

ANALYSIS OF EMPLOYEE PERFORMANCE AT THE FISHERIES OFFICE OF BADUNG REGENCY

Ngakan Made Agus Widiartha^{1)*}, Ni Putu Tirka Widanti¹⁾, Nyoman Diah Utari Dewi¹⁾

Universitas Ngurah Rai Denpasar Bali, Indonesia¹⁾

*Email: ngakanwidiarta@gmail.com**

Article History

Received: 8 July 2025

Accepted: 24 July 2025

Published: 31 August 2025

Abstract

The performance of government agency employees is a result of work that is strongly linked to the agency's strategic goals, customer satisfaction, and contribution to the economy. Problems encountered include under-target program and activity implementation. The purpose of this study was to determine the reasons, inhibiting factors, and solutions to improve employee performance. This study used a qualitative descriptive approach. The results showed that employee performance at the Badung Regency Fisheries Office, based on indicators of responsiveness, responsibility, and accountability, was good, but productivity and service quality indicators were not yet optimal. Inhibiting factors for improving employee performance include a lack of employee interest and opportunities to participate in technical training in accordance with competencies, limited rotation between fields, inadequate communication between leaders and staff, a lack of competent human resources, and inadequate facilities and infrastructure. Solutions to overcome obstacles to employee performance include supporting the implementation of program activities so that they are realized as planned, facilitating employee competency development, building better communication, providing a budget for inadequate facilities and infrastructure, and proposing additional staff with specialized expertise in fish farming.

Keywords: Analysis, Employee Performance, Human Resources (HR)

A. INTRODUCTION

Human Resources (HR) are a central requirement in both government and private organizations. For management activities to run smoothly, agencies must have competent employees who demonstrate high dedication and loyalty, as well as the commitment to manage the agency to the fullest extent possible. This high level of discipline will improve employee performance and ensure that goals are achieved in line with expectations (Rosmala R, 2019). Therefore, to achieve national development goals, namely realizing a civil and law-abiding society, a modern, democratic, prosperous, just, and moral society, human resources with the ability, potential, talent, and creativity are required in organizational activities (Sujana M, 2020). Humans are a resource that is difficult to replace with machine technology. Even with the complete technological facilities and infrastructure to support

organizational activities, they will still not be optimal without the participation of human operators (Robbins et al., 2017).

The low quality of human resources is a fundamental problem that can hamper national economic development and growth (Indiani M, 2016). The low quality of human resources will also be a stumbling block in the era of globalization, as it represents a crossroads in quality (Achmad C, 2024). If Indonesia wants to participate in the global arena, the first step is to organize its human resources, encompassing intellectual, spiritual, creative, moral, and responsibility aspects (Wibiosonno & Mutirarni, 2023). The quality of human resources is closely linked to performance.

Performance is the result of work that strongly relates to the organization's strategic goals, customer satisfaction, and economic contribution (Goni et al., 2019). Essentially, good performance is performance that follows established standards and procedures (Tyas et al., 2018). Good employee performance directly impacts institutional performance, and improving employee performance is undoubtedly a time-consuming and lengthy process.

The Badung Regency Fisheries Service is a government agency included in the Regional Government implementing agency which is an agency that has the task of assisting the Regent in carrying out government affairs in the field of marine and fisheries led by the Head of the Service program activities implemented in the Badung Regency Fisheries Service in 2023 and 2024 there are still activities that have not been realized according to the target, namely the Small Fish Cultivation Empowerment Activity and Fish Cultivation Management Activity. So the author can conclude that the performance of employees at the Badung Regency Fisheries Service is not optimal.

B. LITERATURE REVIEW

Human Resources (HR)

Human Resources are the most important asset in any organization, whether in the government or private sector. According to Robbins et al. (2017), despite rapid technological developments and increasingly comprehensive infrastructure, an organization's success still depends on the quality of the people who operate it. Quality HR must possess competencies in their fields, along with dedication, loyalty, and high work discipline to support the achievement of organizational goals.

HR quality plays a crucial role in supporting the achievement of national development goals, which include the realization of a civil, democratic, civilized, and highly competitive society. Hasibuan (2021) emphasizes that HR quality encompasses intellectual aspects, skills, morals, and responsibility. Low HR quality will hinder organizational progress, especially in the era of globalization that demands quality excellence and competitiveness.

Employee Performance

Employee performance can be defined as the work results achieved by individuals within an organization in accordance with their assigned duties and responsibilities (Setiono B, 2018). Performance is closely linked to the achievement of the organization's strategic goals and stakeholder satisfaction. Good performance is performance that aligns with established procedures, standards, and targets (Rahayu et al., 2017).

Optimal employee performance not only influences individual output but also directly

impacts overall organizational performance. Improving employee performance requires a long and systematic process, from planning and competency development to ongoing evaluation.

Work Discipline and Its Relationship to Performance

Work discipline is an attitude and behavior that demonstrates compliance with organizational regulations, procedures, and codes of ethics (Arifa et al., 2018). High discipline directly contributes to improved employee performance, as it ensures tasks are executed on time, according to procedures, and with optimal quality. According to Leuhery and Warbal (2018), discipline is one of the main indicators in assessing the quality of human resources. Employees with high discipline tend to be more consistent in their work, able to achieve targets, and contribute to the achievement of organizational goals.

C. RESEARCH METHODOLOGY

This study uses a type of field research, with a qualitative descriptive approach, namely by conducting direct observation to the research location which is the main object of this study to analyze, see, know and describe the actual situation in detail and actual in the Fisheries Service of Badung Regency. However, it does not rule out the possibility of using methods used in quantitative research in data collection and analysis as long as using these methods is considered helpful. This study uses a qualitative descriptive method approach, namely one based on the philosophy of postpositivism which is used to research the condition of natural objects (Sugiyono, 2017), a qualitative descriptive approach is used to reveal carefully about the analysis of employee performance at the Fisheries Service of Badung Regency.

D. RESULT AND DISCUSSION

Employee Performance of the Badung Regency Fisheries Service

Measuring employee performance at the Badung Regency Fisheries Service can be done using Agus Dwiyanto's theory (2016:53), which consists of five indicators: productivity, service quality, responsiveness, responsibility, and accountability.

Productivity

Productivity, according to Agus Dwiyanto (2016), not only measures efficiency but also service effectiveness. Productivity is generally understood as the ratio between input and output. In this regard, the productivity indicators described above, combined with field observations, can be concluded that employee performance at the Badung Regency Fisheries Service is not fully optimal in terms of productivity. This is because it has not been able to increase aquaculture production in Badung Regency, program implementation has not been properly implemented according to plan, and limited budgets for activity implementation can reduce the effectiveness of activities, especially those related to coaching and empowerment.

This is supported by the opinion expressed by Chermerharn in Busro (2018), who states that productivity is defined as the measurement of performance by taking into account the resources used. According to Muchdarsyah (2003; 16), productivity is a measure of a person's work results or performance, with input as input and output as output. This is an indicator of employee performance in determining how to achieve high productivity within an organization.

Service Quality

The issue of service quality is becoming increasingly important in explaining the performance of public service organizations. Many negative views of public organizations arise from public dissatisfaction with the quality of service received from them. In this case, it can be concluded that the service quality indicators described above, combined with field observations, indicate that employee performance at the Badung Regency Fisheries Service, in terms of service quality, is still not fully optimal due to obstacles such as the lack of technical skills in aquaculture that could increase aquaculture production, inadequate facilities and infrastructure, and underdeveloped training programs due to certified employees being transferred.

This is supported by the opinion expressed by Agus Dwiyanto (2016), who argued that maintaining the quality of service is crucial. The results of this study differ from those conducted by Medellu, Sambiran, and Donald (2023), which indicated that online registration services are now more accessible and that direct outreach is provided when community organizations register.

Responsiveness

Responsiveness is an organization's ability to identify community needs, establish service agendas and priorities, and develop public service programs aligned with the needs and aspirations of the community. Responsiveness is included as a performance indicator because it directly reflects a public organization's ability to carry out its mission and objectives, particularly in meeting community needs. In this regard, the responsiveness indicator, combined with field observations, can be concluded as good. The responsiveness indicator demonstrates good employee performance at the Badung Regency Fisheries Service, demonstrating improvements in service delivery from staff responding to public complaints. Staff at the Badung Regency Fisheries Service are highly enthusiastic about providing services in response to public complaints, quickly providing solutions and answering public questions. Service implementation and progress are consistently met within specified deadlines, even striving to meet deadlines. Public proposals deemed necessary during the annual Musrenbang (Development Planning Meeting) are submitted as part of the Badung Regency Fisheries Service's activity plan. This is supported by the opinion expressed by Agus Dwiyanto (2016), who argued that the bureaucracy must possess the ability to identify public needs, set service agendas and priorities, and develop public service programs aligned with public needs and aspirations. The results of this study differ from those conducted by Medellu, Sambiran, and Donald (2023), which indicated that the National Unity and Politics Agency (BKN) still lacks attention to complaints and aspirations conveyed by the public and mass organizations, requiring a positive response from the agency.

Responsibility

Responsibility explains whether the implementation of a public organization is carried out in accordance with sound administrative principles or in accordance with organizational policies, both explicit and implicit. Therefore, responsibility may at times conflict with responsiveness. In this case, it can be concluded that the responsiveness indicators described above, combined with field observations, indicate that the performance of the Badung

Regency Fisheries Service employees, based on the responsibility indicator, is good. In carrying out their duties and functions, they consistently adhere to general service principles, adhere to existing accountable service standards and policies, and complete work within established deadlines.

This is supported by the opinion expressed by Agus Dwiyanto (2016), who stated that responsibility implies that activities must be carried out in accordance with proper administrative principles and bureaucratic policies, both explicit and implicit. The results of this study are similar to those conducted by Medellu, Sambiran, and Donald (2023), which showed that the policies issued by the National Unity Agency and planned policies are also in accordance with existing regulations. Activities such as outreach are needed to build community engagement to avoid conflict.

Accountability

The basic concept of accountability can be used to assess the extent to which a public organization's policies and activities are consistent with the wishes of the wider community. An employee's activities are considered highly accountable if they are deemed correct and in accordance with the values and norms prevailing in society. In this regard, the accountability indicators outlined above, combined with field observations, indicate that the performance of the Badung Regency Fisheries Service employees, based on these indicators, is good. They demonstrate the ability to address issues such as making appropriate decisions consistent with their respective responsibilities as stipulated in the performance agreement, carrying out other duties assigned by their superiors within their respective capacities, refraining from engaging in political activity, serving the public fairly, and consistently carrying out their duties and functions. This is supported by the opinion expressed by Agus Dwiyanto (2016), who argued that accountability refers to the extent to which bureaucratic policies and activities are subject to elected political officials, and that these political officials will naturally prioritize the interests of the people. The results of this study differ from the research conducted by Medellu, Sambiran and Donald (2023) which shows that the activities are still less than optimal so that there are mass organizations and communities that have not been reached by the National Unity and Politics Agency and also a lack of information and knowledge about the work duties of this agency, but the National Unity and Politics Agency has also carried out its duties well in the form of several policies every year in the form of verification of supervision of mass organizations so that until now no radical mass organizations have been found in South Minahasa Regency.

Inhibiting Factors in Improving Employee Performance at the Badung Regency Fisheries Service

In the practice of public service delivery, various problems persist, including discrepancies between intended performance and actual performance, discrepancies between community demands and the service capabilities of government officials, and discrepancies between limited government budget resources and leakages in implementation. The inhibiting factors faced in improving employee performance at the Badung Regency Fisheries Service include a lack of employee interest in improving their educational level, a lack of opportunities for employees to participate in technical training in accordance with their respective competencies, minimal rotation between fields, preventing employees from

developing their skills based on their competencies, minimal communication between leaders and staff, resulting in a lack of understanding of the needs of leaders or staff in improving performance, and a lack of human resources with specialized expertise in the fisheries sector. Facilities and infrastructure remain inadequate. Implemented training programs are underdeveloped due to the transfer of certified employees, a lack of employees with specialized skills in the field of fisheries cultivation. Budget absorption is not yet fully optimal, there is a lack of supporting facilities such as facilities and infrastructure for fish cultivation, and the incomplete implementation of planned program activities.

The results of this study are similar to those conducted by Garu et al. (2017), which showed that facilities are still inadequate and employee education levels still need to be improved in Golo Ncuang Village, Cibal District, Manggarai Regency. Similar research was also conducted by Komang Widianara (2020), which showed that the obstacles faced by the Klungkung District Head in Klungkung Regency in handling COVID-19 included budget constraints and limited medical equipment.

Solutions to Overcome Obstacles to Improving Employee Performance at the Badung Regency Fisheries Service.

Addressing these inhibiting factors in improving employee performance at the Badung Regency Fisheries Service requires solutions to improve employee performance. Solutions used to improve employee performance at the Fisheries Service include supporting the implementation of program activities so that they are realized as planned, facilitating employees who wish to pursue higher education, facilitating employees to participate in technical training for competency development, providing employees with opportunities to improve capabilities according to their fields and competencies, building better communication in carrying out their duties, allocating a budget to meet inadequate facilities and infrastructure, and proposing additional competent staff or those with specialized expertise in aquaculture to address the issue of under-targeted fisheries production.

This is supported by the opinion expressed by Werther and Davis in Priansa (2016) that employee performance assessment requires development and training, career planning and development, and employee recruitment. The results of this study are similar to those conducted by Sihombing and Batoebara (2019) which show the efforts made by CV. Multi Baja Medan with strategies to improve employee performance in achieving company goals are career ladders (career development), training, and performance assessment.

E. CONCLUSION

Based on the results and discussion of the research presented in Chapter IV above, there are several important conclusions that can be drawn, including: Employee performance at the Badung Regency Fisheries Service, seen from the indicators of responsiveness, responsibility, and accountability, is good where employees are very enthusiastic about providing services according to public complaints, quickly providing solutions and answering public questions in carrying out their duties and functions, always guided by general service principles, referring to existing service standards and policies that can be accounted for, and completing work according to the set time targets. However, seen from the indicators of productivity and service quality, it is not yet fully optimal where, it has not been able to overcome the

ARTICLE

problems of aquaculture in Badung Regency, the implementation of program activities has not been realized properly, limited budget costs in implementing activities, facilities and infrastructure are still inadequate and the training that has been implemented is less developed because employees who already have certificates are transferred. The inhibiting factors facing employee performance improvement at the Badung Regency Fisheries Service include a lack of employee interest in advancing their education, a lack of opportunities for employees to participate in technical training appropriate to their competencies, minimal rotation between departments, poor communication between management and staff, a lack of human resources with specialized expertise in aquaculture, inadequate facilities and infrastructure, transfers for employees with specialized certifications, and inadequate program implementation.

Solutions used to improve employee performance at the Badung Regency Fisheries Service include supporting program implementation to ensure it is realized as planned, facilitating employee competency development, building better communication, allocating a budget to meet inadequate facilities and infrastructure, and proposing additional staff with specialized expertise in aquaculture.

REFERENCE

- ACHMAD, C. R. (2024). *ANALISIS PELATIHAN SUMBER DAYA MANUSIA PADA APARATUR SIPIL NEGARA DI KANTOR BADAN PENGELOLA KEUANGAN DAN ASET DAERAH KABUPATEN KUANTAN SINGINGI* (Doctoral dissertation, Universitas Islam Kuantan Singingi).
- Anggraeni, dkk. (2020). Analisis Kinerja Keuangan pada PT. Murindo Multi Sarana di Samarinda. *Akuntabel* 17(1).
- Arifa, S. N., & Muhsin, M. (2018). Pengaruh Disiplin Kerja, Kepemimpinan dan Lingkungan Kerja Terhadap Kinerja Melalui Motivasi Kerja. *Economic Education Analysis Journal*, 7(1), 374-389.
- Busro. (2018). *Teori-Teori Manajemen Sumber Daya Manusia*. Jakarta: Prenadameidia Group.
- Dwiyanto, Agus.(2016). *Mewujudkan Good Governance Melalui Pelayanan Publik*. Yogyakarta: Gadjah Mada University Press.
- Garu, dkk. (2017). Analisis Kinerja Pegawai Dalam Memberikan Pelayanan Administrasi Kepada Masyarakat Di Desa Golo Ncuang Kecamatan Cibal Kabupaten Mangarai. *Jurnal Inovasi dan Pelayanan Publik Makassar*, 1 (1).
- Goni, D. D., Kolibu, F. K., & Kawatu, P. A. (2019). Pengaruh Stres Kerja Terhadap Kinerja Tenaga Kesehatan di Puskesmas Mubune Kecamatan Likupang Barat Minahasa Utara. *KESMAS: Jurnal Kesehatan Masyarakat Universitas Sam Ratulangi*, 8(6).
- Hasibuan, N. L. (2021). *Manajemen Pengembangan Sumber Daya Manusia Pendidik Dalam Meningkatkan Daya Saing Di Pesantren Darel Hasan Desan Sigagan Kecamatan Simangambat Kabupaten Padang Lawas Utara* (Doctoral dissertation, Universitas Islam Negeri Sumatera Utara).
- Indriani, M. (2016). Peran tenaga kerja Indonesia dalam pembangunan ekonomi nasional. *Gema Keadilan*, 3(1), 74-85.

- Leuhery, F., & Warbal, R. (2018). Pengaruh kualitas sumber daya manusia, disiplin kerja, dan pengembangan karir terhadap prestasi kerja pegawai Dinas Perhubungan Provinsi Maluku. *Jurnal Sosoq*, 6(1), 118-133.
- Medellu., Sambiran., dan Donald. (2023). Monintja Kinerja Badan Kesatuan Bangsa Dan Politik Dalam Pembinaan Dan Pemberdayaan Organisasi Kemasyarakatan Di Kabupaten Minahasa Selatan. *Jurnal Fakultas Ilmu Sosial dan Politik Universitas Sam Ratulangi*, 3 (2), 2337 – 5736.
- Muchdarsyah, Sinungan. (2018). *produktivitas Apa dan Bagaimana*. Cetakan ke 9. Jakarta: Bumi Aksara.
- Prasetyo. (2016). *UKM Kelayakan Usaha dan Pengukuran Kinerja*. Jakarta: Indocamp.
- Priansa. (2016). *Perencanaan & Pengembangan SDM*. Bandung: Cv. Alfabeta.
- Rahayu, T., Masita, A. N., Wahjono, S. I., & Hidayat, S. (2017). Pengendalian Manajemen sebagai Alat Penilaian Kinerja di Unit Pembiayaan Mikro di Surabaya. *BALANCE: Economic, Business, Management and Accounting Journal*, 14(01).
- Riyanto. (2014). *Dasar-Dasar Pembelanjaan Perusahaan*. Edisi Keempat. Jakarta: BPFE.
- Robbins, Stephen P., dan Timothy A. Judge. (2017). *Perilaku Organisasi*. Jakarta: Salemba Empat.
- ROSMALA, R. (2019). *PENGARUH PENGEMBANGAN SUMBER DAYA MANUSIA DAN KARAKTERISTIK INDIVIDU TERHADAP KINERJA DOSEN PERGURUAN TINGGI SWASTA (PTS) PADA KOPERTIS WILAYAH IX SULAWESI* (Doctoral dissertation, Politeknik STIA LAN Makassar).
- Setiono, B. A. (2018). Pengaruh budaya organisasi, karakteristik individu, karakteristik pekerjaan terhadap kinerja karyawan PT. Pelindo III Surabaya. *Jurnal Aplikasi Pelayaran dan Kepelabuhanan*, 6(2), 128-146.
- Sihombing & Batoebara. (2019). Strategi Peningkatan Kinerja Karyawan Dalam Pencapaian Tujuan Perusahaan di CV Multi Baja Medan. *Jurnal Publik Reform UND HAR Medan*. 6(1).1-16. Medan: UND HAR.
- Sugiyono. (2020). *Metode Penelitian Kuantitatif, Kualitatif dan R&D*. Bandung: Alfabet.
- Sujana, M. D. (2020). *Pengaruh kompensasi dan kompetensi terhadap kinerja pegawai dengan disiplin kerja sebagai variabel intervening pada Dinas Perindustrian Kota Palembang* (Doctoral dissertation, 021008 UNIVERSITAS TRIDINANTI).
- Tyas, R. D., & Sunuharyo, S. B. (2018). Pengaruh disiplin kerja dan lingkungan kerja terhadap kinerja karyawan. *Jurnal Administrasi Bisnis (JAB) Vol*, 62.
- Wibioso, Y., & Mutiarni, R. (2023). *ANALISIS BUDAYA ORGANISASI DALAM MENINGKATKAN KINERJA PEGAWAI PADA KANTOR DESA PURISEMANDING*.
- Widiantara, Komang. (2020). *Analisis Kinerja Camat Klungkung dalam Penanganan Covid-19 di Kecamatan Klungkung Kabupaten Klungkung*. (Tesis, Universitas Ngurah Rai).