



## Strategy for Escalating Employee Performance through Communication Improvement and Work Motivation at the Public Relation and Protocol in Gorontalo Province

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### Abstract

The purpose of this research is to find out, analyse, and examine how to improve communication and motivation as an effective strategy to improve employee performance at the Public Relations and Protocol Bureau of Gorontalo Province. In this research, the author used qualitative data analysis with a descriptive approach. Data collection methods in this research are observation, interview, and documentation. In general, the results of this study are as follows: 1) Communication improvement is an effective strategy to improve employee performance in the Public Relations and Protocol Bureau of Gorontalo. The existing communication as a whole has been running effectively, but communication related to tasks needs to be improved. 2) Increasing work motivation is an effective strategy to improve employee performance at the Public Relations and Protocol Bureau of Gorontalo Province. Motivation in the Public Relations and Protocol Bureau of Gorontalo Province as a whole has gone well, although there are still perceptions of informants who state that the physiological needs of employees need attention, especially regarding the provision of incentives.

**Keywords:** Strategies, Performance, Communication, Motivation.

### Introduction

The activity of managing and developing human resources (HR) is a very important strategic matter in an organization. The resources of an Government employees or state apparatus are human resource assets that determine the success of achieving the goals of public or government organisations. The Public Relations and Protocol Bureau of Gorontalo Province is one of the public organisations of the Gorontalo provincial government which has the task of assisting the affairs of the Gorontalo provincial government in serving the public in the field of information dissemination. The quality of this service is of course supported by the quality of resources that have optimal performance.

Employee performance in a government institution is a reflection of a quality government organization (Sugiarti et al., 2021). Therefore, the professionalism and ability of employees to integrate are major requirements in the organization as the main driving resource. To establish good operational performance, resources and other things must also be considered, as must organizational strategies. The strategy of public sector organizations is the development of innovation, which is carried out through communication and understanding of organizational human resource (Arundel et al., 2019).

The Public Relations and Protocol Bureau of Gorontalo Province has a strategic role, which is to maintain and ensure that information communication between local government and the community runs well (Mahardika et al., 2023). However, the biggest problem is the implementation of strategies that have not been optimal, resulting in low employee performance in the Public Relations and Protocol Bureau of Gorontalo Province, especially in terms of employee discipline, which can be seen in table 1 below.

**Table 1 Recapitulation of Absenteeism for 2023**

No	Month	Number of Working Days	Employee Absenteeism			Total
			Sickness	Permission	Alpha	
1.	January	21	2	5	5	12
2.	February	20	5	4	6	15
3.	March	19	9	3	7	19
4.	April	22	3	6	3	12
5.	May	22	5	4	3	12
6.	June	19	3	2	2	7
7.	July	23	3	7	1	11
8.	August	20	4	4	1	9
9.	September	21	7	6	1	14
10.	October	22	2	5	2	9
11.	November	20	6	6	4	16
12.	Desember	21	3	7	5	15
						151
<b>Absenteeism Percentage in 2023</b>						60%

Source: Public Relations and Protocol Bureau of Gorontalo Province, 2023

Based on this table, it is known that the level of employee absence in the Public Relations and Protocol Bureau of Gorontalo Province in 2023 will reach a fairly high figure of 60%, this indicates a lack of discipline possessed by employees of the Public Relations and Protocol Bureau. Then the review of employee performance through

the Government Agency Performance Accountability Report in 2023 can be seen from the following table.

**Table 2. Government Agencies Performance Accountability Report 2023**

No	Program	Description Of Activities	Targets %	Achievements %
1.	Procurement of office equipment in order to improve apparatus facilities and infrastructure	Procurement of a Collection of Clipping Books, Books of Governor's Speeches and Press Releases. And regional development books in the context of increasing the completeness of documentation and publication of government activities as well as providing complete documents, photos of development and community government activities	100	65
2.	Protocol Outreach Activities for Office and Sub-District Office bodies	Procedures for correspondence administration services, preparation of greetings, facilities for visiting activities, provision of information dissemination facilities: preparation of press releases to be published in mass media and electronic media	100	60

Source: Public Relations and Protocol Bureau of Gorontalo Province, 2023

## LITERATURE REVIEW

### Strategy

A strategy is a plan that is based on an agreement. In the public sector, strategies are created to fulfil the function of public sector organisations, which is to meet the needs of society. Strategic planning is an important part of public planning standards (Bryson et al., 2015). Strategic planning is a disciplined effort based on the nature and direction of the organisation within constitutional boundaries (Umar et al., 2020). Strategy in organisations is an effort to maximise performance (Syahputra & Soesanti, 2019). The implementation of strategies and policies in an agency will encourage overall work productivity (Ali & Anwar, 2021). (Barusman & Virgawenda, 2019) State that implementing the right strategy will create relationship benefits for the organisation and customers. Strategy has the aim of providing

direction to all parties in the organisation to carry out activities in accordance with the direction of the organisation's goals. Strategy is made as a whole, planned and based on agreement.

### **Employee Performance**

Employee performance is a reflection of the quality of the strategy in the organization. High performance development is carried out through training and motivation to form quality human resources within the organization (Ozkeser, 2019). (Suryanto & Ferry Cahaya, 2023) Stated that performance is a series of results obtained by someone for the completion of tasks that have been carried out. Improving employee performance will certainly have many impacts on organizational performance (Kalogiannidis, 2021) Continuous organizational performance is important in the public sector (Kamaruddin & Abeyssekera, 2021). Improving the performance system is carried out through performance reform by focusing on implementing work programs (Gao, 2020). Performance is the result that a person gets based on the work that has been carried out, performance is an organizational benchmark in achieving organizational success.

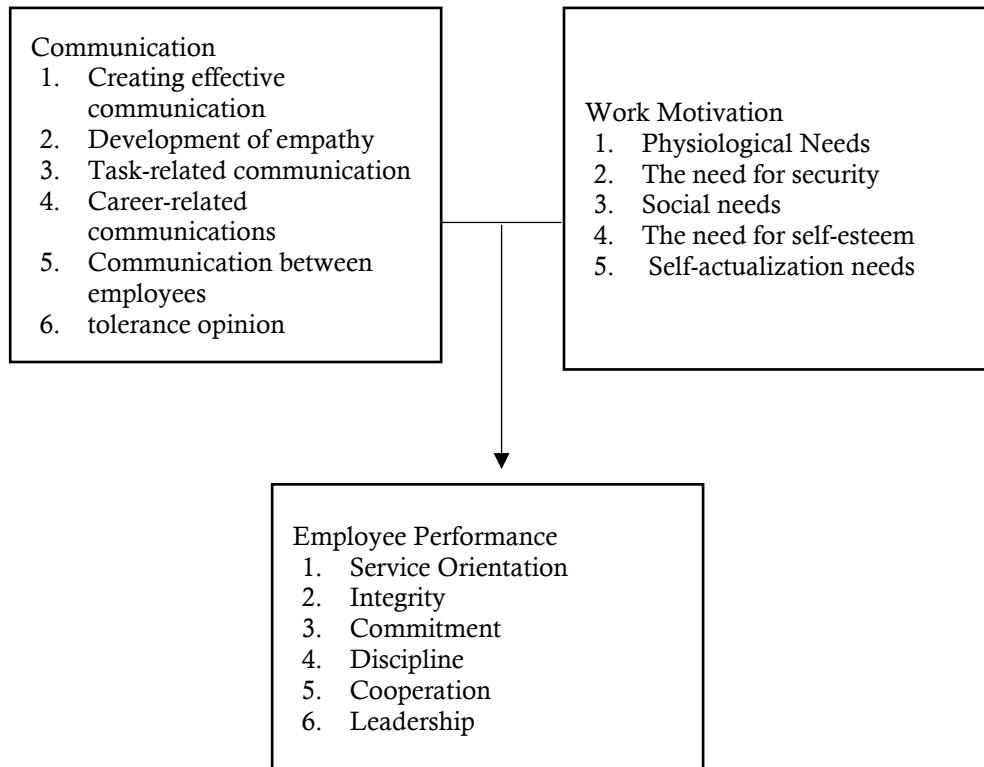
### **Communication**

Communication is a process of conveying information from one party to another. Communication within the organization is a basic factor for improving employee performance (Sinambela, 2019). Communication within the organization is established directly and indirectly, through good communication, organizational performance will improve. (Romli, 2019) states that communication within an organization is divided into internal communication and external communication, and this communication process has a deep essential meaning. Effective communication will of course help the organization to be more advanced. Communication is an important element in the organization, through effective communication the organization's strategy can run optimally.

### **Motivation**

Motivation is an encouragement that can be obtained from within oneself or from the environment. A person's high motivation will have an impact on the high work output of that person (Hasibuan, 2017). Motivation is the awareness possessed by someone to carry out tasks properly (Wahyudi, 2019). Work motivation is an

important factor determining the attitudes and behavior of individuals who become human resources to achieve productivity in organizations. (Syahputra & Soesanti, 2019) states that work motivation is a force that comes from within and from outside living things to start work and determines the shape of the direction of the work. Work motivation is perceived as encouragement or power that comes from within and from outside the individual to carry out a task activity.



**Figure 1. Framework of Mind**

**Methode**

This type of research uses descriptive qualitative research, which is used for discussion and description of research data using theories and then problem solving (Arikunto, 2011) Data collection techniques in this study were carried out through observation, interviews, and documentation. This research was conducted directly by going to the field which is located at the Bureau of Public Relations and Protocol of Gorontalo Province. Data sources in this study used primary and secondary data. The informants in this study consisted of the Head of Section, Head of Subdivision, and Civil Servant Staff of the Public Relations and Protocol Section of Gorontalo

Province. The data that has been obtained from the sources is then analysed through the stages of data selection, data classification, and data interpretation.

## **Result And Discussion**

Strategy to Improve Employee Performance through Improved Communication and Work Motivation at the Public Relations and Protocol Bureau of Gorontalo. Communication strategy is one of the strategies carried out by the Public Relations and Protocol Bureau in improving employee performance. Communication which is the link between individuals and organisations has an important role for the running of an organisation. Effective communication is a two-way communication that occurs between the sender and receiver of messages that provide mutual responses within the scope of the organisation, this kind of communication determines the success of an organisation because effective communication is established between superiors and subordinates.

Another strategy carried out by the Public Relations and Protocol Bureau of Gorontalo Province in improving employee performance is through providing work motivation. Motivation is the activity and function of the leader to move the willingness of subordinates to work better, efficiently and effectively in achieving organisational goals. Motivation has a big influence in a job so that it is the main factor that is considered in employee performance.

### **1. Communication Strategy**

Communication of an organization, both government organizations and community organizations, has the main objectives to be achieved jointly. Communication is the relationship between individuals and organizations as the implementation of functions within an organization. Research that has been carried out shows that the communication strategy has an important contribution in building organizational climate, supporting organizational operational effectiveness and for achieving organizational goals. The importance of communication can also be seen from the benefits of communication to the organization as a form of control (control and supervision), motivation, emotional disclosure and provision of information for decision making within the organization. (Iskandar, 2021) Stated that the Communication strategy has a significant influence on employee work loyalty and supports employee performance in the organisation.

Effective communication is established between superiors and subordinates who work smoothly so as to influence the behaviour of subordinates at work. organisational communication as a discussion to achieve goals and create a conducive work climate. Communication in improving performance at the Public Relations and Protocol Bureau of Gorontalo Province is effectively established through conducive communication.

Communication strategy in the Public Relations and Protocol Bureau is one of the efforts made to establish communication that prioritises togetherness or empathy for each employee in the Public Relations and Protocol Bureau, so that the established communication can motivate employees and carry out the division of tasks through the delivery of appropriate information. Based on the research, it is known that communication in the Public Relations and Protocol Bureau of Gorontalo Province has been running quite effectively, although the Public Relations and Protocol Bureau of Gorontalo Province still admits that it is not easy to streamline communication, especially in carrying out the division of tasks at the Public Relations and Protocol Bureau of Gorontalo Province.

## **2. Strategies for Increasing Work Motivation in Improving Employee Performance at the Public Relations and Protocol Bureau of Gorontalo Province**

Motivation is encouragement that promotes a willingness to work well and efficiently to achieve organizational goals. In an effort to improve the performance of the employees of the Office of Public Relations and Protocol of the Province of Gorontalo, motivation refers to the physiological needs of employees as an encouragement from within the employee concerned to improve the performance of the employee concerned. Motivation of the employees of the Office of Public Relations and Protocol of the Province of Gorontalo takes the form of allowances and the provision of a sense of security, such as the provision of infrastructure.

Based on the results of research on work motivation at the Public Relations and Protocol Bureau of Gorontalo Province, it is quite supportive in increasing employee morale in carrying out work. Employee work motivation is one of the strategies formed through active communication to encourage improved employee performance (Mastanora & Deswita, 2021).

### **3. Employee performance based on improved communication and motivation**

Employee performance is the result of work achieved by all employees in an organization in accordance with their authority and responsibility in order to achieve the objectives of the organization concerned legally, not against the law and in accordance with morals and ethics. Employee performance is basically what employees do or don't do. Employee performance affects how much they contribute to the organization. The performance of the Public Relations and Protocol Bureau of Gorontalo Province is service-oriented to the community, where overall the service so far has been quite satisfactory, both for internal (within the organization) and external (outside the organization) services. has a high attitude of integrity through the application of Communication and Motivation strategies, employee integrity is known to have increased where employees become aware of the importance of quality, commitment, and discipline as an increase in employee performance.

### **4. Supporting Aspects of Employee Performance Improvement Strategies**

Aspects that continuously help and make performance improvement strategies run effectively at the Public Relations and Protocol Bureau of Gorontalo Province, namely consisting of:

- a. Employees of the Public Relations and Protocol Bureau of Gorontalo Province have an awareness to carry out their duties professionally, maintain work productivity capabilities and develop good work attitudes and discipline.
- b. The implementation of strategies on an ongoing basis makes employees aware that the dominant strategic plan makes organizational performance and commitment a support to improving employee performance.

### **5. Inhibiting Aspects of Employee Performance Improvement Strategy**

The inhibiting aspects that continuously hinder the Strategy for Improving Employee Performance of the Public Relations and Protocol Bureau of Gorontalo Province, which consists of:

- a. Communication between employees often does not go well due to less cooperative employees
- b. Low employee discipline motivation has become a culture in the Public Relations and Protocol Bureau of Gorontalo Province.



## Conclusion

The strategy to improve employee performance at the Public Relations and Protocol Bureau of Gorontalo Province is carried out through improved communication which is considered quite effective, then through increased work motivation which overall has gone well. Supporting aspects in the implementation of Employee Performance Improvement Strategies at the Public Relations and Protocol Bureau of Gorontalo Province consist of several things, namely employees who have work awareness and the ability to develop work productivity at the Public Relations and Protocol Bureau of Gorontalo Province. Then the inhibiting aspects of this strategy so that it has not run optimally are the lack of a cooperative attitude between employees in communicating and the low level of work discipline that has become a culture at the Bureau of Public Relations and Protocol of Gorontalo Province.

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