption and integration of technology** across different age groups within the institution. While most employees have demonstrated technological adaptability, certain technical challenges remain for older civil servants. Future studies could explore targeted training models or user-friendly technology solutions to ensure digital inclusivity. Moreover, longitudinal research might be conducted to assess how ongoing digital transformation affects employee performance, organizational culture, and job satisfaction over time. These future investigations can help develop more adaptive and supportive administrative strategies aligned with evolving institutional goals.

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