The Influence of Coordination and Competence on Employee Performance in the Protocol and Communication Section of the Leadership of the Regional Secretariat of the Central Lampung Regency

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Abstract

This research uses a qualitative method that is descriptively analysed to evaluate employee empowerment based on their main tasks and functions in the Protocol and Communication Section in Pringsewu Regency. The results showed that employee empowerment has been implemented through several dimensions: effectiveness, authority and responsibility, discipline, and initiative. Employees have carried out their assigned tasks, but their effectiveness is still not optimal. Although employees have been responsible in their duties, discipline in working hours still needs to be improved. In general, employees have not taken the initiative in carrying out tasks without direction. These findings suggest the need for improved coordination and competence to improve overall employee performance.

Keywords: Empowerment, Employees, Main Duties, Functions.

1. Introduction

The Republic of Indonesia, as a unitary state, upholds the principle of decentralization in governance by granting regions the authority and flexibility to carry out regional autonomy (Rogers & Taufiqurrahman, 2021). The government has made various efforts to deliver services that are faster, accurate, humane, affordable, impartial, and transparent. Additionally, the government is preparing a public service law that includes minimum service standards (Khan et al., 2019). Nevertheless, these efforts appear to be less than optimal. An indicator of this can be observed in the public service function, which is often associated with bureaucracy and has drawn numerous complaints from the public due to insufficient attention to the needs of the user community (Lapuente & Walle, 2020).

The government, in its commitment to providing quality public services, consistently aims for speed and precision (Freddy et al., 2022). As social beings, individuals are inherently engaged in organizational activities in their daily lives. An organization is essentially a form of collaboration among individuals, involving the coordination of work and cooperative efforts to achieve established objective (Castaner & Oliveira, 2020). Such cooperative processes and

organizational activities are inevitably influenced by the surrounding environment. Therefore, members of an organization, whether part of a governmental or private entity, must remain attuned and responsive to their environment (Wang & Ran, 2023). This includes addressing the needs of the community, ensuring that their work is prompt, goal-oriented, and attentive to public demands.

On the contrary, public servants face a significant lack of public sympathy, with many citizens expressing disappointment that these officials are expected to prioritize community interests and services to ensure public satisfaction. This presents a clear challenge to the government's development agenda (Salam, 2023). Achieving good governance characterized by transparency, accountability, democracy, and public participation will be difficult under these conditions, making the delivery of effective and efficient public services equally challenging (Sari, 2023). The idea of being a servant to the state and the community has shifted from a fundamental duty to an expectation of being served by the public (Hoa & Zamor, 2017). Yet, government employees, as the backbone of development efforts, should not adopt such attitudes and behaviors, as it damages their reputation and authority in the eyes of society (Auriacombe & Sithomola, 2020). Civil servants are guided by the Sapta Prasetya of the Civil Service Corps, which emphasizes the importance of their dedication to service. While the workload of civil servants continues to increase and compensation remains inadequate, using this as justification for poor conduct is unacceptable. Public servants must uphold a high sense of responsibility in fulfilling their mission (Kadarisman, 2019).

Human resources are essential in every organisational activity, as technology alone cannot achieve desired efficiency without human support (Goswami, 2018). The role of human resources has been integral since organisations were first recognised as platforms for joint efforts towards goals (Chowdhury et al., 2023). Differences in individuals' backgrounds, such as education, experience, and expectations, require leaders to motivate employees effectively and align their competencies with organizational objectives (Gotsis & Grimani, 2016). Managing human resource competencies demands good management, as people, unlike other production means, have unique thoughts and desires. Organisations need employees who perform well, embody the vision and mission, and work collaboratively to achieve goals (Werdhiastutie et al., 2020).

The Protocol and Communication Section of the Regional Secretariat of Central Lampung Regency is responsible for providing services to leaders and the public, including managing leadership activity agendas as per regulations. However, employee performance in this section shows suboptimal service, particularly in coordination. Issues include poor coordination between sections, leading to disruptions when sudden tasks arise, inadequate employee competence affecting task execution, and frequent errors in work accuracy, such as typing mistakes. These factors suggest that poor coordination and insufficient competence contribute to low employee performance. Based on the existing problems, in this research, more in-depth research will be carried out.

2. Literature review
Coordination

The alignment of all activities within an organization is a crucial process that is specifically designed to support and drive the achievement of the organization's overall goals and objectives (Stephan et al., 2016). This alignment ensures that every task, project, and

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initiative is directed towards a common purpose, creating a cohesive and focused approach to organizational operations (Painter et al., 2019). Such activities are not just recommended, but absolutely essential, as they enable the various functions and departments within the organization to work in harmony. Without proper alignment, it becomes difficult for the organization to maintain smooth operations, and this can lead to inefficiencies, confusion, and missed opportunities. Therefore, the implementation of effective coordination within an organization becomes vitally important, as it ensures that all resources, efforts, and initiatives are aligned with the organization's mission. This, in turn, increases the likelihood of successfully executing the organization's programs, achieving its goals, and ensuring long-term sustainability and growth.

There are several key indicators used to measure coordination within an organization, as outlined by (Dlamini et al., 2022), which provide valuable insights into how effectively coordination is being implemented. First, coordination can be observed through the division of labor, which refers to how tasks and responsibilities are distributed among employees. In this context, leaders assign tasks based on the individual backgrounds, skills, and abilities of employees, ensuring that each person is given work that aligns with their strengths and expertise. Second, the spirit of cooperation plays a vital role in successful coordination, which pertains to how well employees collaborate with each other. This includes cooperation both within their own section and across different sections, fostering a sense of teamwork and mutual support. Third, communication is another important indicator, as it reflects how consistently employees engage in open and effective communication with their colleagues. Regular communication ensures that everyone is aligned, informed, and able to carry out their tasks efficiently. Finally, planning and the formulation of goals are critical components in measuring coordination. Every activity within an organization should be guided by a clear and well-structured plan, ensuring that all actions and efforts are in line with the broader organizational objectives and goals, contributing to the overall success of the organization's operations.

Effective and efficient coordination can be implemented in various ways, utilizing both formal and informal methods. Formally, it can take place through official meetings between leaders of related agencies, where structured discussions help align goals and objectives (Neessen et al., 2019). These meetings may also involve leaders and subordinates, ensuring that tasks and responsibilities are clearly communicated. Informally, coordination can occur during less structured interactions, such as casual meetings or conversations (Zakaria et al., 2020). For example, work breaks provide opportunities for employees to exchange ideas and information in a more relaxed setting, promoting collaboration and understanding.

Competence

Competence refers to the fundamental qualities of a person that enable them to excel in their work. Trotter, as cited in (Mulang, 2021), defines a competent person as one who performs tasks with ease, speed, and intuition, rarely or never making mistakes. (Nugroho et al., 2021) describe competence as a characteristic necessary for a job holder to perform effectively in their role. It encompasses traits such as knowledge, expertise, and behavior that contribute to overall performance. There are three key components of competence: Knowledge, which is acquired through intelligence and enables a person to recognize various objects and events, even if they haven't encountered them before. Attitude, which refers to an

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individual's reactions or feelings toward an object, shaped by personal experiences, information, and needs. These attitudes influence behavior toward that object. Skills, which are crucial for most competencies and contribute to a person's ability to perform tasks effectively. The development of skills related to specific competencies can significantly enhance both individual performance and organizational culture.

Competence refers to an individual's ability to perform at an acceptable level in the workplace. It encompasses the knowledge and skills a person possesses or requires to effectively carry out their duties and responsibilities, thereby improving their professional standards (Haposan & Supartha, 2023). Although self-concept competence and personal traits are not directly visible, they can be observed through an individual's daily attitudes and behaviors. The Competence aspect was not included in the study due to its hidden nature and the difficulty of developing or assessing it (Susanto et al., 2023). While changing a person's motivations is possible, it is a lengthy, challenging, and costly process. Due to the limited time for research, the researcher decided not to focus on the Competence aspect (Candraningrum, 2023).

Competence in interdependence refers to the ability to effectively collaborate with others, which includes skills such as listening, communicating, finding alternative solutions, creating win-win agreements, and striving to implement third-party solutions (Bannykh & Kostina, 2021). It also involves the ability to understand and operate effectively within an entire organization or system. Organizational culture is fostered when a system is established that aligns the interests of both employees and the organization (Ni & Chen, 2016). Organizational leaders play a key role in representing and acting on the organization's interests. Therefore, a leader's competence is crucial for the smooth functioning of an organization, while the competence of employees or staff is essential for performing tasks related to their specific roles or providing services to the public (Mudiarsono, 2021).

Performance

The concept of performance is widely used in management and is often associated with terms like work results, work achievements, and overall performance (Zhai & Tian, 2020). Essentially, performance refers to the outcomes an employee achieves while carrying out the tasks and responsibilities assigned to them. The term performance originates from "job performance" or "actual performance," which refers to the work achievements or results an individual attains. Performance, or work achievement, is defined as the results in both quality and quantity that an employee produces while performing their duties in line with their responsibilities. According to (Gautama So et al., 2018), "Performance is a term that translates to work achievement, work execution, work performance, or the way one performs their job."

Unfortunately, performance assessments of public bureaucracy are still rarely conducted, which is a significant issue in evaluating its efficiency and effectiveness. Unlike business organizations, where performance is clearly reflected in financial indicators such as profitability and stock prices, public bureaucracy lacks such easily measurable benchmarks. These performance indicators are not readily accessible to the public, making it challenging to gauge the success of public sector organizations, as noted by (Bukit & Hapsara, 2023). The absence of clear and accessible benchmarks for public bureaucracy makes it harder to assess its performance accurately. Another major difficulty in evaluating public bureaucracy is that its goals and missions are often not only unclear but also highly complex and multidimensional,

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making it difficult to measure success. Indicators for measuring the performance of public bureaucracy according to (Elrayah & Semlali, 2023) are as follows: Productivity, the concept of productivity not only evaluates the efficiency level but also measures the effectiveness of service delivery. Service Quality, many negative perceptions of public organizations stem from public dissatisfaction with the services provided by these entities. As a result, public satisfaction with services can serve as a key indicator of the performance of public organizations. Responsiveness, this refers to an organization's ability to identify public needs, set service priorities, and design programs that meet the community's needs and aspirations. In essence, responsiveness means ensuring that service programs and activities align with the community's needs and desires. Responsibility, responsibility pertains to whether public organization activities are conducted according to proper administrative principles or align with both explicit and implicit organizational policies (Diamantidis & Chatzoglou, 2019). Therefore, responsibility can sometimes conflict with responsiveness. Accountability, public accountability refers to the degree to which the policies and actions of public organizations are subject to oversight by politically elected officials representing the people.

Different perspectives on assessing public service performance highlight the wide range of indicators used to evaluate it. In general, the various parameters for assessing public service performance can be categorized into two main approaches (Rivaldo & Nabella, 2023). The first approach examines public service performance from the viewpoint of the service providers, while the second approach looks at it from the perspective of the service users. This distinction arises because the issue of public service performance is influenced by multiple factors that interact with one another. Specifically, environmental interactions play a significant role in shaping both the bureaucracy's perspective of the public and the public's perception of the bureaucracy (Arimie & Oronsaye, 2020).

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Research Framework

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┌─────────────────────────┐
│      COORDINATION        │
│                          │
│  1.  Division of work    │
│  2.  Spirit of cooperation│      ┌──────────────────────┐
│  3.  Communication       │      │      EMPLOYEE         │
│  4.  Planning and        │      │    PERFORMANCE        │
│  5.  Formulation of      │      │                       │
│      objectives          │      │  1.  Productivity     │
└─────────────────────────┘       │  2.  Service Quality  │
                                  │  3.  Responsiveness   │
┌─────────────────────────┐       │  4.  Responsibility   │
│    WORK COMPETENCY       │       │  5.  Accountability   │
│                          │      └──────────────────────┘
│  1.  Knowledge           │
│  2.  Attitude and        │
│  3.  Skills              │
└─────────────────────────┘
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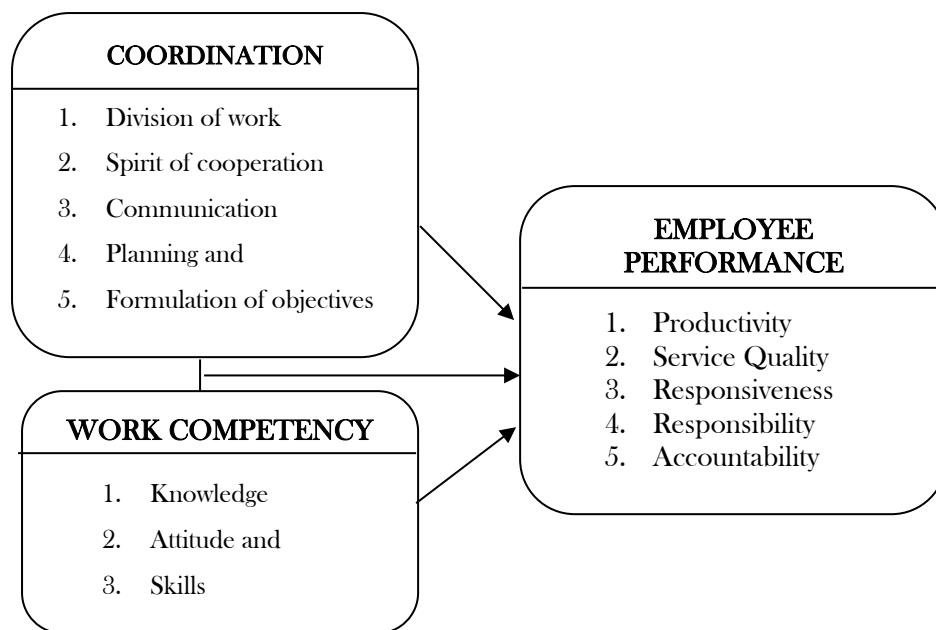
Figure 1. Framework

3. Methodology

This study uses an explanatory survey method. It aims to analyze the impact of Coordination and Competence as independent variables. Employee performance is considered the dependent variable in this analysis. The research approach aligns with the objectives to be achieved. It includes both describing and presenting empirical field findings as well as conducting inferential analysis between the independent and dependent variables.

The quantitative research approach is designed to explore and reveal the relationship between independent and dependent variables (Ibrahim et al., 2017). It focuses on assessing and testing the significance of the impact that the independent variables have on the dependent variable. By using survey techniques, researchers are able to collect samples from the larger population in a systematic way. These samples are chosen to be representative of the overall population to ensure accuracy and reliability. After collecting the samples, they are analyzed in depth to draw meaningful conclusions, which are then generalized to provide insights applicable to the entire population (Barusman & Virgawenda, 2019).

The population targeted in this study consisted of all employees working in the Protocol and Communication Section of the Regional Secretariat of Central Lampung Regency. This group included a total of 46 individuals, encompassing both State Civil Apparatus and honorary workers. To ensure comprehensive data collection, the research employed a census approach, whereby every member of the population was included as a respondent. This method resulted in a total sample, also referred to as a Saturated Sample, as the entire population was used without any exclusions. The primary technique for data collection was a questionnaire, chosen for its effectiveness in gathering direct responses from participants. This approach allowed for the collection of consistent and structured data critical for analysis. The study was conducted in Central Lampung Regency, specifically within the Protocol and Communication Section of the Regional Secretariat.

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4. Research Results and Discussion

Validity Test

The validity of the research instrument was assessed by conducting a construct validity test to ensure that the instrument accurately measured what it was intended to measure. Additionally, the reliability of the instrument was evaluated using an internal consistency test, which was performed through the application of the Spearman Rank correlation formula, as previously mentioned. This approach was selected to determine the stability and consistency of the instrument's results over repeated applications. An error rate of $\alpha = 0.05$ was employed to maintain a standard threshold for significance in the analysis. For a sample size of N = 10, the corresponding critical value from the t-distribution table (t-table) was determined to be 1.755. This value was used as a benchmark to assess the statistical significance of the test results. The combination of these methods ensured both the accuracy and reliability of the research instrument used in the study.

a. Validity Testing of Coordination Variable (X1)

The instrument testing for the Employee Coordination variable within the Protocol and Communication Section of the Central Lampung Regency Leadership included 10 questions. These questions were structured according to the sequence of the dimensions, which are: (1) Division of work, (2) Spirit of cooperation, (3) Communication, and (4) Planning and formulation of objectives. These dimensions represent the key aspects of the Coordination variable within the Protocol and Communication Section of the Central Lampung Regency Leadership. Details of this arrangement can be found in table 1:

Table 1. Results of Validity Test of Coordination Variable

Item	R-count	t-count	Description
1	0.514	6.879	Valid
2	0.525	6.279	Valid
3	0.558	6.495	Valid
4	0.512	6.594	Valid
5	0.621	7.884	Valid
6	0.559	6.855	Valid
7	0.820	9.986	Valid
8	0.846	9.920	Valid
9	0.613	7.759	Valid
10	0.721	8.920	Valid

Source: Processed data, 2024

Table 1 demonstrates that all the question items included for measuring the Coordination variable instrument have been deemed valid. The table clearly indicates that each of the 10 question items designed to assess the Coordination variable has passed the validity test. This implies that none of the items had to be discarded or revised, as each item met the necessary criteria for accuracy and relevance. The validation confirms that these questions are suitable for capturing the intended aspects of the Coordination variable. Consequently, these validated items can be confidently used for further analysis and measurement within the context of the Coordination variable in the Protocol and Communication Section of the Central Lampung Regency Leadership.

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b. Testing the Validity of Competency Variables (X2)

The instrument testing for the Competency variable within the Protocol and Communication Section of the Regional Secretariat of Central Lampung Regency included 10 questions. These questions were organized according to specific dimensions: (1) Knowledge Competency, (2) Attitude Competency, and (3) Skills Competency, which collectively define the Employee Competency variable. The results of the validity test for these variables, conducted in the context of the Protocol and Communication Section of the Regional Secretariat of Central Lampung Regency, are presented in table 2:

Table 2. Results of the Competency Variable Validity Test

Item	R-count	t-count	Description
1	0.637	8.448	Valid
2	0.644	8.545	Valid
3	0.626	8.378	Valid
4	0.723	10.314	Valid
5	0.778	10.820	Valid
6	0.731	10.472	Valid
7	0.778	9.532	Valid
8	0.701	9.365	Valid
9	0.727	9.531	Valid
10	0.712	8.324	Valid

Source: Processed data, 2024

Table 4.5 demonstrates that all the question items included in the Competency variable instrument are valid. It is evident from the 10 question items that the correlation values (r) are significant, with the calculated t-value exceeding the critical t-value of 1.750. This indicates that each of the items has a statistically significant relationship with the Competency variable. As a result, all the items in the Competency variable instrument are considered valid and suitable for further measurement. Therefore, these items can be confidently used to assess the Competency variable within the Protocol and Communication Section of the Regional Secretariat of Central Lampung Regency.

c. Validity Testing of Employee Performance Variable (Y)

The instrument for measuring employee performance variables is designed to assess five key dimensions that are critical to evaluating overall performance. These dimensions include (1) productivity, which reflects the efficiency and output of employees, (2) service quality or public satisfaction, which measures how well employees meet the needs and expectations of the public, (3) responsiveness, which evaluates how quickly and effectively employees address issues or concerns, (4) responsibility, which gauges the degree to which employees take ownership of their duties, and (5) accountability, which assesses how well employees are held responsible for their actions and decisions. Each of these dimensions plays a vital role in understanding the different aspects of employee performance within an organization. The results from the validity test, which assess how accurately the instrument measures these performance variables, are presented in Table 3. This table provides detailed data and calculations that confirm the validity of the employee performance instrument across the five dimensions.

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Table 3 Employee Performance Variable Validity Test Results

Item	R-count	t-count	Description
1	0.3721	3.4486	Valid
2	0.4998	4.9639	Valid
3	0.3245	2.9512	Valid
4	0.5573	5.7738	Valid
5	0.2201	2.1410	Valid
6	0.2517	2.4372	Valid
7	0.2958	2.9638	Valid
8	0.2386	2.2136	Valid
9	0.3822	3.6486	Valid
10	0.4898	4.8649	Valid

Source: Processed data, 2024

Table 3 indicates that the instruments used to measure employee performance variables are all valid. It shows that the 10 items designed to assess employee performance have a significant correlation value (r), with the calculated t-value (tcount) being greater than the critical t-value (t table = 17.253). Since this value exceeds the t-table value of 1.755, it can be concluded that all the items in the employee performance variable are valid and statistically significant at the $\alpha = 0.05$ error level. Among the fifteen items used to measure the employee performance variables, the validity test confirms that all the items are both valid and significant for assessing employee performance. Therefore, all items are deemed acceptable and can be reliably used to measure employee performance within the Protocol and Communication Section of the Central Lampung Regency Leadership.

Reliability Test

The reliability of the research instruments (i.e., the accuracy of the question formulation) was tested using the Spearman-Brown correlation coefficient. The results of the reliability coefficient and its corresponding tests are presented according to the independent variables, Coordination (X1) and Work Competence (X2), as well as the dependent variable, employee performance (Y). These results are outlined as follows:

a. Reliability Test of Coordination Variable (X1)

The reliability testing results for the Coordination variable, which includes the dimensions of (1) Division of work, (2) Spirit of cooperation, (3) Communication, and (4) Planning and formulation of goals, were conducted using the SPSS version 17 program. These results are presented in table 4. The testing evaluated the consistency and accuracy of the questions related to each of these dimensions. Table 4provides a detailed overview of the reliability findings for the Coordination variable.

Table 4. Reliability Test Results of Coordination Variables

Dimension	t-count	t-table	Description
Division of labour	0.372	1.750	Reliable
Spirit of Co-operation	0.495	1.750	Reliable
Communication	0.386	1.750	Reliable
Planning and formulation of goals	0.377	1.750	Reliable

Source: Processed data, 2024

Table 4 demonstrates that the reliability test results for the employee coordination variable indicate that the dimensions of (1) division of labor, (2) spirit of cooperation, (3)

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communication, and (4) planning and formulation of goals are valid for measuring the coordination variable. These findings confirm that the dimensions can be effectively used to assess the coordination variable within the Protocol and Communication Section of the Central Lampung Regency Leadership.

b. Competency Instrument Reliability Testing (X2)

The results of the reliability testing for the Competency variables, which include (1) Knowledge Competence, (2) Attitude Competence, and (3) Skills, conducted using the split-half method, are presented in Table 5.

Table 5. Competency Instrument Reliability Testing (X2)

Dimension	t-count	t-table	Description
Knowledge Competency	7.846	1.750	Reliable
Attitude Competency	8.153	1.750	Reliable
Skills Competency	7.124	1.750	Reliable

Source: Processed data, 2024

Table 5 shows the results obtained from the Competency variable, which includes the dimensions of (1) Knowledge Competence, (2) Attitude Competence, and (3) Skills Competence. Based on the results of the Reliability Test for the Competency variable at the Lampung Province Leadership Administration Bureau, it is confirmed that the instrument is reliable. All the questions are deemed acceptable, and each item is valid for measuring Competence within the Lampung Province Leadership Administration Bureau.

c. Testing the Reliability of Employee Performance (Y)

The results of the reliability testing (accuracy of question formulation) for the employee performance variable (Y) are shown. The employee performance variable includes five dimensions: (1) productivity, (2) service quality/satisfaction, (3) responsiveness, (4) responsibility, and (5) accountability. These dimensions are assessed using 15 questions, which are presented in Table 6.

Table 6. Results of Reliability Test of Employee Performance Variable

Variable	t-count	t-table	Description
Employee Performance	0.654	0.788	Reliable

Source: Processed data, 2024

Table 6 presents the results for the employee performance variable (Y). The reliability test results of the employee performance variable questionnaire indicate that the instrument is suitable for measuring these variables. These findings confirm that the questionnaire can effectively assess employee performance. The instrument is applicable for use in the Secretariat of the Protocol and Communication Section of the Central Lampung Regency Leadership.

Multiple Linear Regression Analysis

This hypothesis testing involves partial testing using the t-test procedure. Additionally, a simultaneous analysis is conducted through a multiple linear regression model, which is assessed using the f-test. The results of these tests provide valuable insights into the relationships between variables. A summary of the test outcomes is presented in table 7.

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Table 7. Multiple Linear Regression Analysis Results
Coefficient

-	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Description
	Y	Std. Error	Beta			
(Constant)	9.547	1.728		4.716	.000	
X1	.243	.103	.436	2.278	.012	Significant
X2	.164	.047	.328	2.047	.034	Significant

R = .753

R Square = .567 (56,7%)

Adjust R Square = .575 (57,5%)

a Predictors (Constant): Coordination, Competence
b Dependent Variable: Employee Performance
Source: Processed data, 2024

Table 7 shows an F Count of 51.236 with a probability of 0.000, which is less than α = 0.05, confirming that Coordination (X1) and Competence (X2) have a positive relationship with Employee Performance in the Protocol and Communication Section of the Regional Secretariat of Central Lampung Regency. As a result, the first, second, and third hypotheses proposed earlier have been proven and accepted. Since the test involves multiple independent variables, the strength of the simultaneous relationship between Coordination (X1) and Competence (X2) with Employee Performance (Y) is reflected in the adjusted R^2 coefficient value of 0.567. This indicates that 56.7% of the variation in Employee Performance (YŶ) is jointly explained by Coordination (X1) and Competence (X2), while the remaining 43.3% is influenced by factors not included in this research model.

The r value of 0.753 indicates a strong positive correlation between Coordination (X1), Competence (X2), and Employee Performance (Y). A positive correlation means that as the levels of Coordination and Competence increase or decrease, Employee Performance follows the same trend. When Coordination and Competence are at their highest levels, Employee Performance will also be high. On the other hand, if Coordination and Competence are poorly implemented, Employee Performance will also suffer. Additionally, the strong correlation suggests that the regression test results are highly effective in predicting the combined impact of Coordination and Competence on Employee Performance in the Protocol and Communication Section of the Regional Secretariat of Central Lampung Regency. The linear regression equation derived from these calculations is as follows:

$$\hat{Y} = 9.547 + 0{,}243 X1 + 0{,}164\ X2$$

According to the equation, the constant value is 9.547, with the regression coefficient for the Coordination variable (X1) being 0.243, and for the Work Competency variable (X2) being 0.164. This suggests that the constant value of 9.547 represents the potential level of employee performance in the absence of coordination and work competence. The regression coefficient of 0.243 indicates that an improvement in coordination would lead to an increase in employee performance by 0.243, while the coefficient of 0.164 shows that an improvement in work competence would result in a 0.164 increase in employee performance. Additionally,

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the partial relationship of these two variables to Employee Performance in the Protocol and Communication Section of the Regional Secretariat of Central Lampung Regency can be observed from the t-values in Table 7 for each variable, as detailed below:

a. The t-value for the Coordination variable (X1) is 2.278, with a significance level of 0.012 (p < 0.05). This indicates that the Coordination variable (X1) has a significant relationship with Employee Performance in the Protocol and Communication Section of the Regional Secretariat of Central Lampung Regency. Therefore, the null hypothesis stating that "Coordination is not related to Employee Performance" is rejected, while the alternative hypothesis, which asserts that "Employee coordination affects Employee Performance," is accepted.

b. The t-value for the Work Competency variable (X2) is 2.047, with a significance level of 0.034 (p < 0.05). This suggests that the Competency variable (X2) has a significant relationship with Employee Performance in the Protocol and Communication Section of the Regional Secretariat of Central Lampung Regency. As a result, the null hypothesis stating that "Competence has no effect on Employee Performance" is rejected, and the alternative hypothesis, which claims that "Competence affects Employee Performance," is accepted.

The partial test results reveal that both independent variables in this research model significantly influence Employee Performance in the Protocol and Communication Section of the Regional Secretariat of Central Lampung Regency. According to the t-test values, the Coordination variable (X1) has a stronger influence than Work Competence (X2). This indicates that Coordination (X1) plays a more crucial role in explaining Employee Performance in this section compared to Work Competence (X2). Therefore, to improve employee performance in the Protocol and Communication Section, prioritizing efforts to enhance coordination among employees should come first, followed by focusing on improving work competence in the same section.

5. Conclusions and Implication
Conclusion

Based on the research findings and discussion, several conclusions can be drawn. First, coordination significantly influences employee performance in the Protocol and Communication Section of the Regional Secretariat of Central Lampung Regency. While coordination dimensions, such as division of work, spirit of cooperation, communication, and planning and formulation of goals, have been implemented, they have not been fully optimized due to suboptimal coordination among employees. Second, employee work competence also has a significant impact on employee performance, although the expected results from the measurement of competence dimensions have not been fully realized, as some employees have not completely fulfilled their duties as civil servants. Lastly, both employee coordination and competence have a notable effect on employee performance in this section. While their combined contribution to performance is deemed good, it remains less than optimal, primarily because other influencing variables, not studied in this research, are also at play.

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Implication

The recommendations from this research are as follows: First, coordination within the Protocol and Communication Section of the Regional Secretariat of Central Lampung Regency should be improved to ensure that all employees clearly understand, follow, and adapt to the plans, even though there are instances where staff may struggle to fully grasp the coordination efforts. Second, the continuous implementation of employee activities is essential, as it provides motivation from both external and internal sources, thereby increasing employees' competence in carrying out their duties as public servants. Finally, a better integration between coordination and employee competence is necessary for an organization to successfully achieve its goals. When all components of the organization strive for effective coordination and maintain high competence, it will lead to optimal employee performance and help the organization reach its objectives.

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