



Strategic Approaches to Enhancing Employee Performance in Leadership Communication and Protocol Functions

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Abstract

This study investigates strategies to enhance employee performance. The research adopts a qualitative descriptive approach, utilizing interviews, observations, and document analysis to collect data from selected informants. Study evaluates six key performance dimensions: service orientation, integrity, commitment, discipline, teamwork, and leadership. Findings indicate that while efforts have been made to improve performance across these dimensions, several inhibiting factors persist, including an insufficient number of staff, lack of supervisory oversight, inadequate facilities, and limited recognition for high-performing employees. The study concludes that optimizing human resource potential requires structured improvement strategies, such as aligning staff levels with workload, implementing regular performance evaluations, enhancing infrastructure, and introducing reward systems. These recommendations aim to foster a more performance-oriented organizational culture and improve overall service delivery.

Keywords: Employee Performance, Public Service, Leadership, Discipline, Motivation.

Introduction

Every institution is established with specific objectives it aims to achieve. The attainment of these objectives is significantly influenced by the behavior and attitudes of the individuals within the organization (Chowdhury *et al.*, 2022). Therefore, the effectiveness and overall performance of an institution are closely linked to the commitment, discipline, and cooperation demonstrated by its members. In the context of public organizations, performance evaluation plays a critical role in ensuring accountability and effectiveness (Caputo *et al.*, 2019). Through systematic assessment, it becomes possible to measure the extent to which organizational objectives have been achieved and to evaluate the success of task implementation. Such evaluations provide valuable insights into organizational efficiency and serve as a basis for continuous improvement (Iqbal *et al.*, 2020).

Human resources or employees are considered the most vital assets within an organization, as they serve as the primary drivers in guiding, sustaining, and advancing the institution. Generally, employees are individuals who operate within the organizational environment and are responsible for carrying out core tasks and functions (Saputra *et al.*, 2020). To achieve organizational goals, it is essential to have competent and high-quality personnel who are capable of dedicating their skills and efforts to serving public needs and promoting institutional progress. Consequently, the contributions made by employees are crucial to the overall success and effectiveness of the organization (Garg *et al.*, 2022). Currently, increasing attention is being directed toward the performance of bureaucracy in delivering public services, making it a highly relevant issue (Wijayati *et al.*, 2022). One of the primary concerns is the suboptimal performance of bureaucratic employees, which is also believed to be evident within the Protocol and Leadership Communication Division of the Regional Secretariat of Metro City. This low performance is reflected in several indicators, particularly employee behavior related to work discipline, such as poor punctuality. Furthermore, another indication of underperformance is the failure to achieve the planned targets of programs and activities. According to the Government Institution Performance Accountability Report, several programs within the Protocol and Leadership Communication Division have not been fully implemented, with performance achievements falling short of 100% completion.

One indication of the ineffective performance within the Protocol and Leadership Communication Division of the Regional Secretariat of Metro City is the lack of effective communication and collaboration between superiors and subordinates, as well as among employees themselves. Several staff members reported that leadership tends to be uncooperative, with unclear distribution of tasks and responsibilities, and a decision-making process that rarely involves employee participation. Additionally, interpersonal relationships among employees are perceived as ineffective, as evidenced by frequent miscommunication and the absence of harmonious teamwork. Furthermore, one crucial strategy to enhance employee performance is work motivation. Employees who are highly motivated are generally more likely to deliver optimal performance (Siswadi & Lestari, 2021). Motivation serves as a driving force that encourages individuals to carry out their

responsibilities to the best of their ability in order to achieve desired outcomes (Perkasa *et al.*, 2023). Therefore, high work motivation contributes to the effective and efficient realization of organizational goals, fosters strong employee commitment to institutional advancement, and ultimately supports the achievement of expected performance targets (Farida *et al.*, 2018).

Literature Review

a. Employee Performance

Performance is a commonly used term in the field of management and is often equated with work results, job achievement, or overall performance (Arif *et al.*, 2023). In general, performance refers to the outcomes achieved by an employee in carrying out assigned duties and responsibilities (Jiang & Fu, 2019). According to Dlamini *et al.*, (2022) performance is defined as the work output accomplished by an individual or a group within an organization, in accordance with their respective authority and responsibilities, and carried out legally, ethically, and in alignment with organizational goals. Performance can be evaluated based on the tasks performed by employees. In other words, individual performance reflects how effectively an employee fulfills their job responsibilities (Loan, 2020). An improvement in employee performance contributes directly to the overall performance of the organization, thereby supporting the effective achievement of organizational objectives (Rekawani *et al.*, 2020).

Performance evaluation is a vital activity for any organization, serving not only as a benchmark for assessing organizational achievements over a defined period but also as a strategic tool for identifying areas of improvement and enhancing overall effectiveness (Markoski & French, 2019). In public sector institutions, performance appraisal holds particular significance, as it enables the assessment of service quantity, quality, efficiency, and effectiveness, while simultaneously acting as a motivational mechanism for bureaucratic personnel (Singh & Chakraborty, 2021).

Nevertheless, the success of performance evaluations largely depends on the clarity of task definitions and organizational expectations (Rasyid *et al.*, 2018). The validity and utility of the evaluation process are strongly influenced by well-defined job descriptions and clear delineation of responsibilities. As such, the effectiveness of performance assessments is intrinsically linked to the quality of the organization's

human resources (Modipane *et al.*, 2019). Clear performance standards allow leaders to evaluate staff objectively, based on the extent to which employees fulfill their responsibilities in accordance with their competencies (Zhou *et al.*, 2024).

b. Performance assessment

To evaluate employee performance, this study refers to the framework proposed by Rahardja *et al.*, (2018) which outlines several key performance indicators. First, service orientation reflects the employee's ability to deliver services effectively and courteously, ensuring satisfaction for both internal and external stakeholders. Second, integrity is demonstrated through honesty, sincerity, and accountability, as well as the ability to take responsibility for one's actions without abusing authority. Third, commitment is shown through the employee's dedication to upholding national ideology, the 1945 Constitution, the principles of the Unitary State of the Republic of Indonesia, and the values of pluralism. This is evidenced by the effective and efficient execution of duties, prioritizing institutional interests over personal or group interests. Discipline is another essential component, involving compliance with legal regulations and working hours, as well as the ability to safeguard state assets entrusted to the employee. Furthermore, performance is also indicated by teamwork the extent to which employees can collaborate with supervisors, colleagues, and subordinates while respecting shared decisions and diverse perspectives. Lastly, leadership is a critical indicator, characterized by decisiveness, exemplary behavior, the ability to motivate others, and sound decision-making to achieve organizational goals efficiently.

Performance appraisal carries a broader meaning than merely evaluating work outcomes; it also encompasses the entire work process in terms of both quality and quantity standards (Soetjipto *et al.*, 2020). It can be defined as a systematic process to measure employee performance based on established regulations by comparing the actual results achieved with the predetermined job descriptions or performance standards over a specific period (Jayakumar & Vinodkumar, 2023). These standards may be formulated both qualitatively and quantitatively. Based on relevant theoretical perspectives on employee performance, it can be understood that employee performance refers to the quality and quantity of outcomes produced by an employee in carrying out assigned responsibilities. This includes various aspects such

as work quality, knowledge, ideas, attendance, task completion, enthusiasm, accountability, and personal character (Albloush *et al.*, 2022).

Research Framework

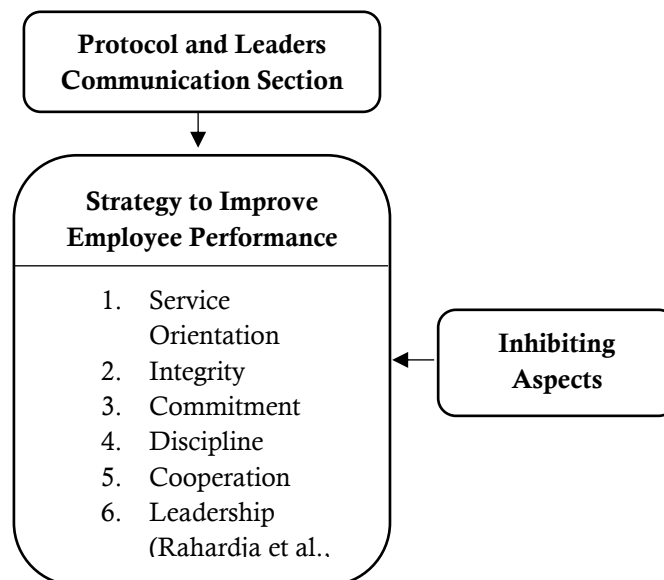


Figure 1. Framework

Methodology

Based on the research background, problem formulation, and objectives, this study employed a qualitative descriptive research design. This approach was chosen to explore and articulate strategies for enhancing employee performance within the Protocol and Leadership Communication Division of the Regional Secretariat of Metro City. Qualitative research is particularly suited for examining social phenomena in depth, allowing the researcher to gain rich, contextual insights that cannot be derived from statistical analysis or quantitative methods. It enables the generation of new propositions through the interpretation of interactions among various elements, which are then used to develop conceptual categories and provide a comprehensive explanation of the observed phenomena (Firman, 2018).

The study was conducted at the Protocol and Leadership Communication Division of the Regional Secretariat of Metro City. The primary data sources consisted of employees selected through purposive sampling to ensure relevance and depth in the information collected. Data were gathered using a combination of

observations, interviews, and document analysis. Observation was utilized as a distinct method to complement the interview process, offering contextual understanding that might not emerge through other tools such as questionnaires. The main data collection technique was semi-structured interviews, guided by interview and observation protocols, and supported by official documents. Key informants included: (1) the Head of the Protocol Division, (2) the Sub-Division Head of Protocol, (3) the Sub-Division Head of Leadership Communication, and (4) two staff members from the Protocol Division.

Data analysis followed qualitative procedures that involve organizing, interpreting, and simplifying raw data to improve coherence and integration (Ebneyamini, 2022). The analytical process was conducted continuously, beginning with the formulation and clarification of the research problem, continuing through data collection in the field, and culminating in the final reporting (Arikunto, 2017). The analysis involved three core stages: (1) data reduction, where irrelevant or redundant information was eliminated; (2) data display, which involved organizing information into meaningful patterns; and (3) conclusion drawing and verification, to ensure the accuracy and validity of the findings.

Result and Discussion

Employee Performance Improvement Strategy in the Protocol and Communication Section of the Metro City Regional Secretariat Leadership

One of the core responsibilities of government in the governance process is the provision of public services to the community. Public service is defined as the delivery of goods or services by governmental agencies, state-owned enterprises, or private institutions to meet the essential needs of the population (Tawil *et al.*, 2021). Every organization or institution operates with the overarching objective of achieving predetermined goals, typically pursued through the execution of specific programs and initiatives (Cepiku & Mastrodascio, 2021). A fundamental element that contributes to the realization of these goals is the ability to effectively identify, assess, and enhance employee performance (Irfan *et al.*, 2023).

The relationship between organizational performance and the achievement of institutional goals is inherently linked to the role of individuals who carry out the organization's functions. As a central component of organizational success, human

resources play a pivotal role in driving productivity, maintaining operational efficiency, and fostering institutional development. Within this framework, the performance of employees in the Protocol and Leadership Communication Division of the Regional Secretariat of Metro City is used as the primary subject and data source for this study.

Drawing on performance evaluation data and interview findings, and guided by the theoretical model proposed by Rahardja *et al.*, (2018) employee performance in this study is assessed through six key indicators: (1) service orientation, (2) integrity, (3) commitment, (4) discipline, (5) teamwork, and (6) leadership. The subsequent sections offer an in-depth discussion of each of these indicators as they pertain to the operational context of the organization under study.

1. Service Orientation

The fundamental role of government within a given region is to deliver public services. These services are expected to be of high quality characterized by professionalism, effectiveness, efficiency, transparency, timeliness, responsiveness, adaptability, and openness. In other words, the government, in its capacity as a public servant, is required to demonstrate strong performance in order to deliver truly excellent services.

The ideal function of public employees, particularly within administrative units, is rooted in the concept of service. Consequently, organizational orientation must be directed toward meeting the needs of the public. The success of a government institution in providing optimal services is heavily influenced by the quality of its human resources. Public employees, as state apparatus and frontline service providers, play a crucial role in realizing institutional goals. The achievement of these goals is not solely dependent on modern infrastructure or technology, but more importantly, on the capabilities and commitment of the personnel who carry out the work.

Based on the findings from the interviews, it can be concluded that the overall quality of services provided by the employees of the Protocol and Leadership Communication Division of the Regional Secretariat of Metro City has been satisfactory. This applies to both internal services within the organization and external services delivered to the public. In fulfilling their responsibilities, employees

consistently strive to provide high-quality service, whether in supporting leadership functions or addressing the needs of the community. According to one of the division leaders, staff are regularly reminded to uphold excellence in service delivery. The employees in this division exhibit a strong sense of commitment and dedication to their roles. They demonstrate a consistent willingness to participate in organizational activities, particularly those conducted in the field. Instances of staff refusal to carry out assigned duties are rare, indicating a strong work ethic and dedication to organizational goals.

Providing public services to citizens is one of the core responsibilities of the government. Public service can be defined as the provision of essential services by government agencies, state-owned enterprises, or private institutions aimed at fulfilling the diverse needs of society. Ensuring the quality and responsiveness of these services is crucial to achieving good governance and public satisfaction.

2. Integrity

Integrity is fundamentally defined as the alignment between an individual's actions and their core values. A person with integrity consistently adheres to their principles, exhibiting a steadfast commitment to ethical and moral standards across all situations and contexts. Such individuals are distinguished by qualities such as honesty, sincerity, reliability, discipline, and a firm dedication to maintaining consistency in their beliefs and behaviors. Within an organizational context, integrity also signifies the ability to act in accordance with established values, norms, and ethical codes. This quality is manifested through coherent attitudes and professional conduct, which in turn foster trust, accountability, and credibility within the workplace.

The interview findings highlight that integrity is regarded as a fundamental quality that every employee should possess. It serves as a foundational principle that guides individuals toward achieving optimal job performance. Furthermore, integrity plays a pivotal role in reinforcing other key performance dimensions, including work quality, commitment, discipline, and leadership. It embodies a mindset and character shaped by adherence to established norms and regulations, cultivated through sustained personal and professional development. In this context, integrity can be understood as the consistent application of organizational policies, ethical standards,

and legal frameworks in daily conduct. Given that civil servants constitute the core operational structure of government institutions, any erosion of integrity within this group can significantly undermine the effectiveness of public administration. The role of civil servants is thus central to the overall functioning of the state. When civil servants prioritize national interests over personal gain and act with unwavering integrity, they contribute meaningfully to the advancement and global standing of the nation.

In the specific context of the Protocol and Leadership Communication Division of the Regional Secretariat of Metro City, employee integrity is generally perceived as satisfactory. Instances of misconduct are rare and usually limited to a small number of individuals who act irresponsibly. Staff members strive to adhere to governmental regulations and consistently follow the guidance provided by leadership. While occasional violations may occur often due to personal circumstances such occurrences are not reflective of the overall work ethic and culture of the division.

In light of these observations, it is essential that every civil servant upholds strong values of integrity to prevent the misuse of authority and public trust. Instilling a culture of integrity and anti-corruption awareness should begin early in a civil servant's career. Early integration of these values fosters a deep understanding that actions contrary to integrity not only breach ethical norms but also jeopardize the public interest. Ultimately, integrity fosters consistent, principled, and resilient behavior, enabling civil servants to uphold the moral and ethical standards expected in public service.

3. Commitment

Organizational commitment refers to the extent to which an individual identifies with and is willing to remain actively engaged within an organization. This commitment is demonstrated through a strong belief in and acceptance of the organization's values and goals, a readiness to exert maximum effort for the organization's success, and a clear intention to maintain long-term membership within the organization.

Interview results indicate that employee loyalty and commitment to advancing the organization still require significant improvement. There is a need for

personnel who are genuinely dedicated to the organization and who prioritize organizational interests over personal gain. Such commitment is especially important in supporting long-term organizational objectives. Emotional attachment and loyalty to the organization encourage employees to consistently strive for excellence in their work and to contribute positively to institutional goals.

According to the Head of the Sub-Division of Protocol at the Regional Secretariat of Metro City, staff are regularly instructed to maintain strong commitment in carrying out their respective duties and functions. However, the execution of tasks has not been entirely optimal, primarily due to limitations in the available human resources. Employees in the Protocol and Leadership Communication Division continue to demonstrate a strong sense of responsibility toward fulfilling their roles, yet some performance gaps persist as a result of insufficient capacity within the team.

Thus, organizational commitment can be understood as a strong sense of identification with and involvement in the organization. It reflects an individual's desire to remain within the organization and a willingness to exert considerable effort to achieve its goals. Fostering this level of commitment is essential for ensuring organizational resilience and sustained performance.

4. Discipline

An organization functions as a structured platform through which individuals collaborate to achieve common goals. Central to this process is the role of human resources, widely recognized as the most critical asset within any organizational framework. Human resources significantly influence an organization's efficiency and effectiveness, while also representing a major component of its operational expenditure. In the realm of public administration, human resources specifically refer to civil servants, who serve as the engine driving bureaucratic processes and the implementation of government functions. Despite their vital role, civil servants often encounter persistent challenges in practice. These challenges include suboptimal performance, non-compliance with disciplinary regulations, and poor time management. Such shortcomings not only hinder organizational productivity but also affect the quality of public service delivery. These conditions underscore the pressing need for systematic human resource development strategies aimed at

strengthening civil service capacity and improving the overall performance of governmental institutions.

Based on interview findings with informants from the Protocol and Leadership Communication Division of the Regional Secretariat of Metro City, it was found that employee discipline in executing assigned responsibilities remains inadequate. There is a discernible lack of commitment to fulfilling duties as expected, reflected in poor time management, delays in task completion, and frequent disregard for official working hours. Such behavior undermines overall productivity, diminishing both the quality and quantity of work outputs. Addressing this issue is imperative for organizational effectiveness. The prevailing culture of procrastination, leniency, and noncompliance with established work schedules must be replaced by one that prioritizes punctuality, responsibility, and a strong work ethic. Fostering a disciplined work environment is essential, as it directly contributes to enhanced employee performance and the achievement of institutional goals.

5. Cooperation

Collaboration is defined as the willingness and capability of civil servants to engage constructively with colleagues, supervisors, subordinates, and external institutions in fulfilling assigned duties and responsibilities. Effective collaboration is fundamental to enhancing organizational efficiency and achieving optimal outcomes. By fostering mutual support and shared responsibility, collaborative work environments enable smoother task execution and stronger institutional performance. Empirical research consistently supports the notion that teamwork yields superior results in terms of both productivity and innovation when compared to individual efforts. This underscores the critical role of collaboration in promoting effectiveness and accountability within public sector organizations.

Interview findings reveal that employee collaboration within the Protocol and Leadership Communication Division of the Regional Secretariat of Metro City is generally perceived as satisfactory. Staff members exhibit a strong sense of cooperation, both within their respective departments and in cross-sectoral interactions. This collaborative spirit becomes especially evident during critical periods, such as the end of the fiscal year, when the timely completion of pending administrative tasks is essential. Employees work together in a mutually supportive

environment that fosters a productive and harmonious organizational culture. Conflict among personnel is uncommon, as employees tend to prioritize collective objectives over personal interests.

Given its importance, collaboration should be viewed as a strategic component of organizational development that must be continuously cultivated. Effective teamwork not only reflects an individual's adherence to institutional norms and regulations but also enhances the overall efficiency and effectiveness of goal attainment. A disciplined and well-structured approach to collaboration ensures that responsibilities are executed in a coordinated, timely, and results-oriented manner ultimately contributing to improved organizational performance and service delivery.

6. Leadership

Leadership is universally acknowledged as a fundamental factor in determining organizational success. It encompasses the ability and willingness of an individual to inspire, influence, and direct subordinates and other stakeholders toward the achievement of shared objectives. As a central component of both management and administrative functions, leadership significantly shapes organizational direction, culture, and outcomes. Broadly defined, leadership is the process by which an individual influences the behavior and efforts of others either individually or collectively within a specific context, in order to accomplish predetermined goals effectively.

Overall, leadership values appear to be reasonably well internalized among employees in the Protocol and Leadership Communication Division of the Regional Secretariat of Metro City. The Sub-Section Head has demonstrated effective leadership practices, while staff members have exhibited self-leadership and peer leadership behaviors such as encouraging adherence to professional ethics and discouraging misconduct. In executing their primary duties, employees consistently follow the directions of their superiors, and daily responsibilities are carried out in alignment with assigned tasks and leadership instructions.

Although a few employees have shown a lack of engagement such as failing to correct or remind colleagues when deviations occur such behaviors have not significantly disrupted overall operations. The cultivation of leadership traits is a

process that requires individual initiative and self-awareness rather than external enforcement.

Based on leadership theory, interview data, and subsequent analysis, it can be concluded that performance enhancement strategies within the division have been implemented with relative success. Supervisors have applied various initiatives to improve employee performance. However, several informants noted the importance of addressing employees' basic needs. In response, it is recommended that management provide appropriate incentives or bonuses, particularly for staff who consistently demonstrate exceptional performance or work beyond regular office hours.

Aspects that Hinder

Several key factors have been identified as barriers to the effective implementation of performance improvement strategies within the Protocol and Leadership Communication Division of the Regional Secretariat of Metro City. A major challenge is the limited number of personnel, which results in an excessive workload and inconsistencies in the execution of tasks and responsibilities. Consequently, overall employee performance tends to fall short of organizational expectations. Additionally, inadequate supervision and monitoring from leadership contribute to irregular attendance, with some staff members failing to comply with standard working hours, thereby diminishing overall productivity.

Moreover, the lack of proper facilities within the division's work environment negatively affects employee motivation and enthusiasm. Compounding these issues is the absence of consistent recognition and appreciation for high-performing employees. This lack of acknowledgment can lead to decreased morale and serves as a deterrent to fostering a strong performance-oriented culture. Addressing these structural and managerial shortcomings is essential to achieving sustainable improvements in employee output and organizational effectiveness.

Conclusion and Implication

Conclusion

Drawing from the preceding analysis and discussion, it can be concluded that the strategies aimed at enhancing employee performance within the Protocol and

Leadership Communication Division of the Regional Secretariat of Metro City have been implemented across several critical dimensions. These include a strong orientation toward service, adherence to integrity, employee commitment, workplace discipline, teamwork, and effective leadership practices. Despite these efforts, several challenges persist that hinder the optimal execution of these strategies. Key issues include a shortage of personnel, which increases the workload of existing staff; insufficient supervision and oversight from leadership, leading to diminished discipline and accountability; inadequate office facilities that undermine employee motivation; and a lack of formal recognition or appreciation from leadership, which contributes to low morale and weakens the development of a performance-driven organizational culture.

Implication

Based on the research findings and subsequent analysis, several strategic recommendations are proposed to improve employee performance within the Protocol and Leadership Communication Division of the Regional Secretariat of Metro City. To begin with, it is essential to ensure that the number of personnel is properly aligned with the division's actual workload and operational demands, thereby promoting a more balanced and efficient distribution of tasks. Additionally, implementing regular performance evaluations on both a weekly and monthly basis would allow for continuous monitoring of employee progress and the identification of specific areas that require further development. Equally important is the provision and maintenance of adequate office facilities tailored to the needs of the staff, as a conducive work environment plays a vital role in enhancing productivity. Furthermore, to foster a culture of excellence and sustained motivation, the division should establish a structured system of recognition and rewards for employees who consistently demonstrate high performance and dedication to their roles.

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