



Decoding Employee Performance in Government Protocol and Leadership Communication: Insights from Official Event Governance

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Abstract

Employee performance is a critical determinant of organizational effectiveness in the public sector, particularly in ensuring the successful implementation of official government events. A qualitative descriptive approach was employed, with data collected through observations, semi-structured interviews, and document analysis involving purposively selected informants. Data were analyzed using the interactive model of Miles and Huberman, consisting of data reduction, data display, and conclusion drawing, while data credibility was ensured through triangulation techniques. The findings reveal that employee performance is generally satisfactory across the dimensions of productivity, service quality, responsibility, and accountability. Nevertheless, several organizational challenges continue to impede optimal performance, including limited human resources, uneven workload distribution, the absence of standardized operational procedures, insufficient coordination, inadequate responsiveness to unexpected situations, and underdeveloped reporting and evaluation systems. These constraints reduce the efficiency and effectiveness of official event management. The study concludes that improving employee performance requires integrated organizational strategies, including continuous competency development, strengthening coordination and supervision, adopting technology-based management systems, standardizing operational procedures, and implementing systematic performance evaluation. These initiatives are expected to enhance organizational professionalism, accountability, and the quality of public service delivery in official government event management.

Keywords: Employee Performance, Public Administration, Public Service.

Introduction

The success of public governance is determined not only by the quality of policies formulated but also by the capacity of public officials to implement government functions in a professional, effective, and accountable manner (Krpalek et al., 2021). Among the organizational units that contribute significantly to this objective is the Protocol and Leadership Communication Division, which plays a strategic role in supporting the implementation of official government activities (Bhandari et al., 2020). Its responsibilities include managing protocol arrangements, coordinating official events, facilitating leadership services, and disseminating government information to the public. These responsibilities require employees to possess strong professional competencies, effective coordination skills, responsiveness, and sound

decision-making abilities to ensure that government activities are conducted efficiently and in accordance with established regulations (Bokayev et al., 2024).

As public expectations for high-quality government services continue to increase, the role of the Protocol and Leadership Communication Division has become increasingly important in strengthening the institutional image and credibility of local government (Ohemeng et al., 2018). The successful implementation of official government events reflects not only the professionalism of public employees but also the overall quality of public sector governance. Conversely, various operational challenges, including inadequate coordination, sudden changes in official schedules, limited human resources, and the suboptimal utilization of information technology, may reduce service effectiveness and negatively affect the quality of government event management. Consequently, improving employee performance within this organizational unit has become an essential requirement for enhancing public service delivery (Abdi et al., 2024).

These challenges are also evident within the Protocol and Leadership Communication Division of the Bandar Lampung City Government. Preliminary observations indicate several factors that hinder employee performance, including excessive workloads, insufficient coordination among personnel, limited supporting facilities and infrastructure, and increasing demands for timely service delivery during official government events. Furthermore, internal organizational records reveal recurring issues related to employee absenteeism, delays in task completion, and service outcomes that have not consistently met organizational performance targets. These conditions suggest that employee performance has not yet reached the expected level of effectiveness, thereby highlighting the need for a comprehensive evaluation of the factors influencing organizational performance.

From the perspective of public administration, employee performance represents a fundamental indicator for assessing the effectiveness of public sector organizations (Al Ahbabi et al., 2019). Five principal dimensions of employee performance, namely productivity, service quality, responsiveness, responsibility, and accountability (Suprianto & Arhas, 2022). Collectively, these dimensions provide a comprehensive framework for evaluating the extent to which public organizations are capable of delivering services that are effective, efficient, and responsive to public needs. Therefore, examining employee performance within the Protocol and Leadership Communication Division is essential for determining whether the implementation of official government activities has fulfilled the principles of professional public administration (Daimi & Rebai, 2022).

Based on these considerations, this study aims to analyze the performance of

employees in the Protocol and Leadership Communication Division in organizing official government events within the Bandar Lampung City Government and to identify the factors that facilitate and constrain the implementation of their responsibilities. The findings are expected to contribute to the advancement of public administration literature, particularly in the field of public sector performance evaluation. In addition, the study is intended to provide practical recommendations for improving human resource capacity, strengthening organizational coordination, optimizing the utilization of information technology, and enhancing the quality and sustainability of official government event management.

Literature Review

Employee Performance

Employee performance refers to the extent to which employees accomplish organizational goals by carrying out their duties effectively and responsibly (Abun et al., 2021). In the public sector, performance is assessed not only by the achievement of work targets but also by the quality of public services delivered in accordance with the principles of good governance. Therefore, improving employee performance is essential for enhancing organizational effectiveness and public service quality (Karim et al., 2019).

(Ciobanu et al., 2019) defines performance as the work outcomes achieved by individuals based on their assigned responsibilities. While (Johari et al., 2019) emphasizes that performance reflects employees' success in meeting organizational standards. Furthermore, (Diamantidis & Chatzoglou, 2019) argues that employee performance is determined by the interaction of individual ability, motivation, and opportunity. Consequently, improving employee competence and strengthening organizational support systems are essential to achieving sustainable performance.

This study adopts the employee performance framework proposed by (Suprianto & Arhas, 2022), which consists of five dimensions: productivity, service quality, responsiveness, responsibility, and accountability. Productivity reflects employees' efficiency in utilizing available resources to achieve organizational objectives. Service quality refers to employees' ability to deliver timely, accurate, and professional services. Responsiveness describes the capacity to respond promptly to organizational needs and unexpected changes. Responsibility emphasizes compliance with organizational procedures and regulations, whereas accountability represents employees' obligation to perform their duties transparently and professionally. Collectively, these dimensions provide a comprehensive framework for evaluating employee performance in public organizations.

Civil Servants in Public Service Delivery

Civil Servants play a strategic role in implementing public policies and delivering quality public services (Nor, 2025). According to Law Number 20 of 2023 concerning the State Civil Apparatus, civil servants are expected to demonstrate professionalism, integrity, competence, and a strong commitment to serving the public. Effective public administration therefore requires a merit-based human resource system, continuous competency development, and appropriate job placement based on employees' qualifications (Covell, 2016).

In the Protocol and Leadership Communication Division of the Bandar Lampung City Government, employees are responsible for managing protocol activities, leadership communication, documentation, and coordination of official government events. These responsibilities require effective communication, coordination, adaptability, and decision-making skills. Accordingly, this study evaluates employee performance using (Suprianto & Arhas, 2022) five performance dimensions to examine how effectively civil servants perform their duties in organizing official government events.

Research Framework

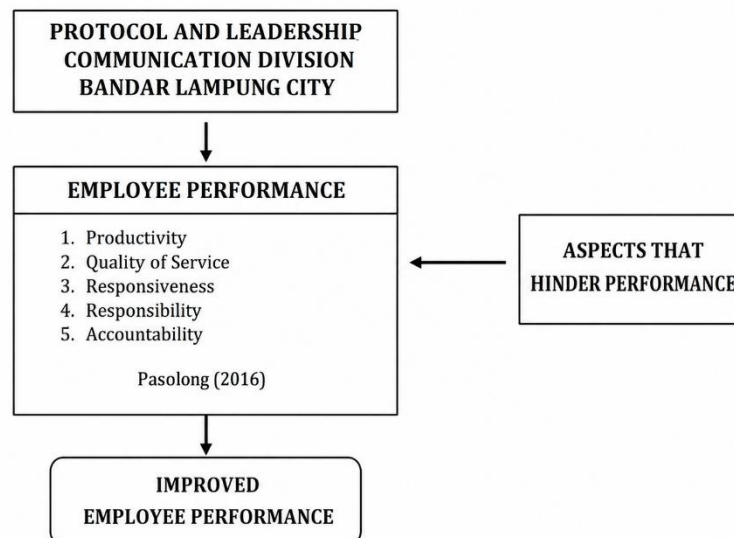


Figure 1. Framework

Method

This study employed a qualitative approach using a descriptive research design to examine employee performance within the Protocol and Leadership Communication Division in organizing official events of the Bandar Lampung City Government. A qualitative approach was considered appropriate because it enables an in-depth exploration of the phenomenon based on empirical conditions and the experiences of individuals directly involved in the implementation of official

governmental activities (Silverio et al., 2022). The research was conducted at the Protocol and Leadership Communication Division of the Regional Secretariat of Bandar Lampung City, which serves as the primary organizational unit responsible for protocol services, leadership communication, and the coordination of official government events. Research informants were selected purposively based on their roles, knowledge, experience, and direct involvement in the activities under investigation. The participants included the Head of the Protocol and Leadership Communication Division, the Head of the Leadership Communication Subdivision, and several staff members actively engaged in protocol-related duties.

Data were collected through direct observation, in-depth semi-structured interviews, and document analysis. Observation was undertaken to obtain a comprehensive understanding of employees' work activities and the implementation of protocol functions during official events. In-depth interviews were conducted to explore participants' perspectives regarding employee performance, operational challenges, and strategies for improving work effectiveness. In addition, document analysis was carried out by reviewing relevant organizational documents, including activity reports, official records, and applicable regulations, to complement and validate the primary data obtained from the field (Jimmieson et al., 2021).

The collected data were analyzed using the interactive model developed by (Im et al., 2023), which consists of three interconnected stages: data reduction, data display, and conclusion drawing with verification. During the reduction stage, the data were organized, coded, and categorized according to the research objectives to identify meaningful patterns and relationships. The findings were subsequently presented in a narrative form to facilitate interpretation and support the development of well-grounded conclusions. To ensure the trustworthiness of the findings, data credibility was established through source triangulation, method triangulation, and *member checking*. These procedures enabled the researchers to verify the consistency of information obtained from multiple sources and data collection techniques, thereby enhancing the credibility, dependability, and overall rigor of the research findings (Lochmiller, 2021).

Result And Discussion

Employee Performance in the Protocol and Leadership Communication Section in Organizing Official Events of the Bandar Lampung City Government

1. Productivity

The performance of employees in the Protocol and Leadership Communication Division of the Bandar Lampung City Government demonstrates a relatively

satisfactory level of productivity in supporting the implementation of official governmental events. Findings from interviews with the Head of the Division indicate that employees generally perform their assigned responsibilities according to established roles and are able to complete event preparations within the designated timeframe. Nevertheless, productivity has not yet reached its optimal level due to several organizational constraints, particularly the limited number of personnel and the frequent occurrence of unexpected schedule changes. These conditions require employees to respond quickly, adapt effectively to dynamic situations, and maintain the quality of their work despite significant time pressures. According to (Almatrooshi et al., 2016), work productivity reflects the ability of individuals and organizations to achieve optimal outputs through the effective and efficient utilization of available resources. The present findings suggest that employees have demonstrated adequate productivity; however, continuous organizational improvements remain necessary to enhance overall work performance.

The findings further reveal that communication and coordination are fundamental determinants of employee productivity. Informants explained that internal communication platforms and information technology have facilitated the rapid dissemination of information throughout the planning and implementation of official events. Despite these improvements, several respondents acknowledged that communication among team members is not always well-coordinated, resulting in inefficiencies in task allocation and work execution. This finding supports (Bucata & Rizescu, 2017) argument that effective coordination and communication are essential mechanisms for synchronizing organizational activities and improving operational effectiveness. Similarly, (Kalogiannidis, 2020) emphasize that effective communication minimizes work-related errors, accelerates decision-making processes, and strengthens collaboration among organizational members. Therefore, enhancing communication quality and interdepartmental coordination is essential for improving employee productivity in protocol services.

Another important issue identified in this study is the substantial workload experienced by employees, particularly when official schedules change unexpectedly or urgent assignments arise. Although employees consistently demonstrate discipline and commitment in carrying out their responsibilities, these circumstances often require immediate adjustments that may reduce work efficiency. (Zhou et al., 2024) argues that employee performance is influenced not only by individual competence and motivation but also by organizational conditions that support effective task accomplishment. Consequently, improving productivity requires comprehensive organizational support, including increasing human resource capacity, providing

continuous professional development, optimizing the use of digital technology, and strengthening coordination mechanisms to ensure that work processes remain effective under changing conditions.

Overall, the findings indicate that employee productivity within the Protocol and Leadership Communication Division can be categorized as good, although several aspects require further improvement to achieve higher organizational performance. Strengthening employee competencies, enhancing communication systems, and developing adaptive work management practices are strategic priorities for addressing existing challenges. In line with (Peng et al., 2021), productivity in the public sector should not be assessed solely based on the quantity of completed work but also on the organization's ability to deliver services that are effective, responsive, and of high quality. Therefore, improving employee productivity is expected not only to ensure the successful implementation of official government events but also to enhance institutional professionalism and strengthen the credibility of the Bandar Lampung City Government in serving the public and other stakeholders.

2. Quality of Service in the Organization of Official Events

The quality of services delivered by employees of the Protocol and Leadership Communication Division of the Bandar Lampung City Government has generally demonstrated a satisfactory level of performance in supporting the implementation of official government events. Based on interviews with the Head of the Division, the services provided have complied with established protocol standards, ensuring that official events are conducted in an orderly, well-planned, and professional manner. Nevertheless, several aspects require further improvement, particularly the ability to respond promptly to unexpected schedule changes, address technical issues efficiently, and maintain service quality in dynamic working environments. These findings indicate that service quality is determined not only by the successful execution of official events but also by employees' ability to deliver responsive, accurate, and adaptive services. This finding is consistent with (Izogo & Ogba, 2015), who define service quality as the extent to which delivered services meet or exceed users' expectations through the consistent fulfillment of organizational commitments.

The findings further reveal that effective communication, coordination, and employee competence are the primary determinants of service quality. Informants emphasized that timely and accurate communication among team members and relevant stakeholders plays a critical role in preventing technical errors and ensuring the smooth implementation of official events. However, unexpected schedule changes, limited human resources, and the demands associated with serving high-level

government officials and VIP guests continue to pose significant operational challenges. These findings are consistent with the SERVQUAL framework proposed by (Gavahi et al., 2023), which identifies five key dimensions of service quality: reliability, responsiveness, assurance, empathy, and tangibles. Collectively, these dimensions provide a comprehensive framework for evaluating employees' ability to deliver professional, responsive, and stakeholder-oriented services in public organizations.

Furthermore, the effectiveness of service delivery is strongly influenced by organizational readiness, including the availability of adequate human resources, the effective utilization of information technology, and the establishment of integrated coordination mechanisms. Although employees have demonstrated a high level of commitment to organizing official events, limitations in skilled personnel, supporting facilities, and the frequent occurrence of last-minute schedule revisions continue to affect service effectiveness. According to (Ocampo et al., 2019), public organizations must pursue continuous service improvement by strengthening employee competencies, promoting service innovation, and enhancing management systems to meet increasingly complex public expectations. This perspective is reinforced by (Ali & Raza, 2017), who argues that service quality is achieved through the integration of competent human resources, effective service processes, and adequate organizational facilities. Therefore, sustained organizational support is essential to improve both service quality and institutional performance.

Overall, the findings suggest that the quality of services provided by the Protocol and Leadership Communication Division can be categorized as good; however, further improvements are required to achieve higher standards of public service performance. Strategic efforts should focus on strengthening employee competencies through continuous training, enhancing cross-functional coordination, optimizing the use of information technology, and developing more adaptive operational procedures capable of responding to dynamic changes in official agendas. Such improvements are expected not only to ensure the successful implementation of official government events but also to reinforce organizational professionalism, improve public trust, and strengthen the credibility of the Bandar Lampung City Government among citizens and other stakeholders.

3. Quality of Service in the Organization of Official Events

The quality of services delivered by employees of the Protocol and Leadership Communication Division of the Bandar Lampung City Government can be considered satisfactory in supporting the implementation of official government

events. Interview findings with the Head of the Division indicate that employees consistently strive to ensure that every event is conducted in an orderly manner, complies with established protocol standards, and reflects a high level of professionalism. Nevertheless, several aspects still require improvement, particularly employees' responsiveness to unexpected schedule changes, attention to technical details, and ability to adapt to dynamic working conditions. These findings suggest that service quality is determined not only by the successful completion of official events but also by employees' capacity to deliver services accurately, promptly, and professionally. This interpretation is consistent with the SERVQUAL model proposed by (Gavahi et al., 2023), which conceptualizes service quality through five dimensions: reliability, responsiveness, assurance, empathy, and tangibles. Accordingly, the overall quality of protocol services depends on the organization's ability to consistently meet stakeholder expectations across these dimensions.

The findings further demonstrate that effective communication, strong coordination, and adequate organizational resources are critical determinants of service quality. Informants emphasized that clear communication among team members and relevant stakeholders plays a significant role in minimizing technical errors during event implementation. However, several operational challenges remain, including limited personnel, constrained preparation time, unexpected changes in official schedules, and the suboptimal utilization of information technology. These constraints reduce the efficiency and consistency of service delivery, particularly when rapid adjustments are required. Therefore, regular event simulations, strengthened interdepartmental coordination, modernization of work equipment, and continuous employee training are essential strategies for improving service performance. These findings support (Ocampo et al., 2019) argument that service quality is influenced by employee competence, the effectiveness of organizational processes, and the institution's ability to respond quickly and appropriately to service demands. Furthermore, (Kotler & Keller, 2016) argue that high-quality service enhances stakeholder satisfaction, strengthens public trust, and reinforces an organization's institutional image.

Overall, the findings indicate that the quality of services provided by the Protocol and Leadership Communication Division has effectively supported the implementation of official government events, although continuous improvements remain necessary to achieve higher service standards. Priority should be given to strengthening human resource capacity, improving coordination mechanisms, providing sustainable professional development, and optimizing the application of information technology in protocol management. According to (Tawil et al., 2021),

the quality of public services represents a key indicator of governmental performance because it reflects an institution's ability to deliver services that are effective, responsive, and citizen-oriented. Consequently, enhancing service quality within the Protocol and Leadership Communication Division is expected not only to improve the effectiveness of official event management but also to strengthen employee professionalism and enhance the credibility of the Bandar Lampung City Government among the public and other stakeholders.

4. Responsibility

The responsibility demonstrated by employees of the Protocol and Leadership Communication Division of the Bandar Lampung City Government can be categorized as relatively good in supporting the implementation of official government events. Interview findings with the Head of the Division indicate that most employees perform their duties in accordance with established instructions, comply with protocol procedures, and make consistent efforts to ensure that official events are conducted smoothly. Nevertheless, several aspects require further improvement, particularly consistency in task execution, initiative in completing responsibilities without relying on direct supervision, and readiness to respond to operational challenges encountered during event implementation. Employee responsibility is reflected in adherence to organizational procedures, commitment to completing assigned tasks, the ability to work both independently and collaboratively, discipline, and accountability for work outcomes. These findings are consistent with (Haliwela et al., 2021), who argues that responsibility in public organizations refers to the extent to which public officials perform their duties in accordance with administrative principles, organizational policies, and established operational standards. Likewise, (Han et al., 2019) emphasizes that responsibility is a fundamental indicator of professional and ethical employee performance within public institutions.

The findings further reveal that employee responsibility is influenced by several organizational factors, including team coordination, workload, supervisory practices, and individual competencies. Informants reported that the high frequency of official events, unexpected schedule changes, and limited organizational resources often hinder employees from performing their duties optimally. In addition, some employees were perceived as insufficiently proactive and less responsive to rapidly changing situations, thereby reducing overall team effectiveness. These findings indicate that strengthening employee responsibility requires not only individual commitment but also an organizational environment that promotes effective communication, coordination, supervision, and collaboration. This interpretation is

supported by (Mdee & Mushi, 2021), who argue that employee behavior is shaped by leadership, organizational culture, reward systems, and the work environment, all of which influence responsibility and organizational commitment. Similarly, (Arathy & Biju, 2022) states that employee performance improves when organizations provide continuous guidance, motivation, and systematic performance evaluation.

Overall, the findings suggest that employee responsibility has made a positive contribution to the successful implementation of official government events, although several improvements are still necessary to achieve higher organizational performance (Barusman & Habiburrahman, 2022). Strategic efforts should therefore focus on strengthening a responsibility-oriented organizational culture, implementing regular performance evaluations, enhancing employee competencies through continuous training, and recognizing outstanding performance to encourage greater commitment and accountability. According to (Abdi et al., 2024), organizations that foster discipline, responsibility, and teamwork are more likely to develop highly professional public employees capable of performing their duties effectively. Consequently, improving employee responsibility is expected not only to enhance the effectiveness of official event management but also to reinforce organizational accountability, strengthen employee professionalism, and improve public trust in the quality of services provided by the Bandar Lampung City Government.

5. Accountability

Employee accountability within the Protocol and Leadership Communication Division of the Bandar Lampung City Government can be categorized as relatively good in supporting the implementation of official governmental events. Based on interviews with the Head of the Division and other key informants, employees generally perform their duties in accordance with established procedures, demonstrate responsibility for assigned tasks, and document each stage of event implementation through formal work reports. Nevertheless, several shortcomings remain, particularly in the areas of documentation, reporting accuracy, and the consistency of post-event evaluations. These findings indicate that accountability extends beyond the completion of assigned tasks to include the ability of employees to justify work processes and outcomes in a transparent, systematic, and professional manner. This finding is consistent with (Mangai & Ayodele, 2025), who defines accountability as the obligation of public officials to account for the utilization of resources, the implementation of responsibilities, and the achievement of organizational outcomes. (Imbaruddin et al., 2021) argues that accountability serves as a governance mechanism

through which organizational actions are explained, evaluated, and justified to both oversight institutions and the public.

The findings further reveal that employee accountability is strongly influenced by procedural compliance, transparency in task implementation, effective resource management, and the quality of organizational monitoring and evaluation systems. Although employees consistently strive to perform their responsibilities with discipline and commitment, several organizational constraints continue to limit the achievement of optimal accountability. These challenges include excessive workloads, limited human resources, insufficient supervisory mechanisms, and inadequate documentation practices. Consequently, strengthening accountability requires the implementation of comprehensive monitoring and evaluation systems, continuous capacity-building programs, digital reporting mechanisms, and the broader integration of information technology into administrative and documentation processes. These findings support (Hoa & Garcia, 2017) assertion that public sector accountability can only be achieved through effective control systems, transparent governance, and reliable reporting mechanisms. Furthermore, (Manaf et al., 2023) emphasizes that accountability constitutes a fundamental principle of good governance, requiring public institutions to transparently justify both organizational performance and the utilization of public resources.

Overall, the study demonstrates that employee accountability has made a positive contribution to the successful implementation of official government events, although further improvements are required to achieve higher standards of public governance (Barusman, 2019). Future efforts should focus on fostering a stronger culture of transparency, enhancing employee competencies through continuous professional development, institutionalizing systematic performance evaluation, and optimizing digital technologies to support reporting, supervision, and performance management. According to (Jeriansyah & Mappanyukki, 2020), effective accountability enhances organizational performance, strengthens public trust, and promotes the realization of clean and service-oriented governance. Therefore, reinforcing employee accountability is expected not only to improve the quality and effectiveness of official event management but also to support the development of transparent, accountable, and professionally managed local government administration within the Bandar Lampung City Government.

Aspects of Hindrance

The findings indicate that employee performance within the Protocol and Leadership Communication Division of the Bandar Lampung City Government is

constrained by five interrelated dimensions: productivity, service quality, responsiveness, responsibility, and accountability. In terms of productivity, the primary challenges arise from the imbalance between the limited number of employees and the increasing frequency of official government events, resulting in excessive workloads and reduced work efficiency. Furthermore, insufficient professional training in protocol management and leadership communication, combined with the uneven distribution of work assignments, has limited employees' ability to perform their duties optimally. Service quality is also affected by the absence of standardized operational guidelines and the continued reliance on manual administrative procedures, both of which reduce operational efficiency and contribute to inconsistencies in the delivery of protocol services across different official events.

The study further reveals that employee responsiveness remains constrained by limited capacity to manage unexpected schedule changes and technical problems during event implementation. Inadequate decision-making skills under time pressure, together with ineffective communication and coordination among team members, frequently delays problem resolution and disrupts the smooth execution of official activities. Similarly, the responsibility dimension is weakened by the tendency of some employees to rely primarily on supervisory instructions rather than demonstrating initiative and ownership of their assigned tasks. This situation is exacerbated by the absence of regular performance evaluations, making it difficult for the organization to assess individual responsibility, identify performance deficiencies, and implement continuous professional development.

In addition, accountability remains an important area requiring improvement. The lack of a comprehensive and well-documented reporting system limits the organization's ability to measure employee performance and evaluate the implementation of official activities effectively. Moreover, the absence of a structured reward and sanction mechanism reduces employee motivation to maintain high levels of responsibility and accountability. Overall, these findings suggest that improving employee performance requires a comprehensive organizational approach, including strengthening human resource capacity, refining work management systems, establishing standardized operating procedures, optimizing the use of information technology, and implementing more effective performance evaluation and accountability mechanisms. These improvements are expected to enhance organizational effectiveness and support the professional, efficient, and high-quality implementation of official government events.

Conclusion

The findings indicate that the performance of employees in the Protocol and Leadership Communication Division of the Bandar Lampung City Government is generally satisfactory; however, several organizational constraints continue to limit the achievement of optimal performance. These constraints include inadequate human resources, the absence of standardized operational procedures for official event management, limited responsiveness to unexpected situations, inconsistent levels of employee responsibility, and accountability mechanisms that have not yet been fully institutionalized. Collectively, these factors reduce the effectiveness and efficiency of planning, coordinating, and implementing official government events, thereby affecting the overall quality of public service delivery.

Addressing these challenges requires a comprehensive organizational improvement strategy. Priority should be given to strengthening human resource capacity through continuous professional development, increasing the number of qualified personnel, and implementing standardized, technology-driven work systems to support event management processes. In addition, enhancing interdepartmental coordination, reinforcing monitoring and supervisory mechanisms, and institutionalizing systematic performance evaluation supported by transparent reward and disciplinary systems are essential for improving employee performance. These strategic initiatives are expected to enhance organizational effectiveness, strengthen accountability, and promote the professional, efficient, and responsive management of official government events while contributing to the overall quality of public governance.

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