

ANALYSIS OF EMPLOYEE PERFORMANCE ON PROTOCOL AND COMMUNICATION OF THE HEAD OF THE REGIONAL SECRETARIAT OF KLATEN REGENCY

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Abstract: Research was conducted to determine the influence of leadership, motivation, competence, and work environment on employee performance. With the census method, a sample of 38 respondents was obtained and the data analysis used was a classical assumption test, multiple linear regression test, hypothesis test and determination coefficient test. The research variables consist of dependent variables, namely employee performance, independent variables, namely leadership, motivation, competence, and work environment. The population in this study was 38 respondents. Based on the results of hypothesis testing and discussions that have been carried out, it can be concluded that there is an influence of leadership, motivation, competence, and work environment on employee performance in Prokopim Klaten Regency. Based on the research and discussion conducted, the results of the Adjusted R Square (R^2) value of 0.818 or 81.8% were obtained. The remaining contribution of other variables only amounted to 18.2% such as work ethic, work discipline, education and others.

Keywords: leadership, motivation, competence, work environment and employee performance

INTRODUCTION

In carrying out the roles and functions of governance in the administrative area of Klaten Regency, the Regent and elements of the leadership of the Klaten Regency Government are assisted by the Protocol section in preparing planning activities to be carried out and ensuring that every activity to be carried out is in accordance with what is regulated in the regulations.

The achievement of expected work targets does not always run smoothly, usually constrained due to various factors, both internal and external environmental factors (Basalamah & Serang, 2022). In achieving

work targets, the steps taken by the leader will affect the results obtained.

The current era of regional autonomy has become very important when individuals or members of organizations have dynamics in their activities, this is where a leader is needed who is able to place employees in positions that are in accordance with the educational background, abilities, expertise of an employee, not based on closeness and family factors applied in the organization (Adilase & Subratab, 2022).

In terms of achieving organizational performance, motivation is used as one of the important factors that can encourage an employee to work well. In improving employee performance, the work motivation factor of superiors is very important. Motivation drives a person to carry out activities to get the best results (Rorimpandey, Nelwan, & Taroreh, 2022). Therefore, it is not surprising that employees who have high work motivation usually have high performance as well. The importance of motivation possessed by employees has a very close influence to direct the organization in a predetermined direction. Employees who have high work motivation, always have the spirit or drive to work hard, as energy to arouse encouragement in themselves so as to achieve standard of excellence achievements, besides that this is because they have good self-control so they do not require strict supervision in achieving predetermined work expectations (Tafsir, Sukmawati, & Arfah, 2022).

In improving employee performance, adequate competence is needed. Competence has a very important role, because in general competence concerns a person's basic ability to do a job (Masoko, Sendow, & Lumintang, 2022). So far, many government agencies do not have employees with adequate competence, this is evidenced by the low productivity of employees and the difficulty of measuring employee performance (Singon, Tewal, & Taroreh, 2022). To achieve maximum and satisfactory work results, competencies possessed by an employee are needed in carrying out their work duties so that employee performance can increase.

A comfortable and conducive work environment makes employees happy to work and in the end employee performance increases. A conducive work environment will provide a sense of security and comfort that can allow employees to work optimally. The work environment will affect employee emotions (Sudarman, 2022). If the employee likes the work environment where he works, then the employee will feel at home at work, carrying out all activities so that work time can be used effectively (Widayati, Gunawan, & Sasmito, 2022). The work environment includes working relationships formed between fellow colleagues and work relationships between subordinates and superiors as well as the physical environment where employees work. A supportive work environment will motivate employees to work better and more optimally. A supportive work environment will motivate employees to work better and more optimally. The work environment can not directly affect the organization's activities in the short term, but will affect long-term decisions. The work environment is one of the main elements in the work process, because a conducive environment will cause employee performance to increase (Karlina & Herni, 2022).

Prokopim (protocol and leader communication) is an important part of the regional secretariat. Prokopim is tasked with regulating the implementation of an activity both in the office and the community. Prokopim is required to be able to prepare policy implementation materials in the field of protocols, leadership communication, and documentation, preparation of coordinating materials for the implementation of Regional Apparatus tasks in the field of protocols, leadership communication, and documentation, preparation of monitoring and evaluation materials for the implementation of Regional policies related to protocols, leadership communication, and documentation, and implementation of other functions provided by the General Administration Assistant related to their duties.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

The influence of leadership on the performance of Prokopim employees of Klaten Regency

Leadership is the ability to influence and move others to achieve goals. Leadership in the organization is directed to influence the people it leads, to want to do as expected or directed by the people who lead it. Kusumaningsih & Tahwin (2022) stated that leadership has a positive and significant effect on the performance of the apparatus. This means that the high commitment of a leader then the company's goals will be fulfilled. A person who dares to commit is considered to

have mental determination, able to survive in difficult circumstances, and not easily provoked and provoked.

Other studies have shown similar results (Basalamah & Serang (2022), Karlina & Herni (2022), Adilase & Subratab (2022). The hypothesis of this study is formulated as follows:

H1 : Leadership affects employee performance

The effect of motivation on the performance of Prokopim employees of Klaten Regency

Motivation is a drive or stimulus that makes a person do the work he wants willingly without feeling forced so that the work done can go well or produce something satisfying. Rorimpandey, Nelwan, & Taroreh (2022) stated that work discipline, work motivation, and organizational commitment have a positive influence on employee performance. This shows that the higher the motivation possessed by employees will be able to create work achievements. Someone who has high motivation for his work will create positive things for the company he occupies.

Other studies show that motivation affects employee performance (Gunawan, Ferdinand, & Syamsudin (2022), Pratiwi, Madiarsa, & Wati (2022). The hypothesis of this study is formulated as follows:

H2 : Motivation affects employee performance

The effect of competence on the performance of Prokopim employees of Klaten Regency

Competence according to the author is the ability/skill, knowledge, understanding, values, attitudes, and interests in managing an activity if it is associated with a person's competence in carrying out their duties and responsibilities at work. Research on competence on employee performance (Singon, Tewal, & Taroreh (2022). The results showed that competence had a positive and significant effect on employee performance. The competence of employees will be proportional to the results provided, this creates maximum results and encourages the creation of work performance. The hypothesis of this study is formulated as follows:

H3 : Competency affects employee performance

The influence of the work environment on the performance of Prokopim employees of Klaten Regency

The work environment according to the author is everything that is around the workers / employees that can affect employee job satisfaction in carrying out their work so that maximum work results will be obtained. Research on the work environment on work performance was conducted by (Sudarman (2022) and Widayati, Gunawan, & Sasmito (2022). Shows that the work environment has an effect on work performance. The research hypothesis is formulated as follows:

H4 : Work environment affects employee performance

RESEARCH METHODS

This research belongs to the type of quantitative descriptive research. This study was used to see the influence of leadership, motivation, competence, and work environment on the performance of Prokopim employees of Klaten Regency by collecting data using observation, documentation, interviews, questionnaires, and literature studies. This research was conducted at the Regional Secretariat Office of Klaten Regency which is located at Jl. Pemuda No. 294 Klaten Regency, Central Java. Researchers chose this place because it is the most potential location for conducting research and has the largest employee population.

Population and Sample

The population in this study is employees of Prokopim Klaten Regency which amounts to 38 members. The samples taken in this study were 38 employees of Prokopim Klaten Regency. The sampling technique in this study uses saturated sampling (census), which is a sample collection technique when all members of the population are used as samples.

Data Analysis

Descriptive statistics are performed to provide an overview of the characteristics of variables. Furthermore, classical assumption tests include normality tests, multicollinearity tests, heteroscedasticity tests and autocorrelation tests. The hypothesis test was performed using

multiple regression analysis with SPSS program version 24. The hypothesis test carried out is divided into 2, namely a partial test using a t test and a simultaneous test using the F test. To find out how much influence the free variable has on the independent variable using the coefficient of determination test.

RESEARCH RESULTS

Table 1. Research Results

Variable	Coefisien	t-Score	Sign.	Result
(Constant)	0,361	2,901	0,007	
Leadership	0,290	2,284	0,029	Significant Effect
Motivation	0,268	3,054	0,004	Significant Effect
Competence	0,316	2,356	0,025	Significant Effect
Work Environment	0,122	2,901	0,007	Significant Effect

F-score = 0,00
Adjusted R Square = 0,818
*Sign α = 5%

Source: Primary data processed in SPSS, 2023

Based on the table above, it can be seen that the regression equation formed is:
Y = 0,361 + 0,290 X1+ 0,268X2 + 0,316 X3 + 0,122 X4 + e

From the equation it can be explained that:

a. Constant (a)= 0.361

This means that if the value of constant (a) = 0.361 while the variables leadership, motivation, competence, and work environment are considered constant or equal to zero, then the employee performance variable is 0.361 and shows positive results.

b. Leadership Coefficient (b1) = 0.290

This means that if the value of the coefficient of the leadership variable increases, while the motivation, competence, and work environment variables are assumed to be fixed values from the regression model, then the employee performance value will increase by 0.290 and show positive results.

c. Coefficient of Motivation (b2) = 0.268

This means that if the value of the coefficient of the motivation variable increases, while the variables of leadership, competence, and work environment are assumed to be fixed values from the regression model, then the value of employee performance will increase by 0.268.

d. Coefficient of Competency (b3) = 0.316

This means that if the value of the coefficient of the competency variable increases, while the variables of leadership, motivation, and work environment are assumed to be fixed values from the regression model, then the value of employee performance will increase by 0.316 and show positive results.

e. Working Environment Coefficient (b4) = 0.122

This means that if the value of the coefficient of the work environment variable increases, while the variables of leadership, motivation, competence are assumed the value of the regression model is fixed, then the value of employee performance will increase by 0.122 and show positive results.

Discussion

1. The influence of partial leadership on employee performance in Prokopim Klaten Regency.

Based on the results of the SPSS calculation, $t_{calculate} > t_{table}$ ($2.901 > 2.034$) and significance $0.007 < 0.05$. This means that leadership has a positive and significant effect on employee performance.

This research is in line with previous research conducted by Kusumaningsih & Tahwin (2022), Basalamah & Serang (2022), Karlina & Herni (2022), Adilase & Subratab (2022), leadership has a positive and significant effect on employee performance.

In this study, leadership was able to influence the performance of employees in Prokopim Klaten Regency. In an organizational structure consists of several positions that a person will occupy, one of which is the leader. A leader is a person who carries the duties and responsibilities to lead and must be able to have the ability to influence the people he leads.

2. The effect of partial motivation on employee performance in Prokopim Klaten Regency.

Based on the results of the SPSS calculation, $t\text{-calculate} > t\text{-table}$ ($2.284 > 2.034$) and significance $0.029 < 0.05$. This means that motivation has a positive and significant effect on employee performance.

This research is in line with previous research conducted by Tafsir, Sukmawati, & Arfah (2022), Rorimpandey, Nelwan, & Taroreh (2022), Gunawan, Ferdinand, & Syamsudin (2022), Kadek Indah Hadi Pratiwi, Madiarsa, & Wati (2022), motivation has a positive and significant effect on employee performance.

In this study, motivation was able to affect the performance of employees in Prokopim Klaten Regency. Motivation gives the driving force in a person. This power raises the excitement of work so that employees are willing to exert all efforts to achieve the intended target. Having motivation will encourage employees to actively complete various tasks according to their responsibilities. A motivated employee will have job satisfaction and high performance, and have a strong desire to succeed. The presence of motivation will stimulate employees to exert their abilities so that they are able to show maximum performance. This motivation can affect employee performance.

3. The effect of partial competence on employee performance in Prokopim Klaten Regency.

Based on the results of the SPSS calculation, $t\text{-calculate} > t\text{-table}$ ($3.054 > 2.034$) and significance $0.004 < 0.05$. This means that competence has a positive and significant effect on employee performance.

This research is in line with previous research conducted by Sari, Syaleh, & Nasution (2022), Masoko, Sendow, & Lumintang (2022), Singon, Tewel, & Taroreh (2022), competence has a positive and significant effect on employee performance.

In this study, competence was able to affect the performance of employees in Prokopim Klaten Regency. Competency factors can affect performance because with high abilities, employee performance will be achieved. The more competent the employees it has, the performance and productivity of an organization will increase.

4. The influence of the work environment partially on the performance of employees in Prokopim Klaten Regency.

Based on the results of the SPSS calculation, $t\text{-calculate} > t\text{-table}$ ($2.356 > 2.034$) and significance $0.025 < 0.05$. This means that the work environment has a positive and significant effect on employee performance.

This research is in line with previous research conducted by Pariesti, Christa, & Meitiana (2022), Sudarman (2022), Widayati, Gunawan, & Sasmito (2022), the work environment has a positive and significant effect on employee performance.

In this study, the work environment was able to affect the performance of employees in Prokopim Klaten Regency. The work environment includes facilities and infrastructure around employees such as workplaces, facilities, and work aids, security, cleanliness, lighting, air temperature, space, tranquility, and others. The work environment plays an important role in creating and increasing employee job satisfaction. Satisfied employees will be more loyal to the organization, so that employees can carry out their duties and responsibilities well.

CONCLUSION AND SUGGESTION

Based on the results of hypothesis testing and discussions that have been carried out, it can be concluded that there is an influence of leadership, motivation, competence, and work environment on employee performance in Prokopim Klaten Regency.

Based on the research and discussion conducted, the results of the Adjusted R Square (R^2) value of 0.818 or 81.8% were obtained. The determination or contribution of leadership, motivation, competence, and work environment variables to employee performance in Prokopim Klaten Regency amounted to 81.8%. The remaining contribution of other variables only amounted to 18.2% such as work ethic, work discipline, education and others.

SUGGESTION

Based on the conclusions above, in this study the author provides useful suggestions, including:

1. Theoretically

It is expected that further research will develop this research by using other independent variables besides leadership, motivation, competence, and work environment that can affect employee performance, considering that there is still an influence of 18.2% outside the variables of this study such as work ethic, work discipline, education and others.

2. Practically

It is expected that Prokopim Klaten Regency in the future will continue to maintain and improve the quality of leadership, motivation, competence, and the existing work environment. The high quality of leadership, motivation, competence, and work environment in Prokopim Klaten Regency makes employee performance also increase and become better than before.

For other researchers, employee performance variables can also be used for research outside the organization or government agencies because they can be used for the progress of an object of research. Can also be used in companies, banking, factories and others.

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