
**PERFORMANCE ANALYSIS OF EMPLOYEES OF THE MINISTRY OF STATE
SECRETARIAT OF THE REPUBLIC OF INDONESIA BUREAU OF
ORGANIZATION, IMPLEMENTATION, LAW, AND BUREAUCRATIC
REFORM IN CENTRAL JAKARTA**

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ABSTRACT

This study employs a descriptive qualitative approach using observation, interviews, and documentation methods to analyze employee performance at the Ministry of State Secretariat of the Republic of Indonesia, particularly within the Bureau of Organization, Governance, Law, and Bureaucratic Reform. The research findings indicate that employee performance ranges from good to excellent across nine performance indicators. The volume of work completed meets or even exceeds targets, thanks to the implementation of the Objective Key Result (OKR) system through the Piawai application, although some Work Groups (Pokja) still face human resource shortages that affect workload distribution. Work quality is high, with consistent standards and strong employee professionalism. Timeliness in task completion is maintained through target-setting and a culture of discipline. Budget management is efficient and follows strict SOPs, although limited funding remains a challenge. Service orientation is implemented professionally, with effective internal and external coordination; however, it is acknowledged that further improvement is needed to ensure more optimal and consistent service across all work units. Employee commitment is high, reflected in a strong sense of responsibility and initiative in completing tasks. Employee initiative is generally good, with a tendency to act independently, although some still require guidance. Teamwork is effective and flexible among work groups. The leadership style is participative and supports employee development, although additional managerial training is needed. Overall, the performance management system at the Ministry operates regularly and productively, demonstrating sound governance while leaving room for improvement, particularly in addressing workforce needs.

Keywords: *Employee Performance*

INTRODUCTION

The availability of human resources in government agencies plays a crucial role. Human resources have enormous potential in the implementation of state activities. To ensure optimal work results, the potential of each human resource within an agency must be utilized to its full potential. Human resource development is one way organizations maintain the performance of all organizational elements. Organizations must be able to optimize the capabilities of their human resources to achieve their goals. However, this is not easy. A sound understanding of the organization and a well-developed development strategy are required to ensure the organization's human resources are deployed as needed.

Employees are one of the most important human resources in an institution, because employees are one of the elements in an institution, human resource

management cannot be separated from other management areas to achieve the institution's goals. And in an institution, human resources are the most strategic element that must be felt and accepted by management. To achieve the institution's goals, the institution must have quality human resources and be able to manage the work of its employees adequately and appropriately to align with the goals set by the institution. So that management can run in accordance with organizational goals, one effort is to have good leaders in implementing a management system that can help improve the quality of human resources, especially employee performance.

The Ministry of State Secretariat of the Republic of Indonesia, commonly referred to as Kemensetneg, is an Indonesian ministry that is under and responsible to the President. Based on Presidential Regulation Number 148 of 2024 concerning the Ministry of State Secretariat. Regulation of the Minister of State Secretary Number 11 of 2024 concerning the Organization and Work Procedures of the Ministry of State Secretariat. The State Secretariat is a government institution that is under and responsible to the President and is led by the Minister of State Secretariat. The State Secretariat is responsible for providing technical and administrative support as well as analysis. Government affairs that fall under the scope of the State Secretary are to assist the President and Vice President in organizing government.

Employee performance is a key factor in the success of any organization, including government agencies. The Ministry of State Secretariat of the Republic of Indonesia (Kemensetneg) plays a strategic role in supporting government duties, particularly in organizational, administrative, legal, and bureaucratic reform aspects. The Bureau of Organization, Administration, Law, and Bureaucratic Reform (Ortala HRB) is responsible for policy formulation, administrative management, and the development of effective and efficient governance.

However, in its implementation, the performance of HRB Ortala Bureau employees faces various challenges, such as regulatory complexity, high workloads, and the dynamics of changing bureaucratic reform policies. The effectiveness of employee performance in this bureau is crucial for the success of creating a more professional, transparent, and accountable bureaucracy. Therefore, an in-depth analysis is needed of the factors influencing employee performance in this bureau, both from an individual and organizational perspective, as well as from the policies implemented.

This study aims to analyze employee performance at the Ortala HRB Bureau of the Ministry of State Secretariat by highlighting the key factors contributing to or hindering their performance. The results are expected to provide strategic recommendations for improving employee productivity and effectiveness in supporting the national bureaucratic reform agenda.

Employee performance management is a crucial aspect in efforts to increase the productivity and accountability of government organizations. Based on Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform of the Republic of Indonesia Number 6 of 2022 concerning the Performance Management of State Civil Apparatus Employees, performance management aims to align individual performance with organizational goals through a structured process. This process includes planning, implementing, monitoring, coaching, evaluating, and following up on employee performance. Assessments are conducted objectively based on work

results and work behavior and are used as a basis for career development, awards, and disciplinary enforcement. An integrated performance management system is expected to create a professional, productive, and results-oriented work culture, thereby supporting good governance and quality public services.

Currently, government agencies are obligated to ensure high employee performance for the development of public services. The state must be able to develop and improve its services within its jurisdiction. The success of a government is influenced by several factors. One of the most crucial factors is human resources, as they are the actors at all levels of planning and evaluation, capable of utilizing other resources available to the government.

According to Samsuri et al. (2024:33), "Performance can generally be defined as the work results achieved by a person in carrying out their duties in accordance with the responsibilities assigned to them. Performance can be measured based on standards set over a specific period of time."

Performance is the work results or achievements obtained by an individual or organization in carrying out tasks or work. An organization's performance is a measure of its success in achieving its goals. An organization's performance is highly dependent on the quality of the work of its employees. An employee's performance can be considered good if they are able to fully carry out their assigned tasks.

Essentially, performance emphasizes the results of a job's functions, or outcomes. A closer look at what happens in a job or position reveals a process that transforms input into output (work results). Key indicators used to measure individual performance derive from functions translated into activities or actions based on clear, written standards. Given that performance encompasses both competency and productivity, performance outcomes are highly dependent on the individual's ability to achieve them, particularly organizational goals.

Performance management provides benefits not only to organizations, but also to managers and individuals. The benefits of performance management for organizations include aligning organizational goals with team and individual goals, improving performance, motivating employees, increasing commitment, supporting core values, improving training and development processes, enhancing the skills base, fostering continuous improvement and development, providing a basis for career planning, helping retain skilled workers, supporting total quality and customer service initiatives, and supporting cultural change.

Performance appraisal is an activity carried out by management to assess employee performance by comparing performance with job descriptions within a certain period, usually at the end of each year. This activity is intended to measure the performance of each employee in developing work quality, further coaching, corrective action for work that does not match the job description, and for purposes related to other employment issues.

However, based on initial observations and information from within the Bureau of Organization, Administration, Law, and Bureaucratic Reform, several indications of problems related to employee performance were identified. Some of the main problems identified included employees frequently working late into the night due to a large amount of unfinished work, indicating an unmanaged workload. Furthermore, the managerial training conducted to date was deemed suboptimal and therefore

unable to significantly improve employee competency and capacity. Another issue that emerged was the suboptimal public services provided, thus failing to fully meet public expectations or established service standards. Finally, the lack of employee initiative in carrying out their duties and responsibilities hinders effective and efficient performance. These issues require serious attention and should be the primary focus in efforts to improve employee performance within the Ministry of State Secretariat, particularly within the Bureau of Organization, Administration, Law, and Bureaucratic Reform.

Tabel 1.1
Indikasi Kinerja Pegawai Biro Utama HRB

No.	Indikasi	Hasil Observasi
1.	Permasalahan	Pegawai sering lembur hingga larut malam karena banyak pekerjaan yang belum terselesaikan
		Pelatihan manajerial kurang optimal
		Pelayanan publik yang diberikan masih kurang optimal
		Kurangnya inisiatif pegawai

Sumber: Internal Biro Organisasi, Tata Laksana, Hukum, dan Reformasi Birokrasi (2023)

Based on the table above, it can be concluded that employee performance in the Bureau of Organization, Administration, Law, and Bureaucratic Reform exhibits several issues. Therefore, further research is needed to analyze employee performance and the factors influencing it in order to provide relevant recommendations for improvement.

1. RESEARCH METHODOLOGY

Types of research

In this study, the researcher used a qualitative approach. This approach was chosen because this study focuses on an in-depth understanding of employee performance phenomena at the Bureau of Organization, Administration, Law, and Bureaucratic Reform of the Ministry of State Secretariat of the Republic of Indonesia. This approach allows the researcher to obtain richer and more in-depth data from the perspective of the research subjects. Qualitative research is a type of research used to understand and describe phenomena in their natural context.

According to Hermawan et al. (2016:30), qualitative research is research that explains phenomena in words and does not use numbers or measurements. Qualitative research can be used in various approaches, including ethnography, naturalistic studies, case studies, field studies, technical work, and direct observation. These approaches utilize a variety of methodologies, which are characteristic of qualitative research.

Research Site

This research was conducted at the Office of the Ministry of State Secretariat of the Republic of Indonesia, located at Jalan Veteran 17-18, Gambir Village, Gambir District, Central Jakarta City, DKI Jakarta, 10110.

Research Time

The research period ran from March 2025 to June 2025. This research was conducted in stages, beginning with observations, interviews, and documentation. This ensured sufficient data and information.

Method of collecting data

Data collection in this study was carried out using three main techniques, namely

observation, interviews, and documentation.

1. Observation

Observations were conducted to directly observe the behavior, activities, and interactions of research subjects within the Ministry of State Secretariat of the Republic of Indonesia, specifically in the Bureau of Organization, Administration, Law, and Bureaucratic Reform. The observation technique used was non-participatory observation, in which the researcher was not directly involved in the activities being observed. This method aims to obtain a realistic picture of employee performance without intervening in the ongoing situation.

2. Interview

Structured interviews were conducted with employees who served as research informants. The questions were structured based on employee performance indicators, with the goal of obtaining in-depth information regarding their perspectives, experiences, and factors influencing performance. This technique allowed researchers to directly explore the subjects' perspectives and obtain comprehensive qualitative data.

3. Documentation

Documentation techniques were employed by collecting and analyzing relevant documents, such as performance reports, internal records, official archives, and photographs of interview activities. Furthermore, documentation included a review of the Piawai application, which is based on Objective Key Results (OKR), used as a performance monitoring tool within the agency. Documentation data complements observation and interview results, providing a more comprehensive understanding of employee performance implementation.

Data Analysis Techniques

This study employed a qualitative descriptive method, with primary data sources consisting of interviews and documentation studies. Data analysis was conducted using the interactive model of Miles and Huberman, as cited in Sugiyono (2018:246), which involves analysis from data collection through completion of the study, through the following four stages:

1. Data Collection

Data was obtained through in-depth interviews and documentation studies, which were an integral part of the analysis process.

2. Data Reduction

Data reduction is carried out by selecting and focusing relevant information, simplifying data, and organizing it in the form of summaries, codes, themes, or categories (Sugiyono, 2018:482).

3. Data Presentation

Data is presented in the form of descriptive narratives, matrices, tables, or charts, making it easier to draw conclusions and make decisions.

4. Verification and Conclusion Drawing

Conclusions are obtained through interpretation of the meaning of the data that has been presented, and are continuously verified to ensure validity.

Data Validity Check

According to Iswahyudi et al. (2023:106), data validity checking is the process of ensuring that the data used or analyzed is a true, accurate, and reliable representation

of the phenomenon being studied. Data validity checking is a crucial stage in research, data analysis, and data-based decision-making. Checking data validity (validity), trustworthiness, and authenticity is crucial in scientific research to ensure that the data used in the research is reliable and of good quality. Data validity checking should be the first step in any serious data analysis. Ensuring data validity will help researchers avoid analytical errors and wrong decision-making based on poor data. Techniques for checking data validity include triangulation, trustworthiness, and authenticity.

In this study, triangulation was conducted by collecting data through three data collection techniques: observation, interviews, and documentation. Each technique has its own advantages and disadvantages, but by combining them, researchers can view the phenomenon under study from different perspectives. Interviews were conducted with the Bureau Head and the Section Head as a form of source triangulation, to compare and confirm information obtained from two sources with different roles and perspectives. The Bureau Head provided a strategic and comprehensive view, while the Section Head provided a technical and operational overview that more closely mirrored the day-to-day performance of employees. Thus, researchers can ensure that the data obtained is truly valid and reflects actual conditions in the field. Regardless of the activities carried out by researchers from various perspectives or perspectives, it is hoped that results will be closer to the truth. Therefore, triangulation at this stage is carried out when there is doubt about the authenticity of the data or information obtained from research subjects or informants.

3. RESEARCH RESULTS AND DISCUSSION

Quantity

The first discussion focused on assessing the amount of work completed by employees within a given time period and whether this amount met the established targets. Based on interviews, the performance appraisal system at the Ministry of State Secretariat (Kemensekretariat) has been running very well. The use of the OKR (Objective Key Results) method integrated into the Piawai application allows for clear, structured task allocation that can be monitored regularly. Each employee has measurable performance targets, both in terms of monthly output and quarterly evaluations. Despite challenges such as a shortage of human resources in some working groups, employee performance is considered optimal, and organizational targets are generally achieved, even exceeding expectations. The division of labor based on expertise and task characteristics has also been implemented effectively. Thus, this system demonstrates that performance management at the State Secretariat has been running systematically and productively, although there is still room for improvement, particularly in terms of employee numbers.

Quality

The second section examines the quality of employee performance during their duties. Based on interviews, employee performance at the Ministry of State Secretariat is considered very good. This is evident in the satisfactory output achieved, accountability in policy formulation, and the competence and professionalism of employees in their respective fields. Work processes also adhere to applicable standards and regulations, minimizing errors and ensuring the quality of work. While there are improvements at the final level, these are more focused on strengthening

quality, rather than fundamental improvements. Overall, the implemented work system and culture are capable of consistently producing high-quality output.

Time

The third discussion highlights employee punctuality in completing tasks. Based on interview results, the timeliness of work completion within the Ministry of State Secretariat is in the very good category. This is supported by the implementation of the OKR and Piawai systems, which set clear time targets and impose consequences for delays, including performance allowance deductions. The existence of a performance dialogue mechanism allows employees to provide explanations if targets are not met on time. Furthermore, commitment, discipline, and a work culture that values time efficiency are deeply ingrained, even in highly time-pressured fields such as law. The compromise approach also demonstrates trust in employee competence, which actually accelerates task completion. Overall, punctuality is a key indicator of employee performance and has been implemented effectively.

Cost

The fourth section examines how budget management is carried out by employees with these responsibilities. Based on interviews, budget management within the Ministry of State Secretariat is considered good. Budget planning is carried out in a structured manner well in advance, and there is strict oversight through the PPK (Commissioning Officer) and the Finance Bureau. Budget management also follows clear rules and SOPs, including reporting within a maximum of three days after the activity. Despite the current strict budget efficiency policy, work units continue to strive to carry out activities adaptively by utilizing technology and adjusting activity priorities without additional budget. This reflects flexibility, regulatory compliance, and responsibility in budget management. However, significant budget constraints also pose a challenge to optimal program implementation.

Service Orientation

The fifth discussion concerns employee attitudes and actions in providing services to colleagues and external parties. Based on interview results, service orientation within the Ministry of State Secretariat, particularly in the HRB Ortala unit, is in the good category. Services have been implemented based on SOPs and service standards that serve as work guidelines, and no complaints or abuse of authority were found. Good communication and coordination, both with internal and external parties, are key to supporting service quality, especially in policy formulation. Although most do not interact directly with the public, service orientation is still implemented with the principles of cooperation, friendliness, and clarity of each employee's duties. However, there is recognition that service orientation still needs to be improved to be more optimal.

Commitment

The sixth section examines the level of employee commitment to their duties and responsibilities. Based on interview results, the level of employee commitment within the Ministry of State Secretariat is in the very good category. This commitment is evident in their commitment to completing work on time, their sense of responsibility, and their initiative in reminding employees of targets without being asked. System support such as OKRs, SKPs, and moral values contribute to strengthening commitment not only to work results but also to their behavior toward colleagues and

external parties. Although a few employees still lack discipline, the primary focus remains on achieving maximum output, and a spirit of cooperation among employees helps offset this shortcoming.

Initiative

The seventh section addresses employee initiative. Interviews revealed that employee initiative within the Ministry of State Secretariat is considered good. Most employees demonstrate strong initiative by proactively reporting work progress, reminding their superiors, and actively participating in policy development and task implementation without requiring direct instructions. Clear work mechanisms, such as standard operating procedures (SOPs) and the division of tasks within the Working Group (Pokja), support the development of initiative. However, some employees still require direction from their superiors to ensure their initiatives remain aligned with their objectives and do not deviate from them. Therefore, these initiatives are not yet fully independent. Overall, the initiatives have been effective, with room for increased independence.

Cooperation

The eighth discussion highlights employees' ability to collaborate. Based on interviews, the level of cooperation among employees within the Ministry of State Secretariat is in the very good category. Collaboration operates with strong synergy, flexibility across working groups, and is supported by open communication and mutual assistance, especially when facing high workloads. Employees are accustomed to collaborating effectively both within small teams and with other departments, with a thorough understanding of work patterns and support to achieve shared goals. The flexibility and cohesiveness of the team are key strengths in supporting the successful implementation of tasks.

Leadership

The ninth section examines leadership styles in the workplace. Based on interviews, the leadership style in this workplace is considered favorable. Leadership is implemented through an approach that considers employee competencies, characteristics, and interests to maximize their potential. The Head of the Working Group plays an active role in mentoring and providing support, especially for junior employees. Furthermore, the leadership implements a participatory leadership style by accommodating input from subordinates. However, there is a need for improved managerial training, particularly for functional officials who directly enter substantive positions. Discipline, responsibility, and loyalty are also key focuses in leadership.

4. CONCLUSION

Based on the results of research, analysis, and discussion in the previous chapters regarding the Analysis of Employee Performance at the Ministry of State Secretariat of the Republic of Indonesia in the Bureau of Organization, Administration, Law, and Bureaucratic Reform, it can be concluded that employee performance is generally in the good to very good category. This is reflected in the achievements of nine performance assessment indicators, namely quantity of work, quality of work, timeliness, budget management, service orientation, work commitment, initiative, cooperation, and leadership style.

The implementation of an Objective Key Result (OKR) system integrated into the

Piawai application is a key factor in supporting structured, measurable performance management and enabling continuous evaluation. Employees demonstrate a high level of commitment, complete work on time, demonstrate collaborative skills, manage budgets efficiently, and consistently produce high-quality work output.

However, several challenges remain that require attention. Regarding the quantity of work, it was found that several working groups (Pokja) experienced a shortage of human resources, resulting in an increased workload, even though performance targets were still being achieved. While service orientation has been implemented in accordance with procedures, it is considered that there is still room for improvement to strengthen service quality for both internal and external stakeholders. Meanwhile, regarding the initiative indicator, some employees still display a dependency on superiors' directives, thus not being fully independent in carrying out their duties. The leadership style implemented is participatory and adaptive, but managerial capacity building is still needed, especially for leaders from functional positions.

Thus, even though the work system and culture within the Ministry of State Secretariat have been running effectively, improvements in these aspects are still needed to improve organizational performance in a more optimal and sustainable manner.

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