



Performance Analysis of the General and Protocol Section of the Regional Secretariat of North Toraja Regency

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Abstract

Employee performance plays a vital role in determining the success of an organization, particularly in government institutions where efficiency and effectiveness in public service delivery are crucial. This study analyzes the performance of employees in the General and Protocol Section of the North Toraja Regency Regional Secretariat based on six key indicators: quality, quantity, punctuality, effectiveness, independence, and work commitment. The research employs a qualitative descriptive approach, utilizing primary data from interviews and observations, as well as secondary data from relevant documents. Findings indicate that while employee performance is generally good, several areas require improvement, including the update of Standard Operating Procedures (SOP), asset management, and training participation. Furthermore, independence in task execution is still influenced by hierarchical decision-making, and financial realization has not fully met the targeted budget allocation. Strengthening work discipline, improving resource allocation, and enhancing communication and collaboration among employees are recommended to optimize performance outcomes.

Introduction

Employee performance is one of the main factors in determining the success of an organization, both in the public and private sectors (Harvida & Wijaya, 2020). In government agencies, employee performance is a crucial aspect that has a direct impact on the efficiency and effectiveness of public services. The General and Protocol Section has a strategic role in carrying out administrative tasks and supporting the smooth running of various official events and government activities (Azzam & Marzuki, 2024; Rajasa, 2021; Zhang et al., 2022). Therefore, a comprehensive employee performance analysis is needed to ensure that all tasks can be completed optimally.

In assessing employee performance, there are several aspects that are the main indicators, namely the quality and quantity of work, punctuality, effectiveness, independence, and work commitment. The quality and quantity of work are related to the quality of the work results and the number of tasks that can be completed within a certain period of time. According to Hidayat & Ramadhany (2022), punctuality is an important factor in ensuring that all work is completed according to the predetermined schedule. Effectiveness refers to the extent to which the work done is able to achieve the expected goals with efficient use of resources (Wandasari & Daulay, 2023; Hauashdh et al., 2022).

In addition, independence in working is one of the factors that contributes to increasing employee productivity. Align with research from Sulartopo et al. (2023), employees who are able to work independently tend to be faster in making decisions and completing tasks without excessive dependence on other parties. Meanwhile, work commitment reflects the loyalty and

dedication of employees in carrying out their duties and responsibilities (Ngalimun et al., 2022; Ifadah et al., 2021; Mahmood Aziz et al., 2021). Employees who have a high commitment will demonstrate a professional attitude and always try to provide the best results in their work.

Analysis of these aspects is very important in evaluating the extent to which employee performance in the General and Protocol Section has met the expected standards (Wahid et al., 2024; Coronado et al., 2022; Widarko & Anwarodin, 2022; Díaz-Rodríguez et al., 2023). The results of this analysis are not only useful for assessing individual performance, but also for identifying obstacles that may be faced and designing more effective performance improvement strategies. With a deeper understanding of the factors that influence employee performance, organizations can make continuous improvements to improve overall service quality (van Assen, 2021; Ibrahim et al., 2021).

Therefore, this study aims to examine how aspects of quality, quantity, timeliness, effectiveness, independence, and work commitment affect employee performance in the General and Protocol Section (Riski & Riana, 2018). Through this study, it is hoped that a clear picture can be obtained regarding the factors that contribute to improving employee performance as well as recommendations that can be applied to improve the effectiveness of the organization in carrying out its duties and functions.

Methods

Based on the title of the research related to Performance Analysis in the General and Protocol Section of the Regional Secretariat of North Toraja Regency, the focus of this research location is in the General and Protocol Section of the Regional Secretariat of North Toraja Regency. The research time required is estimated to last no later than 3 months, this time is expected to support the acquisition of accurate data that is directly related to the research object. This research is a descriptive study with a qualitative approach. Researchers in the data collection process apply triangulation methods, inductive/qualitative data analysis, which are more based on meaning than generalization. Qualitative descriptive research as an effort to explain in more detail the research object with maximum observation in the field. The subject of research in this paper is the Performance Analysis of the General and Protocol Section of the Regional Secretariat of North Toraja Regency. Researchers choose informants who are considered to know the research problems to be studied and are considered capable of providing information that can be developed to obtain further research data. This study uses qualitative data types in the form of non-numerical or numbers. This data contains an analysis of current conditions in an agency that can help researchers in determining problems. This study uses primary and secondary data sources. Primary data was obtained from interviews with informants who had been determined to obtain information related to "Performance Analysis in the General and Protocol Section of the Regional Secretariat of North Toraja Regency". Secondary data in the form of documents or literature from the internet, journals, etc. Secondary data was collected by using part or all of the data collection that had been obtained.

In this study, the collected data was analyzed using critical analysis techniques to obtain objective conclusions in accordance with the research objectives. The data analysis process was carried out through several main stages, namely data reduction, data presentation, and drawing conclusions and verification. Data reduction is the initial stage in the analysis, where the collected data is selected, classified, and simplified to be more focused on aspects that are relevant to the research. This process includes identifying data that is in accordance with the research variables, namely quality, quantity, timeliness, effectiveness, independence, and work commitment. In addition, irrelevant or redundant data was eliminated to ensure the accuracy of the analysis. Data categorization was carried out to group information based on

predetermined indicators, thus facilitating understanding and interpretation of the research results. After going through the reduction process, the summarized data was then presented in a more systematic form to make it easier to analyze further. Data presentation was carried out through various methods, such as tables and diagrams to show the distribution of research results quantitatively, and category matrices to group data based on the aspects studied. In addition, qualitative findings were presented in the form of narrative summaries that explained in more depth the actual conditions in the field. Expert opinions are also used as references in presenting data to provide academic perspectives and strengthen research findings.

Critical analysis in this study aims to ensure that the data obtained is viewed objectively without any bias or subjectivity from the researcher. This process is carried out by evaluating data objectively through comparison with previous theories or research, and identifying patterns and trends that emerge from the research results. Thus, the relationship between aspects of quality, quantity, timeliness, effectiveness, independence, and work commitment to employee performance can be analyzed in more depth. In addition, comparisons with expert opinions are made to validate the findings and obtain academic perspectives that can be used in further discussion. From this analysis process, the essence and meaning of the data that has been collected can be taken to explain how these factors affect employee productivity.

After the critical analysis process is complete, the final stage is drawing conclusions and verifying the research results. The conclusions produced must be based on sufficient evidence and have validity and reliability so that they can be used as a basis for providing recommendations for improvement. Verification is carried out through data triangulation, namely by comparing results from various sources such as interviews, observations, and documents to ensure the accuracy and consistency of the findings. Thus, the conclusions drawn can answer the research questions systematically and provide significant contributions to improving employee productivity in the General and Protocol Section. By applying critical analysis techniques systematically, this study is expected to produce objective and fact-based conclusions. This analysis also provides in-depth insight into the factors that influence employee performance and strategies that can be applied to improve work effectiveness in the organization. The results of this study are expected to be a reference in developing policies and improving work systems in order to improve employee efficiency and effectiveness in carrying out their duties and responsibilities.

Results and Discussion

Performance Analysis of the General and Protocol Section of the Regional Secretariat of North Toraja Regency

Quality of Work

Quality of work refers to how well the work is done in accordance with the objectives set (Ridwan, 2023). This will show the quality of a State Civil Apparatus in carrying out his duties which include aspects of accuracy, completeness and neatness. This is in accordance with the rules, data accuracy and knowledge possessed that are relevant to the job. In addition, the quality of work is also assessed based on its results, as well as efforts to improve the quality and results of work. To assess performance, the standards set and the output produced are the main components.

The Regional Secretary of North Toraja Regency, Mr. Salvius Pasang, SP., MP stated that:

"Based on the results of our evaluation at the Regional Secretariat, specifically in the General Section, the implementation of the indicators seems to have been carried out

in accordance with the applicable provisions and standards, and has been maximized. Also based on the results of our assessment which is definitely implemented in the SKP. In the General Section, the average SKP value of our friends is good, at least good. And on average none are below 95, meaning it is satisfactory."

(Interview on December 5, 2024)

Furthermore, the Assistant for General Administration, Mr. Drs. Samuel Samperompon, MM stated that:

"Some of the employee's work results have been met, but some have not, and many are still not up to the expected standards. For the output produced, I think some have, some really depend on the person and their superiors."

(Interview on November 29, 2024)

The level of satisfaction of superiors is also an important factor that indicates the quality of employee work. Especially in the General Section whose job prospects are service to the leadership. Head of the General and Protocol Section, Mr. Jisan Pakilaran, S.IP stated that:

"Until now, our leaders are satisfied and have no complaints about our activities in the General and Protocol Section. In addition, because our activities involve the activities of the leadership, we must always be careful."

(Interview on December 3, 2024)

Furthermore, the Regional Secretary of North Toraja Regency, Mr. Salvius Pasang, SP., MP stated that:

"Of course, as a superior, I am actually very satisfied seeing, observing and working together with my friends in carrying out tasks, so that the results are very satisfying in my opinion. I think in general they work in detail, carefully because they must be in accordance with the rules. Moreover, now almost all of our tasks in the office are controlled through the system."

(Interview on December 5, 2024)

Furthermore, the Expert Staff for Community and Human Resources, Mr. Ahady Tandirerung, S. Sos., M.Si said that:

"The only problem is that we employees must always wait for orders. So if the leadership is not detailed and specific in giving orders, the work will not run optimally. But they already understand the details because they have been here for a long time."

From the interview results above, it is concluded in terms of quality and reviewed from the aspect of fulfilling standards and conformity of output with performance targets, then the employees of the General and Protocol Section as input in implementing output, namely improving work quality, are good, but not yet optimal in achieving performance targets and fulfilling the implementation of good and correct SOPs.

Then based on the results of observations made by the researcher, the SOP for the activities of the General and Protocol Section has not been updated and still uses the 2016 SOP, even though it is still a printout archived in the Organization Section, making it difficult to find when needed at any time because it is piled up with other archives. When this research was conducted, the SOP archive was not found because it was borrowed by employees from other departments and employees in the Organization Section did not provide a receipt so it was not known who borrowed the archive.

When reviewed from the aspect of leadership satisfaction, the employees of the General and Protocol Section are good, but not yet optimal, especially in terms of the distribution service of incoming and outgoing letters to the leadership, as well as the lack of attention to the cleanliness of the office environment in general. The protocol is also quite good, but still needs to be improved, especially in terms of agility and friendliness towards invited guests during regional ceremonial events or when there are visits from other regions.

Then based on the results of observations conducted by researchers, especially in administrative services for correspondence, employees assigned to register incoming letters, outgoing letters, taking numbers for official travel, recommendation letters, etc. at the Front Office are good. Collaboration between employees and contract workers in administrative services is good, but sometimes constrained by the distribution of letters that are not on time, which has an impact on the absence of leaders at certain events due to lack of coordination related to correspondence.

In addition, the General and Protocol Section in collaboration with the Assets Division of the Regional Finance and Asset Agency plays a role in managing the assets of the Regional Secretariat used in the sub-district and village levels. Based on the results of the author's interview with the Kesu' Sub-district Head, Mr. Alfius Tulak Tondok, S.IP, it was concluded that movable assets in the form of two-wheeled and four-wheeled vehicles that were transferred to the ranks in the sub-district had been used according to their functions, but still experienced obstacles in claiming ownership of the official vehicles. Official vehicles that should have been used continuously by the ranks of the sub-district and village during the applicable period, but were instead stored for personal use which resulted in the asset handover process being constrained.

The Kesu' Sub-district Head also said that the arrangement of physical inventory of assets should be encouraged again, considering that at the beginning of the year the BPK would come in to check the completeness. When viewed from the aspect of the quality of work of structural officials and its relation to participation in Diklatpim, it can be concluded that structural officials in the General and Protocol Section have carried out their duties well, but it cannot be denied that the theory obtained from participation in Diklatpim will certainly influence the implementation of work that requires theoretical leadership, but technically of course work experience will be much more influential. So it can be concluded that participation in Diklatpim will certainly influence, but will not interfere with the implementation of tasks in the office, most of which require more technical skills.

Table 1. Regional Secretariat Performance Achievements in 2023

Strategic Objectives	Performance Indicators	Target	Realization	% Achievement
Improving the Quality of Public Services and Facilitating Leadership Communication	Percentage of provision of facilities and infrastructure for civil service apparatus to support the performance of administrative and public services	100%	100%	100%
	Percentage of Implementation of Protocol and Leadership Communication	100%	100%	100%
Average Achievement				100%

Source: LKjIP 2023 Regional Secretariat of North Toraja Regency

From Table 1 regarding performance achievements, the strategic target of the Regional Secretariat, namely Increasing the Quality of Public Services and Facilitating Leadership Communication, achieved an average achievement of 100% or Good Category, with a prediction of According to Target.

Quantity of Work

The quantity of work refers to the amount or volume of work completed within a certain period of time (Sembiring, 2022). The achievement of the work plan target is a reference for determining the achievement of the predetermined target, as well as the suitability between the number of State Civil Apparatus and the predetermined workload.

The Regional Secretary, Mr. Salvius Pasang, SP., MP stated that:

"If we look at our friends, they are actually no longer able to complete according to the target, but exceed the target because the number of our employees in the General Section is lacking. so our friends there actually exceed the target if we talk about quantity. Our friends must have tried with various efforts, for example overtime, so that the work can be completed. In fact, it is common if the work is urgent at certain times, they work until dawn or until morning."

(Interview on December 5, 2024)

Furthermore, the Head of the Protocol and Leadership Communication Sub-Division, Mrs. Cita Lanrianna Hutabarat, S. IP stated that:

"Back to the main priority, namely that everything is finished. So maybe the ones that are not too high priority, or the completion period is longer, are still in process. For example, the more urgent ones like external SPPD, there are expenses, unlike SPPD within the district which does not have special expenses. so what we have to pursue more is the completion of external SPPD. In addition to the low level of urgency, internal SPPD also does not make sense for every trip there is an SPPD, so it is better to stack them and store them for 2 weeks or a month to be combined or arrears first, and then completed at once."

(Interview on December 2, 2024)

From the interview results above, it is concluded in terms of quantity that the target quantity has been achieved, but not yet optimal. The consistency factor of employees in carrying out work, the availability of time to complete technical-based work that requires completion in the office, the factor of selecting priority work completion, are the drivers of the less-than optimal quantity of work of General and Protocol employees. Then, based on the results of the researcher's observations, as well as based on data from Table 1 sourced from the Strategic Plan of the Regional Secretariat of North Toraja Regency for the 2021-2026 Period, it is known that the average level of target progress with each performance indicator is 100%.

Punctuality

Related to completing work on time or even before the work is needed (Sufia et al., 2023). Punctuality is closely related to employee work productivity. Head of General and Protocol Section, Mr. Jisan Pakilaran, S. IP stated that:

"I think efficiency in completing work is very effective because we have to adjust to the tight deadlines of the leader's activities. Therefore, we have to adjust to the leader's activities so that the work can be completed properly. Friends here also do not delay

work because we always evaluate and monitor from the leader, whether the task has been completed or not."

(Interview on December 3, 2024)

Furthermore, Head of the Program Sub-Section, Mrs. Vica Vanessa Timang, ST., MT stated that:

"Because each person has different priorities, each employee has different ways to complete their tasks. For example, some finish first in 5 minutes, some do the same work but it takes an hour to finish, so it depends on the individual. Overall, what the boss asks for is done according to orders. When it comes to deadlines, most of us here will work according to the deadline given. Because usually we are not calm if it is not finished. So usually because of being pressed for time, then in the end we have no choice but to do it and have to finish it."

(Interview on November 29, 2024)

From the results of the interview above, it can be concluded that in terms of punctuality it is good. This is assessed from the fact that there is no tendency to postpone work, which is also strongly influenced by the disciplined leadership factor. In addition, the professionalism of employees in completing deadlines, especially those concerning the needs of the leadership, is also good. Then based on the results of observations carried out by the researcher, the achievement of performance has been carried out in accordance with the budget and target achievements and the achievement of realization in accordance with the work period for a year.

Effectiveness

Shows how to effectively utilize human, technology and finance for the best results that will reduce losses (Yolanda et al., 2023). In carrying out their duties, the State Civil Apparatus in the General and Protocol Section of North Toraja Regency are expected to maximize the use of agency resources, including office facilities and infrastructure as well as financial resources in the office to support the effectiveness of time and effectiveness of work results in completing work.

The Regional Secretary of North Toraja Regency, Mr. Salvius Pasang, SP., MP stated that:

"If we want to talk about resources, human resources, materials and even money are actually very limited, but with these limitations we use them as much as possible. So we do more, overtime without being honored, yes because of budget limitations. But like it or not, it has to be done, because it is a task and service to the community, service to guests, etc."

(Interview on December 3, 2024)

Furthermore, the Head of the Sub-Division of the Regional Secretary's Leadership Administration, Expert Staff and Personnel, Mr. Silvester Ramba Tandililing, ST stated that:

"Yes, if we look at it in terms of the limitations and shortcomings that exist, employees are still enthusiastic in completing every activity that exists. So shortcomings are not an obstacle and reason to complete a task. In fact, if supported by various aspects, it is actually still very lacking, for example, the wifi in the room is still very weak, etc. But it can still be completed, because the enthusiasm of the employees is good. Employees actively look for weaknesses in the office to find solutions elsewhere."

(Interview on December 2, 2024)

From the results of the interview above, it can be concluded that in terms of the effectiveness of resource utilization, it is good. This is assessed from how with limited resources and lack of optimal infrastructure, it does not dampen the enthusiasm of employees in carrying out their main tasks or incidental tasks that are directly related to the leadership.

Table 2. Supporting Programs for Regency/City Regional Government Affairs

Program/Activity/Sub-Activity Affairs	Realization	
	% Finance	% Physique
Regional Apparatus Personnel Administration	84,97	100
Procurement of Official Uniforms and Their Complete Attributes	99,99	100
Monitoring, Evaluation, and Assessment of Employee Performance	89,77	100
General Administration of Regional Apparatus	90,40	100
Provision of Electrical Installation Components/Lighting for Office Buildings	100,00	100
Provision of Office Equipment and Supplies	86,69	100
Provision of Household Equipment	79,10	100
Provision of Office Logistics Materials	98,46	100
Provision of Printed Materials and Duplication	86,49	100
Facilitation of Guest Visits	95,42	100
Organization of Coordination Meetings and SKPD Consultations	90,69	100
Provision of Supporting Services for Regional Government Affairs	74,98	100
Provision of Correspondence Services	83,94	100
Provision of Communication Services, Water Resources and Electricity	83,02	100
Provision of Office Equipment and Supplies Services	100,00	100
Provision of General Office Service Services	74,10	100
Maintenance of Regional Property Supporting Regional Government Affairs	79,19	100
Provision of Maintenance Services, Maintenance Costs and Taxes for Individual Official Vehicles or Official Vehicles	67,89	100
Provision of Maintenance Services, Maintenance Costs, Taxes, and Licensing for Operational or Field Official Vehicles	83,61	100
Maintenance/Rehabilitation of Office Buildings and Other Buildings	99,97	100
Maintenance/Rehabilitation of Facilities and Infrastructure of Office Buildings or Other Buildings	100,00	100
Maintenance/Rehabilitation of Supporting Facilities and Infrastructure of Office Buildings or Other Buildings	2,59	100
Financial and Operational Administration of Regional Heads and Deputy Regional Heads	79,56	100
Implementation of Medical Check Ups of Regional Heads and Deputy Regional Heads	6,38	100
Facilitation of Regional Secretariat Household Affairs	99,19	100

Provision of Household Needs of Regional Heads	99,54	100
Provision of Household Needs of Deputy Regional Heads	99,05	100
Provision of Household Needs of Regional Secretariat	98,20	100
Implementation of Protocol and Leadership Communication	72,84	100
Facilitation of Leadership Communication	72,84	100
Documentation of Leadership Tasks	72,20	100

Source: 2023 Regional Secretariat Financial Report

The performance achievement overview reviewed from the physical realization aspect has met the target of 100%, due to the availability of individual resources and support for funding sources in the APBD being adequate. However, there are several activities that when reviewed from the financial realization aspect have not reached 100% of the target that has been set because there is still a remaining budget from capital expenditures, goods expenditures and employee expenditures so that they cannot be realized 100%.

Independence

Assessed when a State Civil Apparatus completes his work without needing to be assisted or guided by superiors or co-workers, and can solve his work difficulties independently. Expert Staff for Community and Human Resources, Mr. Ahady Tandirerung, S.Sos., M.Si stated that:

"Actually, if we look at it every day, there are often orders. For example, orders from the Regional Secretary to the Head of Division, then from the Head of Division to friends. Actually, we as employees always look for a relaxed atmosphere, so we still need direction and orders from leaders to be more motivated to work. Because they are experienced, they already know exactly the steps. If there is no order but they know what is needed, they will definitely take the initiative to take action."

(Interview on December 6, 2024)

Furthermore, the Head of General and Protocol, Mr. Jisan Pakilaran, S. IP stated that:

"I think it is optimal because with our limitations and busyness, sometimes friends have taken the initiative first without waiting for instructions from the leader. However, without supervision and monitoring from the leader, sometimes we do not focus on the tasks given."

(Interview on December 3, 2024)

Furthermore, the Head of the Household and Equipment Sub-Section, Mrs. Alfrida Duma, S.E stated that:

"Sometimes there are situations that require their own initiative without instructions from the leader, for example, there are things that need to be addressed first in order to save time and be more efficient. The Head of the Section also always monitors and asks about the completion of work, especially those concerning the needs of the leader. I think if we are not guided and there is no direction, it will be difficult for us to work. It would also be good if supervision was carried out every month, especially for operational leaders, which are routine tasks and the same every month, so the Head of Division always monitors so that the completion goes smoothly."

(Interview on December 2, 2024)

From the results of the interview above, and based on the researcher's observations in the field, it is concluded in terms of independence that employees in carrying out their duties still adhere

to the orders of their superiors as the highest decision makers, but when faced with certain situations that require immediate handling, then employees are able to take the initiative to save time and smooth implementation of tasks. Superior assistance to employees is needed to minimize the level of work errors.

Work Commitment

Related to how a State Civil Apparatus feels confident, enthusiastic, and able to work together (Wahyudin et al., 2020). Work commitment is important to realize and develop the performance of the agency towards a better direction. State Civil Apparatus work better if they are committed to their duties and responsibilities, which are realized through cooperation as a manifestation of work commitment.

The Regional Secretary of North Toraja Regency, Mr. Salvius Pasang, SP., MP stated that:

"Communication between superiors, especially with me, I think is quite good. If between staff, between friends, it also depends on the human resources, because we understand that there are indeed contract workers and even group II in the General Section who need a special way of communication. But I see that the Head of Section and the Head of Sub-Sections are quite good, they can adjust to them. After all, the General Section handles elements of the regional government. So, I think it has been done transparently, although there are certain things because they are related to regional leaders, it is impossible to be transparent to all parties, but it is open and transparent to certain people in accordance with the code of ethics, there are job secrets and state secrets there. It has been done systematically, of course according to the provisions."

(Interview on December 5, 2024)

Furthermore, the Assistant for General Administration, Mr. Drs. Samuel Samperompon, MM stated that:

"Yes, but it's not optimal. This means that it's because there is no KAK (Work Reference Framework) made by each activity leader. That's why more subjectivity runs to the superiors. If the superior is good, thank God, but if the superior is apathetic and doesn't want to know, or his quality standards are not able to meet the weight of the work, it will be even more complicated. Each activity must have a KAK, so the superior can control, the subordinates know what to do, how much the budget is, who is doing what, and when it will be done, so the KAK is very important. So in government there is nothing personal, everything is management and impersonal according to responsibility. The activity will later be assessed by the BPK, which becomes a performance assessment, so it must have a framework that is used as a reference. For example, the blablabla program, cannot be done without spending of time, time span, how long it takes to work, what are the stages of work, who is responsible, when we evaluate, what is the final result of the work. So the KAK must really be a guideline."

(Interview on November 29, 2024)

From the results of the interview above and based on the results of the researcher's observations in the field, it is concluded in terms of work commitment that communication and collaboration between employees have been carried out systematically, in the sense that it is carried out in stages starting from the leadership elements to the staff while still paying attention that there is no personal work in government, all are management and impersonal according to their respective responsibilities.

Reconceptualizing Performance in Bureaucratic Practice

The performance of the General and Protocol Section in the North Toraja Regency Regional Secretariat highlights a fundamental public administration issue between maintaining routine effectiveness and developing adaptive capabilities and institutional responsiveness and ethical governance. This research utilized performance indicators which evaluated quality, quantity, punctuality, effectiveness, independence and work commitment to measure surface-level outputs but these indicators showed built-in institutional barriers. The institutional pathologies these constraints represent stem from bureaucratic culture together with outdated infrastructure while limited reform capacity stands as their primary origin.

Studies of these employees show characteristics associated with traditional dedicated public servants who demonstrate both commitment and punctuality alongside responsive and extra-role behavior. The excellent performance of this institution relies on exhausted employees because its governance mechanism was developed with individual sacrifice as a primary remedy for system deficiencies. The organization keeps using SOPs which were first implemented in 2016 without any modifications. The governance framework now requires active change due to its mismatch with contemporary public sector requirements since procedures from 2016 fail to align with current uncertain and complex roles in the modern sector. The modern public administration requires living systems based on documented procedures which undergo continuous review through digital accessibility and enable adaptability to environmental transformations (Balaji, 2025; Das, 2024; Ikwuanusi et al., 2024).

Non-updated operational procedures and failure to digitize them results in both performance-related challenges and expectational consequences. Such practices communicate to staff members that learning alongside innovation do not occupy central roles within the organization. The observed manual archiving methods together with informal knowledge borrowing create fragmented and inaccessible administrative memory which is susceptible to loss. All modern governance entities depend on digital knowledge systems as their fundamental infrastructure (Balogun & Kalusopa, 2021; Yermachenko et al., 2023) according to existing research. Team performance and procedural strength alongside organizational learning experience reduction due to their non-presence.

The institutional structure of hierarchical teaching within the organization maintains presidential decision-making over collaborative teamwork as the preferred leadership approach. Orders dominate workplace operations as staff mostly wait until they receive authorization yet sometimes take independent action during critical events but this kind of self-starting remains uninspected. The approach contradicts modern theories about public sector work empowerment because autonomy along with discretion serve as innovation drivers instead of control risks (Kerbach & Baumgärtner, 2024; Lee & Junf, 2024). The performance outcome of these environments depends on the combination of supervisor directives and organizational routines and informal communication networks rather than strategic linkages between organizational components or teamwork-based processes.

The organization faces additional challenge due to the complete lack of formal Work Reference Framework (Kerangka Acua Kerja/KAK). Performance evaluation loses coherence because of the missing Work Reference Framework. Alongside this absence it becomes difficult to understand responsibilities and employees must interpret tasks through ad hoc methods. Performance frameworks function as tools of both administrative control and shared organizational meaning according to Mio et al. (2022). All organizational aims connect with assigned responsibilities that create accountability. Their absence allows individual

responsibilities to grow while also creating inconsistencies regarding task perceptions and execution plans and order of importance between team members. The long-term absence of proper internal fairness and external legal recognition is created.

The study identifies overwork as an essential theme which has become normalized throughout the organization. The nightly efforts of employees without compensation are often seen as part of regular workplace observation because they work to meet deadline requirements. The institutional reliance on hidden labor can be interpreted as a sign of commitment but it also indicates a dangerous cultural practice that might violate worker rights. The warning issued by Doss (2024) points out that overwork celebration creates burnout and emotional exhausted workers who eventually decrease their performance quality. Work intensity functions as a design failure indicator rather than an indicator of dedication in successful public organizations. Sustainable organizational performance emerges through maintaining proper workload levels combined with sufficient resources which support staff well-being in addition to setting high standards.

The research delivers detailed findings regarding effectiveness in public organizations. Workers demonstrate their ability to serve despite organizational challenges including poor network connections and inadequate resource tracking operations and slow administrative procedures. The system depends heavily on improvisation because resourceful employees sustain operational success but show the structural flaws of institutional shortcomings. Hessari et al. (2025) explain that public institutions demonstrate resilience through structural methods rather than personal accomplishment which relieves pressure. This observed effectiveness stands out despite lacking lasting quality and fairness or the ability to be expanded for various needs.

Performance targets reported as 100% completion in both protocol operations and leadership communication need to be evaluated critically because their meaning requires clarification. Measures serve their purpose but they lack essential meaning by nature. According to Keshk et al. (2023) performance measurement achieves its usefulness from the way it enables interpretation rather than through numerical precision. The mechanical achievement of targets becomes meaningless if users and supporters lack visible reflection regarding quality improvement and satisfaction levels and policy effects. Shi & Zailani (2025) indicates that providing only output quantity measurement in performance terms can generate "gaming" behavior because it transforms the system from a public value tool into an instrumental goal.

Interpersonal interaction within the organization shows high levels of effectiveness particularly between staff teams and supervisory staff. This system functionality appears to work based on the established relationships between users rather than automatic features of the system. Resilient public organizations build their strength through established communication systems rather than depending exclusively on charismatic leadership according to Koo et al. (2022). Situations of unstructured informal collaboration tend to create exclusive systems which produce unpredictable results and resist change efforts. Accountability along with transparency in this context depends on specific individuals instead of building from universal organizational standards.

Professional development serves as a region with promising prospects alongside certain impediments. Some personnel have completed the leadership training programs known as Diklatpim although the applicability of their learned knowledge diverges between staff members. The public sector frequently encounters this training issue because educational programs remain sporadic generic and job requirement mismatched (Draissi et al., 2023; Felberg & Sagli, 2023; Kinder et al., 2023). Training programs need to become part of

performance plans and match specific workplace needs while having their performance assessed continually to show their effectiveness. When implemented improperly it turns into a meaningless activity used only for credentials instead of genuine change.

The research findings from this study produce essential questions regarding public performance definitions. What is the definition of excellent performance within systems which fail to support achievement of excellence? We need to define success within arsenals where absolute dedication diverts attention from fundamental issues while producing satisfactory results despite their lack of substantial change. The framework presented by Berman et al. (2021) provides an effective way to resolve these conflicting issues. Public service stands best interpreted as an organization that goes beyond control and efficiency to deliver service with moral focus and focus on citizen needs.

This study supports their proposition. Organizations excel through task execution when they transform those actions into meaningful accomplishments which benefit society both strategically and ethically and as organized efforts. Achieving success requires something beyond individual capability and competence. Systems require coherence together with accountability as well as reflexivity and justice.

Several useful actions need to be implemented. The first requirement is to revise and digitize SOPs while developing dynamic performance frameworks for their connectivity. Development of an expanded KAK system needs to occur with standardized models throughout all program areas for delivering clear duty statements and task requirements. The technological infrastructure needs improvement for asset tracking together with communication capabilities. Training curriculums need to incorporate three essential elements that blend real practice with reflections and peer-to-peer educational components. The organization should transition from its traditional hierarchical dependence structure toward distributed leadership models to support initiative sharing and collective wise decision-making.

Conclusion

Overall, the performance of the State Civil Apparatus (ASN) in the General and Protocol Section of the North Toraja Regency Regional Secretariat has been running quite well, although there are still several aspects that need to be improved. In terms of quality, the work has been in accordance with the rules and duties, but there are still obstacles in coordinating correspondence services and asset management. The limited number of employees can be balanced with honorary workers, although consistency in completing tasks still needs to be improved. Punctuality and work effectiveness have been running well thanks to solid cooperation between employees, although limited facilities and infrastructure are a challenge in themselves. In terms of independence, ASN are able to take the initiative in urgent situations, but still need assistance to reduce work errors. Work commitment has also been well established through systematic and hierarchical communication. Factors such as efficiency, authority, responsibility, discipline, and initiative have a great influence on improving ASN performance, especially in building discipline to achieve more optimal results.

To improve the effectiveness of work in the General and Protocol Section of the Regional Secretariat, it is necessary to update the Standard Operating Procedure (SOP), especially regarding registration and distribution of correspondence to remain in line with changes in nomenclature, and to digitize SOP archives in PDF format for easier access. In addition, the handover process of official vehicle assets must be tightened with physical inspections and administrative records to prevent misuse of assets for personal gain. Employee participation in leadership training and technical training also needs to be increased with adequate budget

allocation from the Regional Personnel Agency, considering the importance of education and training in improving employee competence. In addition, it is necessary to prepare a Work Reference Framework (KAK) for each program, activity, and sub-activity so that employees have clear guidelines in carrying out their duties according to their respective fields of work.

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