



## Organizational Management in Improving Employee Performance in the Protocol and Communications Section of the Regional Secretariat, Tojo Una-Una Regency

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### Abstract

This research is to examine organizational management in the Protocol and Communication Section of the Regional Secretariat of Tojo Una-Una Regency in improving employee performance. This research uses a descriptive qualitative approach that aims to examine a phenomenon that occurs in real life experienced by the research subject and describe in a systematic, factual, and accurate manner something that is the object of research. The theoretical basis used, namely G.R.Terry, has four aspects of management functions, namely the planning function, *the organizing function*, the actuating function, and *the controlling function*. From the results of the research, the performance of the Protocol and Communication Section of the Leadership in supporting the smooth running of the tasks of regional leaders has not run optimally, so there is a need for improvements in several sectors such as improving the planning system, carrying out good organizational functions, and ensuring effective government communication between superiors and subordinates. For this reason, good organizational management is indispensable so that tasks and functions can run effectively and efficiently

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### 1. Introduction

Management is a combination of science and art in achieving organizational goals efficiently and effectively. As a science, management has scientific principles, concepts, and approaches that can be studied, tested, and applied with support from other disciplines such as economics, accounting, and statistics. While as an art, management relies heavily on the manager's intuition, creativity, and personal skills in making decisions and leading people. The success of management in practice is largely determined by the ability to combine scientific approaches with a creative and adaptive personal touch to the real situation at hand.

The organization as a forum for managerial activities plays an important role in organizing and directing resources towards certain goals. In the context of government organizations, the management function is crucial in the provision of excellent public services. The government is required to be able to respond to the needs of diverse communities with efficient, transparent, and results-oriented services. However, as reflected in the Tojo Una-Una Regency RPJMD document, various challenges such as poverty, unequal infrastructure, low quality of human resources, and suboptimal public service performance are still serious obstacles. Therefore, strengthening government management based on science and art is an absolute requirement to realize effective governance that is responsive to the dynamics of community needs.

Based on the formulation of the problem mentioned above, the purpose of holding this study is to find out the extent of the organizational management function to improve the performance of employees in the Protocol and Communication Section of the Regional Secretariat of the Tojo Una-Una Regency.

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## Literature Review

Previous research is research that has pre-existed and has the same object or topic as the one currently researched by the author. Previous research allows the author to compare or see the point of view to be studied. The purpose of this previous research presentation is to determine the position of the research and explain the differences. Some previous studies that can be compared with this study include:

Elia Cahyani, Adisti Rahma, M. Ade Naufal, (2023): "*Talent Management To improve organizational performance and Employees*" This study examined the influence of *Talent Management* to Performance Improvement in an Organization. This is based on rapid changes that often occur within an organization, so the organization needs to adapt *Talent Management* in order to be able to deal with these changes. Moreover *Talent Management* can assist organizations in achieving success in their performance. By implementing the program *Talent Management*, Of course, it is expected to improve the performance of the organization to achieve its goals. The method used in this research uses a conceptual method. The results of his research state that in an organization, the existence of employees is very important because employees with good quality will certainly provide high performance for the organization so that the organization can easily compete with competitors in achieving its goals. However, unfortunately, many organizations are often unaware of the importance of managing and recruiting their employees properly and retaining qualified employees. Therefore, organizations need to implement talent management programs to their employees through approaches such as future planning, determining high potential criteria, determining measurable high potential criteria, identifying high-potential candidates, creating talent acceleration programs, assigning key position assignments. After taking an approach, the organization can implement the process of talent

Management is hiring, development, performance, and transformation.

### 1. Management

Mary Parker Follett (1868–1933) as a proponent of classical organizational theory, she viewed management as *the art of getting things done through people*. This definition means that in order to complete a job, we need someone else, and its execution is a personal ability or skill (art) in it.

Nickels, Mc. Hugh and Mc. Hugh, 1997: A process carried out to realize organizational goals through a series of activities in the form of planning, organizing, directing, and controlling people and other organizational resources.

Luther Gullick: Management as a field of *science* that seeks systematically to understand why and how humans work together to achieve goals, and to make this system of cooperation more beneficial to humans. It is said to be a science, because it uses a scientific method that combines thought (rationalism) and empiricism (a view based on experience that has occurred).

James A.F Stoner and Gilbert Jr.: It is a process of *planning, organizing, actuating* and *controlling* the efforts of the members of the organization and the use of other organizational resources to achieve the organizational goals that have been set. Ernie and Kurniawan, 2005: The art or process of completing something related to the achievement of goals.

The achievement of effective and efficient organizational

goals means that the managers of any organization/company, will always strive to achieve various effective and efficient end goals. Efficient means the ability to use the minimum possible resources to achieve organizational goals - *doing things right* (Peter E Drucker) - doing the right work correctly, while effective means the ability to set the right goals, which is related to achieving the target - *doing the right things* (Peter E Drucker) - doing the right work.

This effective and efficient synergize with each other and cannot be let go of just like that, in the sense that a person not only works on how to do the job 'right', but he must also be able to do it, find how to work 'right'. To illustrate, a manager who insists on goals with effective and efficient results.

The definition of management is generally seen as a discipline that teaches about the process of achieving organizational goals through joint efforts with a number of people or resources belonging to the organization. Etymologically, the word management comes from the old French word management, which means the art of carrying out and regulating. There are several definitions of management from several experts, namely the following; Stoner and Wankel (1986) Hayati et.al (2019) stated that, "management is the process of planning, organizing, leading, and using other organizational resources to achieve predetermined organizational goals".

Bateman and Snell (2014), Ratnasari (2019) state that:

"Management is a process of cooperation by using people and resources to achieve goals". Then Handoko (2021) Ratnasari (2019) stated that management is "the process of planning, organizing, directing, and supervising the efforts of organizational members and the use of other organizational resources in order to achieve the organizational goals that have been set".

Management according to Hasibuan (2011) is a science and art that regulates the process of utilizing human resources and other resources effectively and efficiently to achieve a certain goal. In doing something, the leader of an organization does not only work alone, but is assisted through the activities of other people or subordinates which is an extension of the hand in completing the work until it succeeds in achieving the desired goals Maman, (2006).

Hasibuan (2014) Sorongan et.al (2015), stated "management is the science and art of regulating the process of utilizing human resources and other resources. Effectively and efficiently to achieve a certain goal". Management according to Nitisemito (2012) in Nowo (2018) is a science and art to achieve goals through the activities of others.

Public management is an interdisciplinary study of the general aspects of an organization, and is a combination of management functions such as planning, organizing, and controlling on one side, with human resources, finance, physical, information and politics. The management process in a business or activity to achieve goals requires management or management so that everything runs smoothly and on target. Good management of the organization can maintain the trust of members, increase reputation, and influence its members through the interactions it builds.

The management processes in Hasibuan (2011) are:

- **Planning**
- **Organizing**
- **Direction, and**
- **Supervision**

Management is an art and science that issues how to manage the process of utilizing Human Resources and Natural Resources effectively and efficiently to achieve predetermined goals. Management comes from the English word "manage" which means to manage, manage, control, try, lead. Meanwhile, the meaning of management etymologically is the art of implementing and regulating. From the above opinions, it can be concluded that management is everything that is done to organize and manage various resources to achieve the desired goals effectively and efficiently.

The principles of management according to Henry Fayol are:

1. **Division of Work** The division of *work* aims to divide work/tasks based on the skills and capabilities of employees or personnel in the company. The division of labor must apply the principle of *the right man in the right place* and the principle of rationality so that stability, smoothness and efficiency of the company can be achieved.
2. **Authority and Responsibility** Authority is the right to exercise the power to regulate, divide duties, prohibit, order, instruct and reward personnel under their authority.

Responsibilities are the duties and functions that a person carries out as a result of the division of duties and responsibilities by personnel who hold authority. Therefore, authority and responsibility always coexist in the company. However, the right to give orders should not be considered without reference to responsibility. If authority outweighs responsibility then it is likely that a manager can abuse it. If the responsibility is more than the authority, then the manager may feel frustrated.

### 3. Discipline

The plan that has been set must be implemented wholeheartedly for the achievement of the common goal (the company). Without discipline, all of the company's goals will be difficult to achieve. Discipline means respecting the rules and regulations within the company. To create discipline, companies must continuously conduct impartial supervision and assessment. Disciplines can be divided into two, namely:

#### a) *SelfDiscipline*

*Self-discipline* is discipline that arises because of one's own awareness of the duties and responsibilities carried out in the organization. Self-discipline can arise due to habits from an early age.

#### b) *Enforced Disicipline*

Enforced discipline or discipline that is imposed is discipline that arises because the Company or organization needs the discipline so that personnel or employees comply with the company's rules and regulations. This imposed discipline has consequences if it is not implemented.

### 4. Order conformity

*Unity of command* is a situation in which a subordinate receives and executes orders and instructions from a superior directly above him in order to avoid confusion and chaos. If an employee has to follow more than one boss, then a conflict of interest will arise and can cause confusion.

### 5. Directing Union

*Unity of direction* means that anyone involved in the same

activity must have the same goal. In other words, everyone working in a company must have one goal and motive that will make the job easier and achieve the set goals easily.

### 6. Organizational needs above personal needs

This shows that all employees of the company must work together for the benefit of the company rather than personal interests. The interests of one individual or group should not take precedence over the interests of the company. The interests of the company must be given priority most importantly. The interests of the organization's goals should not be sabotaged by the interests of individuals or groups.

### 7. Employee Payroll

Employee payroll or *remuneration* is everything that is given by the company to employees based on the *effort* they have devoted to the company. *Remuneration* can have financial value (money) or not (awards). The purpose of *remuneration* is to motivate employees.

### 8. *Pemusatan (centralization)*

In any company, the management or authority responsible for the decision-making process must be neutral. However, this depends on the size of the organization. Henri Fayol emphasized that there must be a balance between hierarchy and the division of power.

### 9. Chain of command

The *chain of command* or *scalar chain* is a formal line of authority, communication, and responsibility in an organization. Fayol in this principle highlights that the hierarchical order should be from top to bottom. This is necessary so that every employee knows their immediate seniors.

### 10. Order

Order or *order* is a situation or working conditions that support and provide a positive atmosphere for employees so that productivity can be further increased. In this case, *order* also means that everything is in its proper place or where it should be.

### 11. Keadilan (*Equity*)

Fairness or *equity* here means that all employees should be treated equally and with respect. A manager's responsibility is to ensure that no employee faces discrimination.

### 12. Stability of employee conditions

When employees feel secured, they will give their best efforts for the company. Employees must have job security because instability leads to inefficiency. Successful companies usually have stable employees. The task of management is to offer job security to their employees.

### 13. Initiatives

Companies should support and encourage employees to take initiative in an organization. This will help them to increase their interest and generate value for the company. This is because initiatives provide satisfaction to employees and bring success to the company.

### 14. The spirit of unity and the spirit of the corps

The spirit of unity and the spirit of the corps or *esprit de corps*

is the spirit of the group that is established because of the unity, cooperation and team spirit among employees. To achieve these conditions, the company must create harmony and cohesiveness among employees. In (Amrudin, et.al. 2022).

Management is an essential thing needed in every collaboration, this is because management is able to optimize and integrate each individual effort into a joint effort to achieve common goals. The success of organizational cooperation in achieving goals is strongly influenced by the management activities of the organization.

Management is essentially an effort to achieve organizational goals that is carried out by utilizing or using resources in the organization. Management according to Hasibuan (2007:1) stated that:

"Management is the science and art of organizing the process of utilizing human resources and other resources effectively and efficiently to achieve a certain goal."

Management with the use of resources becomes efficient (*low waste*) and the achievement of goals becomes effective (*high attainment*). Because society cannot be separated from cooperation and cooperation requires management, community activities that are always present at all times in many activities to achieve goals are management activities.

Management according to Siagian (2008:5) stated that:

"Management can be defined from two perspectives, namely as the process of organizing various activities in the context of implementing goals and as the ability or skill of people who occupy managerial positions to obtain a result in order to achieve goals through the activities of others."

Management essentially functions to carry out all activities that need to be carried out in order to achieve goals within the limits of general discretion that have been determined at the administrative level. Obviously, this does not mean that management should not set goals, but the goals set at the management level should only be departmental or sectoral.

The definition of management can be concluded as a process of activities through others to achieve a certain goal and carried out sequentially towards a common goal in an organization.

Basically, an organization is formed to achieve a common goal. However, to achieve the common goal, reliable and professional performance from various *stakeholders* is needed. Performance in an organization is an overview of the level of achievement of the implementation of tasks in an organization, in an effort to realize the goals, objectives, mission, and vision of the organization. Thus, performance can be said to be the *output* of a process carried out by all components of the organization to the *input* used, the output produced is expected to be in accordance with the goals that the organization wants to achieve.

According to Hasibuan (2015), management goals can be studied from several angles and are distinguished as follows:

▪ **According to the types**

- 1) *Profit objectives*, aim to get a profit for the owner.
- 2) *Service objectives*, aim to provide good service for consumers by increasing the value of goods and services offered to consumers.
- 3) *Social objectives*, aiming to increase the use value created by the company for the welfare of the community.
- 4) *Personal objectives*, aim for employees individually economic, social, and psychological to get satisfaction in

their field of work in the company.

▪ **According to the priority**

- 1) Primary objectives,
- 2) Tujuan seconds,
- 3) Individual goals, and
- 4) Social goals

▪ **According to the timeframe**

- 1) Long-term goals
- 2) Medium-term goals, and
- 3) Short-term goals.

▪ **By its nature**

- 1) Management objectives, objectives in terms of effectiveness that must be set by the manager.
- 2) Managerial objectives, goals that must be achieved through effort or creativity that is managerial.
- 3) Administrative objectives, goals whose achievement requires administration.
- 4) Economic objectives, goals that intend to meet needs and require efficiency to achieve them.
- 5) Social objectives, the purpose of a responsibility, especially moral responsibility.
- 6) Technical objectives, goals in the form of technical details, work details, and work details.
- 7) Work objectives, which are the objectives that are the conditions for the completion of a job.

▪ **By level**

- 1) Overall enterprise objectives, are universal (generalist) goals that must be achieved by business entities as a whole.
- 2) Divisional objectives, are goals that must be achieved by each division.
- 3) Departmental objectives, are the objectives that must be achieved by each section.
- 4) Sectional objectives, are the goals that must be achieved by each section.
- 5) Group objectives, are the objectives that must be achieved by each group of affairs.
- 6) Individual objectives are goals that must be achieved by each individual.

▪ **By field**

- 1) Top level objectives, are general, comprehensive, and multi-field objectives at once.
- 2) Finance objectives, are goals about capital.
- 3) Production objectives, are the goals about production.
- 4) Marketing objectives, are the objectives regarding the marketing of goods and services.
- 5) Office objectives, are objectives regarding the administrative and administrative fields.

▪ **According to the motif**

- 1) Public objectives, are objectives that must be achieved based on the provisions of state law.
- 2) Organizational objectives, are goals that must be achieved based on the provisions of the Articles of Association, Bylaws, and organizational status that are zakelijk and impersonal (not based on personal feelings or tastes) in an effort to achieve them.
- 3) Personal objectives, are personal/individual goals (although they may be related to the organization) which

in their efforts to achieve them are greatly influenced by personal tastes or views.

In analyzing and reviewing the function of employee management, there are several aspects that need to be assessed in measuring organizational management. This study analyzed organizational management and strategy of the Protocol and Communication Section of the Leadership in Tojo Una-Una Regency In this conceptual study, the author refers to the theories and concepts of experts on management functions.

Management functions in organizational management and strategy of the Protocol and Communication Section of the Leadership in Tojo Una-Una Regency What is expected is effective and efficient so as to improve employee performance. Therefore, the author uses the managerial function theory approach developed by George R Terry (Sukarna, 2011) which includes *planning, organizing, acunting, controlling*. In the context of employee management, where variables will affect each other so that as a whole they will be influenced by the implementation of each part of the variable effectively. According to George R Terry (Sukarna, 2011) there are four variables that are as follows:

#### ▪ **Planning**

Planning aims to plan the quality of employee performance in the Protocol and Communication Section of the Regional Secretariat of Tojo Una-Una Regency. With planning, employees can predict, and visualize, look ahead in doing work whether it is in accordance with the goals of the policy or not. Planning provides a basis or foundation for supervision. Supervision (*controlling*) is a planning partner that is implemented to ensure that planning will produce the desired outcome. There are a number of new techniques that combine the functions of planning and supervision, as shown for example by budgeting (*budgeting*).

#### ▪ **Organizing**

Organizing is an effort to divide the components of work activities among group members and record the contributions of each group member. According to Sondang P. Siagian (2002:81), organizing is defined as the entire process of grouping people, tools, tasks, as well as authority and responsibility in such a way as to create an organization that can be moved as a complete and unanimous unit in order to achieve predetermined goals. In the implementation of the organizing function, there are five questions that must be answered properly, which are as follows: 1) Who does what? 2) Who is responsible to whom? 3) Who is in contact with whom and in what regard? 4) What communication channels are there in the organization, and how can they be utilized and for what purposes?

#### ▪ **Actuating**

Briefing is an activity in management that is related to providing guidance, suggestions, motivation, assignments, orders, or instructions to subordinates to carry out work in achieving predetermined goals. In this case it shows how leaders direct and influence their subordinates, using others to carry out certain tasks, by creating the right atmosphere they help their subordinates to work well.

#### ▪ **Controlling**

According to Sondang P. Siagian (2002:169), supervision is the process of observing all organizational activities to better ensure that all the work being carried out is in accordance with a predetermined plan. In order for supervision activities to produce the expected results, serious attention needs to be paid to various basic thinking that are fundamental, including: The work orientation in each organization is efficiency, the second orientation in the implementation of various operational activities is effectiveness, Productivity is the third work orientation, Supervision is carried out when various activities are taking place and is intended to prevent deviations, irregularities, and pemborosan.dll.

#### **Research Methods**

This study uses a descriptive qualitative approach with the main orientation on the meaning of social phenomena in depth. This approach was chosen because it is able to comprehensively explore the dynamics that occur in natural social situations without manipulation, as well as understand the meanings formed and reproduced by individuals in certain social contexts. The research process was carried out through observation, in-depth interviews, and documentation studies, with purposive techniques in determining key informants from the Protocol and Communication Section of the Regional Secretariat of Tojo Una-Una Regency and several related regional apparatus. The focus of the research is directed at the communication process of leaders and the challenges faced in supporting the optimization of local government performance.

Data collection was carried out directly through participatory observation, semi-structured interviews, and documentation. The data collected consisted of primary data from in-depth interviews as well as secondary data obtained from official documents, agency reports, and relevant literature. The main data sources include key actors in local government who understand public relations issues. The location of the research was chosen based on the urgency and relevance of the problem, with the implementation time in June 2024. Data analysis is carried out inducively by referring to the Miles and Huberman model, namely data reduction, data presentation, and conclusion drawing to obtain a complete understanding of the object being studied.

#### **Results and discussion**

##### **1. Aspects of organizational management planning in improving employee performance in the protocol and communication section of the regional secretariat of tojo una - una regency**

*Planning* or planning is the most important and most important management function. Planning is the activity to set goals (*goals*). And the Goals (*objectives*) and determine ways to achieve those goals within a given time frame (*stipulated timeframe*). In setting goals, the organization will make alternative plans in which the plan with the greatest possibility of being achieved using the organization's existing resources will be selected.

Every organization must make concrete plans before starting their operational activities. Planning determines the direction (*direction*) the organization will evolve and establish approaches (*approaches*) that should be used to achieve. So planning will try to coordinate all activities in the organization so that all efforts are poured into achieving the goals outlined earlier. Without planning, organizational

activities will tend to be sporadic, fragmented or scattered, have no orientation and cannot function optimally. (Amrudin, et.al. 2022).

Planning is the first step of the management process, and almost every person or organization/company has a plan (*planning*), whether the planning concerns the interests of personal life or related to the goals of the organization/company that it wants to achieve. Poor planning will make the plan a failure, because it can be said that planning will be able to determine the success of an organization/company. But that doesn't mean that planning is everything. Good planning, but not implemented, carried out and realized, will be the same as making the plan a failure (plan is just a plan).

Planning is the main function in performance management which acts as a foundation for the organization in achieving its strategic goals. This planning function involves determining programs and activities as well as concrete steps that must be taken so that organizational performance remains optimal and in accordance with expectations.

In the context of performance management, planning helps organizations determine key performance *indicators* (KPIs), success standards, and strategies to be implemented. With good planning, every individual in the organization has a clear guide on what to achieve and how to achieve it.

Based on the results of observations made by the Protocol and Communication Section, the Leadership is no longer running according to plan. The existing planning documents are only as administrative completeness in carrying out performance, the planning that is determined every year is not supported by the available budgeting and even the existing budget is no longer as intended as intended.

Planning in performance management also includes aspects of coordination between individuals and teams within the organization. Through structured planning, the division of tasks and responsibilities becomes clearer, so that collaboration can run more effectively. This has an impact on increasing productivity and achieving goals more efficiently. In other words, the planning function in performance management is the main foundation that ensures that all resources both human, financial, and technological can be used optimally to achieve the expected results. Without good planning, organizations run the risk of experiencing imbalances in the implementation of strategies, which can hinder the achievement of short-term and long-term goals.

The planning function in performance management is crucial because it provides a solid foundation for organizations to achieve efficiency and effectiveness. Some of the reasons why planning is a crucial aspect of performance management include:

- **Determine Direction and Goals:** Good planning can help organizations determine the right and directional direction and set goals that are specific, measurable, achievable, relevant, and time-limited (*Smart Goals*). With a clear goal, every employee in a government organization has guidance in working so that the performance carried out is more directed.
- **Helps with Resource Allocation:** In the planning process, government organizations can identify the resources needed, whether in the form of labor, finance, or technology. Careful planning allows organizations to optimize the use of resources efficiently, thereby reducing waste and increasing productivity.

- **Improves Coordination and Collaboration:** With a clear plan, coordination between individuals and departments within the organization becomes easier. Good planning allows for more effective collaboration, as each team understands its role and responsibilities in achieving shared goals.
- **Anticipating Risks and Challenges:** Planning also plays a role in identifying potential risks and challenges that organizations can only face. By understanding these risks from the beginning, organizations can develop mitigation strategies and anticipatory measures to deal with them.
- **Be the Basis for Performance Evaluation:** Good performance planning includes the establishment of success indicators that can be used as the basis for evaluation. With clear benchmarks, organizations can assess the effectiveness of the strategies that have been implemented and make improvements if necessary.

This illustrates that the management in the performance planning of Employees in the Protocol and Communication Section of the Regional Secretariat of the Tojo Una-Una Regency is carefully planned with the aim (*goals*) which is very clear with the existence of policy regulations related to the performance of regional organizations regulated in the Regulation of the Regent of Tojo Una-Una Number 8 of 2024 concerning Amendments to the Regulation of the Regent Number 34 of 2022 concerning the Position and Organizational Structure of Regional Agencies, and the policy of the Regulation of the Regent of Tojo Una-Una Number 6 of 2021 concerning the Position, Organizational Structure, Duties and Functions and Work Procedures of the Regional Financial and Asset Management Agency, Regulation of the Regent of Tojo Una-Una Number 23 of 2019 concerning the Duties, Functions and Work Procedures of the Regional Secretariat. As Robbins and Coulter (2002) say that *planning is a process that involves defining the organization's goals, establishing an overall strategy for achieving those goals, and developing a comprehensive organizational work* (Planning is a process that begins with setting organizational goals, determining a strategy to achieve a comprehensive goal. (Amrudin, et.al.2022).

Organizational management in improving employee performance in the Protocol and Communication Section of the Regional Secretariat of Tojo Una – Una Regency, has been well planned to achieve the goals – as well as its duties and functions.

The results of the research explain that organizational management from the planning aspect has been implemented well. This can be seen from the policy regulations that are very clear about the performance of employees in the Protocol and Communication Section of the Regional Secretariat of the Tojo Una-Una Regency as stated in the paragraph above. Later, these policies are lowered into SOPs that become references for employees in carrying out their respective duties and functions in accordance with their fields. However, even though it has been planned and regulated through policies, in its realization technically there are still employees who are less responsible, as seen from the lack of meticulousness in doing the tasks undertaken, this reflects individual behavior in achieving organizational goals. And in terms of budget, it is still not well planned, so it needs to improve planning so that it is mature in its realization.

In achieving organizational goals, a fundamental factor that is very crucial as a determining indicator is the behavior of individual people. The individual's behavior may be sourced from managers, employees, supervisors and other human beings involved in the organization's journey. Kartika, (2011) stated that individual behavior in an organization is a form of interaction between individual characteristics and organizational characteristics.

## 2. Aspects of organizing/organizing organizational management in improving employee performance in the protocol and communication section of the regional secretariat of tojo una - una regency.

*Organizing* (organization): It is a process that concerns how the strategies and tactics that have been formulated in planning are designed in an appropriate and resilient organizational structure, conducive organizational systems and environment, and can ensure that all parties in the organization can work effectively and efficiently to achieve organizational goals.

Organizing is the process of preparing an 'organizational structure' that is in accordance with the organization's goals, its resources, and the environment that surrounds it.

Activities *Organizing* These are:

- Allocate resources, formulate and assign tasks, and establish necessary procedures.
- Establish an organizational structure that shows the existence of a line of authority and responsibility.
- Cleaning activities. Completion, training, and development of human resources/workforce.
- Activities to place human resources in the most appropriate position.

*Oraganizing* involves the division of tasks (*division of labor*) among the units or departments bound to achieve certain objectives or to implement the money strategy has been determined at the previous stage. So in organizing, identifying and grouping activities/activities, delegating authority and responsibility.

Basically, the organization that has been explained by management experts is to show the following things:

- The management method designs a formal structure for the most effective use of the resources it has.
- How the organization groups its activities, where each grouping is followed by the assignment of a leader/manager who is given the authority to supervise the group members, both communication and reporting.
- Relationships between functions, positions, tasks and employees to ensure effective coordination.
- The way in which leaders further divide the tasks that must be performed within the department subtract and delegate the authority necessary to perform those tasks.

Organizing is a process to design a formal structure, grouping and organizing and dividing tasks or work among the members of the organization, so that organizational goals can be achieved effectively and efficiently.

The function of an organizing process can be described as follows, namely:

- *Appropriateness*: The organization must be able to simplify the process of achieving the seven goals
- *Adequacy*: Organizations must be able to facilitate problem-solving.
- *Effectiveness*: The organization must be able to

accommodate the *ussaha* process and the management process for the achievement of success

- *Efficiency*: The organization must get maximum results with minimal sacrifices.

The purpose of organizing is for each unit to be aware of its position, functions, authorities and responsibilities. They are united in a common forum to work together, in order to achieve the goals that have been set. In order for the organization to take place well and achieve common goals in good working procedures, several principles are needed, namely:

- Each unit has a high awareness to be able to accept the goals that have been set, so that all activities of each unit are directed to it for the sake of a common goal.
- The division of the organization into fields or units must be arranged in such a way (completely), so that no one unit has the same task.
- The formation of an organizational structure must reflect the existence of a single command, and a balance of duties between units, as well as a simplicity of authority and responsibility in order to reduce the "*span of control*".
- The organizational structure should be simple, so that the work path and the relationship path are clear, and there are not too many people involved in the responsibility. Too much involvement of people will hinder work and be a waste.

As Organizing (*organizing*) organizational management in improving the performance of Employees in the Protocol and Communication Section of the Regional Secretariat of Tojo Una-Una Regency involves the division of duties as stated in the organizational structure. The organizational structure in the Protocol and Communication Section of the Regional Secretariat Leadership is a formal structure in the Tojo Una-Una district government system as a form of effective use of existing resources.

The division of tasks in the Protocol and Communication Section of the Regional Secretariat Leadership is part of the management of the organization that so that the work path and the relationship path are clear, and there are not too many people involved in the responsibility, the division of tasks is divided based on resources which are then strengthened by the decree. As referred to in the per-bup Tojo Una-Una Number 23 of 2019 concerning the Duties, Functions and Work Procedures of the Regional Secretariat. Organizational structure The Secretariat of the Regional Secretariat of Tojo Una-Una Regency as a staff element that carries out the task of assisting the Regent in the formulation of policies and administrative coordination of the implementation of regional apparatus duties and administrative services.

From the results of interviews with the four informants above, the author concludes that organizational management in improving employee performance in the Protocol and Communication Section of the Regional Secretariat of the Tojo Una-Una Regency is assessed from the organizational aspect that has not been carried out properly, because some of the rare features contained in the organization, namely the grouping of tasks and the division of tasks are clear, as well as the design of a formal organizational structure In order to utilize resources effectively, it has been carried out by directly involving the employees of the Protocol and Communication Section of the Regional Secretariat of Tojo

Una-Una Regency in carrying out other functions given by the Regent related to their duties and functions. However, the fact in the field from the informant's statement states that there are still employees who are not aware of the tasks given, and there are still employees who are less responsible for the tasks that have been given, so that organizational management in improving employee performance in the Protocol and Communication Section of the Regional Secretariat of the Tojo Una-Una Regency is considered from the organizing aspect to be ineffective.

### **3. Aspects of directing (*actuating*) organizational management in improving employee performance in the protocol and communication section of the regional secretariat of tojo una una regency**

George R Terry (1986) stated that *actuating* is an effort to move the group members in such a way that they want and strive to achieve the goals of the Company and the goals of the members of the Company, because the members also have a certain desire that they want to achieve as well. Understanding *Actuating* it can be interpreted as the exercise to run, or move the members, and encourage, which is not Another is an effort to realize the 'plan' into realization through various briefings and motivations so that the members/employees can carry out their activities/work optimally according to their respective roles, duties and responsibilities.

Implementation (*Actuating*) can be said to be the most important management function in an organization or business activity, because of its emphasis on activities that are directly related to the people in the organization (*organizing*) which of course so that they work according to the plan (*planning*) that has been created before. The planning that is made no matter how great it is, then the organization has also been designed as well as possible, without any implementation (*Actuating*), the organization that we build/the business enterprise (company) that we design, means nothing, what if there is no implementation (*actuating*).

*Actuating* It is a process of action that moves all members of the group to strive to achieve the goals that have been planned by the managerial/organization, both working with their own awareness and the common awareness of Sevara effectively and efficiently. *Actuating* important because it can function; 1) influence people, to be willing to do what is cold, or what is not desirable (*follower*). 2) to exert a person's repellent, if there are members/employees who are reluctant to do their duties, through the function of *Actuating* This is the solution. 3) make people able to do their job well. Through *Actuating* This can also make people do well.

In order to function *Actuating* The above can run well, so the leader of the organization/company needs to provide stimulation in the form of motivation, because without stimulation in the form of motivation, *Actuating* What was previously an effort to realize the 'plan' into realization, will be difficult to realize optimally. The organizational management in the Protocol and Communication Section of the Regional Secretariat of Tojo Una Una Regency implements the *Actuating* This is done to achieve the goal of improving employee performance.

From the statements of the informants stated that *Actuating*/mobilization has been well implemented in organizational management in the Protocol and Communication Section of the Regional Secretariat of Tojo Una-Una Regency, this can

be clearly seen from the results of the interview with the informant above providing information on how the leader of the organization, either from the regent or the head of the field to direct subordinates (employees) so that all potential resources owned by him, can be continuously used in carrying out duties and responsibilities so that they are encouraged to continue to want to work, in order to realize the goals that will be achieved in accordance with the plan that has been set. In addition, the leadership in this case the Acting Regional Secretary of Tojo Una Una Regency, Mr. Dr. Alimudin Mohamad, SE, M.Si and also the head of the field have also motivated employees to do their jobs well according to the directions, but a statement from the staff stated that they still lack direction and motivation so that it has an impact on employee performance. In addition, building good communication between leaders and staff is the main key in improving employee performance. So that in the *Actuating*/The mobilization of organizational management in improving employee performance can be said to have been carried out well. However, even though it has been carried out well, it does not mean that there are no shortcomings as conveyed by the informant, that there is still a need for improvement in terms of communication and coordination between staff and section heads at the Protocol and Communication Office of the Regional Secretariat of Tojo Una-Una Regency.

### **4. Aspects of supervision / *controlling* organizational management in improving employee performance in the protocol and communication section of the regional secretariat of tojo una-una regency**

The function of controlling supervision and control is the last function in management activities (POAC), which can be said to be a vital management function in an organization, because basically control (*controlling*) This serves to ensure that the implemented employee performance improvement plan runs as it should and achieves the goals that have been set by the organization in accordance with its planning, through various activities that have been carried out by the organization's management. In addition to ensuring, it is necessary to know what is the cause of why it does not go as planned, if a plan turns out not to go as it should, and then what corrective actions can be taken by the leadership.

A management function that is directed to do what has been planned and how to correct it, is called the control function, which in English terminology this function is called the function *controlling*. Although supervision and control have fundamental differences, the fundamental difference between supervision and control is that supervision is carried out periodically, while control is carried out at all times. However, because the management function required is not only supervision, but also includes the determination of company performance standards, the measurement of the performance achieved by the organization, and the taking of corrective actions if the performance standards deviate, the naming of the function *controlling* more widely used. Meanwhile, the supervisory function is needed to ensure that what has been planned and organized and *Actuating* It works as it should or not.

Basically, the purpose of the control or supervision function is to prevent irregularities or errors during the implementation of employee performance in the Protocol and Communication of the Leadership of the Regional Secretariat of Tojo Una Una Regency is summarized in carrying out its

duties and functions. By routinely conducting inspections/controls, the dissertation has firmness in supervision, such as providing reasonable sanctions for irregularities that occur, then it can prevent errors/irregularities that occur in the field. In addition, with control, it is hoped that deviations can be prevented as early as possible, so that organizational units are always dynamic, work effectively and efficiently. And the last one is Thicken the sense of responsibility. With the control from the organization's management, employees have a sense of responsibility for the work carried out to them.

**Supervision/controlling** Organizational Management in Improving Employee Performance in the Protocol and Communication Section of the Regional Secretariat of Tojo Una Una Regency The aim is to see and measure the implementation of employee performance activities in improving performance and compare the performance standards achieved with the objective standards.

From the results of the interview with the informant of the Protocol and Communication Section of the leadership of the regional secretariat of Tojo Una-Una Regency, it was stated that supervision had not gone well, because the target of organizational management in improving employee performance had not been achieved with several factors or reasons that had been outlined in the interview excerpt above. It is still very difficult to measure the achievement of targets based on the aspect of supervision. In addition, a statement from the informant representing the staff stated that in order for supervision to be more effective and efficient, it is necessary to provide supporting facilities in the work and an adequate budget. The leaders or heads of their respective sections also not only provide motivation in doing their duties but also need to supervise and also control the performance of employees. According to several informants who are the heads of the agency, there is a lack of coordination and communication with the staff when providing assistance with the regent. So that many section heads do not know the performance of their employees. Therefore, the author draws the conclusion that organizational management in improving employee performance will not be carried out effectively because there are still many employees/staff who know who do not understand their duties. Robert J. Mockler, (in Stoner, Freeman, & Gilbert, 2000) *Controlling is a systematic effort to set performance standards with planning objectives, to design information feedback systems, to compare actual performance with these predetermined standards, to determine whether there are any deviations and to measure their significance, and to take any action required to assure that all corporate resources are being used in the most effective and efficient way possible in achieving corporate objectives* Supervision is a systematic effort to establish performance standards and planned objectives, design a feedback information system, compare the performance achieved with the pre-established standards, determine whether there are any deviations and the degree of significance of any deviations, and take the necessary actions to ensure that all of the company's resources are used effectively and efficiently in achieving the objectives company).

If referring to the determination of performance standards and actions that must be taken in order to achieve the performance that has been set, it can be said that organizational management in improving employee performance is measured and assessed based on aspects of

supervision (*controlling*) then the author draws the conclusion that organizational management in improving employee performance in the Protocol and Communication section of the Regional Secretariat of Tojo Una Una Regency has not been carried out properly. This is because there has been no determination of performance standards in each respective division, and when viewed from the planned targets, it has not reached the organization's management targets.

### Conclusion

From the results of the research, the author draws conclusions based on four aspects of George R Terry's theory (Sukarna, 2011) yanki Planning Function (*Planning*), Organizing Functions (*Organizing*), Direction Function (*Actuating*), Controlling Function (*Controlling*). Measured from these four aspects, organizational management in improving employee performance in the protocol and communication section of the leadership of the Tojo Una Una Regency Regional Secretariat has not been optimally implemented in the sense that the organizational management function in improving employee performance has not been effective. This is because of all aspects of the organizational management function in improving the performance of the Protocol and Leadership Communication Section in supporting the smooth running of regional leaders' tasks has not been running optimally.

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