


Human Resource Capacity and Work Effectiveness of the Protocol and Communications Department Employees of the Buton Regency Regional Secretariat

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Article Info	ABSTRACT
Keywords: Capacity, Human Resources, Employee Work Effectiveness	This study aims to explain the capacity of human resources and the effectiveness of the work of employees in the protocol and communication section of the leadership of the Buton Regency Regional Secretariat. This study uses a descriptive method with a qualitative approach. Data sources are primary data and secondary data, Data collected using interview techniques, observation and documentation. Data techniques are analyzed by preparing data and organizing data, reducing data and presenting data. The results of the study indicate that the Human Resource Capacity of employees in the Protocol and Communication Section of the Leadership of the Buton Regency Regional Secretariat is quite adequate. Employees already have good experience in carrying out their duties and responsibilities, both in preparing materials, facilitating guest services, and arranging protocol procedures. Knowledge of protocol procedures can be obtained by some employees through Bimtek and public relations and protocol training organized by both the Ministry of Home Affairs of the Republic of Indonesia and private institutions. Regarding the quality of employee work, some are adequate. This can be seen from the results of work in providing protocol services for regional leaders and protocol services for Regional Guests. Regarding the quantity of work, it shows that the workload and volume of work are very large and not balanced with the number of ASN available. So that the quantity of employee work completed is less than optimal. In the sense that all activities can be completed, but some activities are not of maximum quality. In terms of time utilization, it shows that employees are able to complete tasks and work. The ability to collaborate with all parties is one of the supporting factors so that all tasks and work can be completed properly. However, discipline in time utilization is still lacking.
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INTRODUCTION

Human resources are the main supporting pillars and driving forces of the organization in an effort to realize the vision and mission and goals of the organization, therefore it must be ensured that the capacity of human resources is in good condition. With good human

resource capacity, individuals can carry out their functions and authorities effectively and efficiently to achieve the goals previously set by the organization. Therefore, capacity must be seen as the ability to achieve performance, produce positive output and results. Good HR (Human Resources) capacity will produce optimal work capabilities.

In Buton Regency, in particular the Regional Secretariat in the Protocol and Leadership Communication Section can generally implement protocol procedures for Regional Government activities, especially for Regional Leaders (Regent and Deputy Regent, Assistants and Expert Staff). So far the performance is considered good, there are no complaints from related parties and those who need the service still consider it good. Observations, data acquisition and information obtained by researchers regarding the optimal implementation of protocols based on SOPs in the Protocol and Communication Section of the Buton Regency Regional Secretariat Leadership which are indicated include there has never been an error in the schedule of the Regent and Deputy Regent's work visits, either because of information related to the schedule and place of the work visit; or errors in coordination with several related OPDs. So that the general work ability is said to be good.

However, the current conditions in the Protocol and Leadership Communication Section at the Buton Regency Regional Secretariat are not free from various obstacles and problems. There is a problem of a lack of protocol personnel, where currently there are only 3 ASN personnel while there are 9 Non-ASN (Honorary) Employees. The main activities can only be carried out by ASN because Non-ASN (intern) personnel have limited authority. Furthermore, the workload for ASN employees is very high, this is caused by, among other things, too much work being done by one employee, little time available and the absence of efficient system and pattern support in implementing field activities and administrative activities in the office, resulting in the accumulation of employee work, while the activity agenda must be successful. The next problem is that not everyone can be a protocol officer. Because a protocol officer is someone who has good communication and public speaking skills.

In this context, it is associated with the function of the Protocol and Leadership Communication Section at the Buton Regency Secretariat, especially in the implementation of functions in preparing policy implementation, coordinating the implementation of regional apparatus tasks, monitoring and evaluating the implementation of regional policies in the field of protocol, leadership communication and documentation, implementation of protocol procedures in the context of welcoming regional government guests, facilitating the service of activities of the Regional Head and Deputy Regional Head, documenting the activities of the Regional Head and Deputy Regional Head, arranging leadership protocols; and technical and administrative services in accordance with laws and regulations to support the smooth running of the main tasks of the Protocol and Leadership Communication Section.

Research related to the capacity of protocol human resources has so far only been conducted by Muhammad Adi Wardy, et al. (2018) who studied the Influence of Human Resource Capacity and Effectiveness on the Implementation of Protocol Functions in the

Public Relations Section of the Enrekang Regency Regional Secretariat, the results showed the influence of human resource capacity on the implementation of the Regent's working visit protocol was in the "moderate" category and was stated as significant, then the influence of effectiveness on the implementation of the Regent's working visit protocol was in the low category, but significant and the influence of human resource capacity and effectiveness on the implementation of the Regent's working visit protocol was significant. Meanwhile, regarding the work ability of employees themselves, especially in the protocol section, it is also limited, so far only Ani Heryani et al. (2021) have studied the influence of discipline and work ability on performance. The results show employee performance in the Protocol and Communication Section of the Bandar Lampung City Leadership. Work ability has a positive and significant effect on Employee Performance in the Protocol and Communication Section of the Bandar Lampung City Leadership. Employee work ability is in the good category. The indicator that gets the highest score is having good stamina in daily work, while the indicator has the skills and abilities according to the demands of the task gets the lowest score. Work discipline has a positive and significant effect on employee performance in the Protocol and Communication Section of the Bandar Lampung City Leadership. Employee discipline is in the good category. The indicator that received the highest score was that employees obeyed the established rules, while the indicator of completing tasks according to instructions and authority of superiors received the lowest score.

This description shows that studies related to HR capacity and its relationship with employee work effectiveness in implementing the protocol section function are still very limited, while some, as described above, are more quantitative. This study is related to HR capacity and employee work effectiveness in implementing the Protocol and Communication Section functions of the Buton Regency Regional Secretariat. Where the implementation of the final function can also be seen from the performance side. This is also what makes it different from previous studies, and this study attempts to fill this gap. This is the theoretical gap of this study. Previous studies have not looked at this aspect, and have not been conducted qualitatively. Referring to the research focus above, the aim of this research is to describe HR capacity and employee work effectiveness in the implementation of functions Protocol and Communication Section of the Leadership of the Buton Regency Regional Secretariat. This research is expected to contribute to the development of the discipline of public administration, especially regarding human resource management. HR capacity and employee work effectiveness

METHOD

The approach used in this research is a descriptive approach. That is to create a picture of the capacity of human resources and the effectiveness of employee work in the Protocol and Communication Section of the Leadership of the Buton Regency Regional Secretariat. The phenomena that are currently occurring and related to current conditions related to this. If the researcher intends to find out the state of something regarding what and how, how

many, to what extent and so on, then the research is descriptive, namely explaining or describing events. According to Sukardi (2004) the descriptive method tries to describe and interpret objects according to what they are.

There are two sources of data used in this study, namely primary data and secondary data. In this study, the selection of informants was carried out through the Purposive sampling technique, namely the collection of informants that are adjusted to the objectives of the study. The informants appointed are people who are directly involved and truly understand the object of the study (Sugiyono, 2009). Those interviewed were the Head of the Protocol and Communication Section of the Leadership of the Buton Regency Regional Secretariat, Protocol Analysis, Protocol and Communication Section of the Leadership of the Buton Regency Regional Secretariat, Compiler of Information and Publication Materials, Regional Secretary of Central Buton Regency, Head of the Organizational Section of the Buton Regency Regional Secretariat, Staff of the Organizational Section of the Buton Regency Regional Secretariat, and the community who know and have an interest in the capacity of human resources and the effectiveness of employee work in the Protocol and Communication Section of the Leadership of the Buton Regency Regional Secretariat.

Several types of data collection techniques in this study are: interviews, observation, literature research or documentation studies, triangulation. After the entire research process has been completed, the researcher then begins to manage data and analyze data obtained from interviews, observations, and literature studies. In terms of qualitative data analysis, Bodgan and Taylor (in Sugiyono, 2009) state that data analysis is the process of systematically searching for and compiling data obtained from interviews, field notes, and other materials, so that it can be understood, and the findings can be informed to others.

In this study, the researcher conducted an interactive model data analysis as described by Miles and Huberman (Agustinova, 2015). The data analysis techniques in question are data collection, data reduction, data display, and conclusion. Data reduction refers to the process of selecting, simplifying, abstracting, and/or transforming data that approaches the entire section of written field notes, interview transcripts, documents, and other empirical materials. The presentation of data on HR capacity and employee work effectiveness in the Protocol and Communication Section of the Buton Regency Regional Secretariat is through organizing, unifying information that allows conclusions and actions.

RESEARCH RESULTS AND DISCUSSION

Human Resource Capacity and Work Effectiveness of Employees in the Protocol and Communication Section of the Buton Regency Regional Secretariat

a. Human Resource Capacity

Human Resource Capacity is the ability of a person or individual, an employee of the Protocol and Communication Section of the Buton Regency Regional Secretariat to carry out their functions or authorities to achieve their goals effectively and efficiently. The following is a description of the capacity in question:

1. Good Experience

Experience is part of the human resource capacity of the employees of the Protocol and Leadership Communication Section of the Buton Regency Regional Secretariat, which is characterized by having good experience related to the implementation of the functions and authorities of the Protocol and Leadership Communication Section.

Based on the researcher's experience, employees in the Protocol and Communication Section of the Buton Regency Regional Secretariat have good experience in carrying out their duties and responsibilities such as preparation of materials, facilitation of guest services, and arrangement of protocol procedures can be carried out well. This happens because the protocol staff can learn independently from senior staff and because of the daily experience that has been gained over several years of work. All of this is because they have good dedication and work loyalty. However, the researcher agrees with the informant who stated that although most of them already have sufficient experience, it is better for new employees to still be given direction, technical guidance or training in order to have better work effectiveness.

Based on the search for LAKIP documents, the Buton Regency Regional Secretariat in 2023 showed that the good work experience of the employees was able to support the organizational performance of the Protocol and Leadership Communication Section of the Buton Regency Regional Secretariat, where both protocol facilitation, leadership communication and documentation of leadership tasks showed ideal realization where budget input led to output and outcome. Organizational performance can be seen from the outcome of the smooth implementation of protocol tasks, the smooth implementation of leadership tasks and documentation of leadership tasks.

2. Education

The education referred to is education in accordance with the work part of the human resource capacity of employees of the Protocol and Leadership Communication Section of the Buton Regency Regional Secretariat, which is characterized by having education in accordance with the work they carry out or the main tasks they carry out in carrying out the functions and authorities of the Protocol and Leadership Communication Section.

The results of the researcher's observations, basically the task of facilitating protocol, leadership communication and documentation of leadership tasks can be carried out well through direct direction and guidance and input from leaders and seniors to young employees. Although indeed special protocol education has only been attended by a small number of existing employees. All honorary employees have not attended education in either protocol or MC and so on. Therefore, continuous special guidance/training is needed for these honorary employees.

Based on the strategic plan document of the Buton Regency Regional Secretariat for 2023-2026, it is known that the Protocol and Leadership Communication Section of the Buton Regency Regional Secretariat consists of 3 sub-sections. The Protocol Sub-Section consists of 3 ASN, 9 non-ASN. The Leadership Communication Sub-Program consists of 3

ASN, 7 non-ASN. The Leadership Task Documentation Sub-Program consists of 3 ASN, 13 non-ASN.

3. Skills

Skills are the human resource capacity of the employees of the Protocol and Leadership Communication Section of the Buton Regency Regional Secretariat, which is characterized by having skills in accordance with the tasks they carry out in implementing the functions and authorities of the Protocol and Leadership Communication Section.

The results of the researcher's observations show that some protocol employees independently have the ability to host events/MC, operate communication tools, be able to communicate well, and facilitate guest services. While others still need guidance. The existence of technical guidance and guidance from superiors and seniors who provide understanding and awareness of the importance of public speaking skills and so on in carrying out protocol activities is still needed. Therefore, before taking protocol education, guidance and direction as well as experience gained at each event from senior employees play a very important role in improving skills for employees in the Protocol and Leadership Communication Section, especially for those who are new and have not taken education.

b. Employee Work Effectiveness

The effectiveness of employee work is a condition of achieving the desired or desired goals through the completion of work in accordance with the plan determined by the employees of the Protocol and Communication Section of the Leadership of the Buton Regency Regional Secretariat.

1. KQuality of Work

Work Quality is the quality of employee work Protocol and Communication Section of the Leadership of the Buton Regency Regional Secretariat which is demonstrated by employees in the form of work results in the form of neatness, accuracy, and relevance of results without ignoring the volume of work in carrying out the work.

Researcher's Observation Results The work quality of the employees of the Protocol and Communication Section of the Regional Secretariat of Buton Regency is good. The results of the work in providing protocol services for Regional Leaders and protocol services for Regional Guests. The neatness, accuracy, and relevance of the results of the employees of the Protocol and Communication Section of the Regional Secretariat of Buton Regency are also good. However, guidance, control and performance evaluation are still needed to further improve the quality of their work and be consistent in implementing SOPs.

2. Quantity of Work

Quantity of work is the quantity of employee work The Protocol and Communication Section of the Leadership of the Buton Regency Regional Secretariat is the volume of work produced v incidental activities. The problem is that this is not balanced with the number of employees available. So that the quantity of work produced by employees that is completed is less than optimal. Many tasks in the Protocol and Communication Section of the leadership are carried out outside working hours and tasks outside the region / sub-district, resulting in a quantity of work that is not optimal because employees who work full time are

tired or exhausted. Planning for employee needs and management of task division need to be better organized.

In Budget Realization & Performance Per Program, Activity and Sub Activity Fiscal Year 2023. Activities carried out for the implementation of protocol and leadership communication have been completed 99.50% of the target with a total budget of Rp. 1,037,233,200. Where specifically protocol facilitation is Rp. 542,234,000, leadership communication facilitation, Rp. 244,900,000 and Documentation Rp. 249,999,200.

3. Utilization of Time

Employee time utilization Protocol and Communication Section of the Leadership of the Regional Secretariat of Buton Regency namely the use of working hours that are adjusted to organizational policies so that work is completed on time as specified. The table of reduction of interview results related to time utilization is as follows:

The results of the researcher's observations, some employees are already disciplined while some still have problems in utilizing the time to carry out tasks. There are still employees who do not comply with the provisions of working hours and working days which causes the results of the work to be less than optimal. Indeed, better employee management is needed so that the use of tasks is better. So that in the future it will strengthen the accuracy and speed in completing tasks. With the fact of the limited personnel available, it is hoped that they can utilize and manage working hours as well as possible so that the main tasks and other tasks given by the leadership can be carried out.

Discussion Of Research Results

Human Resource Capacity

Human Resources (HR) is a central factor in an organization. Whatever its form and purpose, organizations are created based on various visions for the benefit of humans and in carrying out their missions are managed and managed by humans. So humans are a strategic factor in all activities of institutions or organizations (Robi Astiwi, 2018). Human resource capacity is the ability of a person or individual to carry out their functions and authorities effectively and efficiently to achieve goals that have been previously set by the organization. Therefore, capacity must be seen as the ability to achieve performance, produce positive outputs and results.

In general, the findings of this study can be said that the human resource capacity of employees in the Protocol and Communication Section of the Buton Regency Regional Secretariat is adequate because they are able to carry out their main tasks and functions and complete protocol activities well. Although 9 out of 12 employees have not participated in special training and education in protocol and public relations, because they are supported by experience that continues to be obtained and carried out and skills that also continue to increase, protocol tasks can be completed. Senior employees and those who have participated in protocol training and education are able to share their knowledge and skills with other employees in the Protocol and Communication Section of the Buton Regency Regional Secretariat.

The existence of budget limitations cannot be used as an excuse for human resource development, the political will of the Buton Regency government and especially the Regional Secretariat to improve the capacity of human resources in terms of education and training in protocol and public relations is very important. The Protocol and Communication Section of the Buton Regency Regional Secretariat Leadership has often requested special employee formations at the Buton Regency BKPSDM, but has always not been fulfilled. Likewise, requests for budget items to participate in training for those who have not been hampered by a limited budget and have not been a priority.

Regarding skills, employees with good experience and education already have general skills and protocol task skills. In general, they already have quite good skills such as operating computers/laptops, operating communication devices/HT, being able to communicate well and politely, and understanding SOPs in carrying out protocol tasks. However, the specific protocol and public speaking skills of some employees must be improved. The existence of technical guidance and guidance from superiors and seniors who provide understanding and awareness of the importance of public speaking skills and so on in carrying out protocol activities must be maintained. Therefore, before taking protocol education, guidance and direction from senior employees play a very important role in improving skills for Employees in the Protocol and Leadership Communication Section, especially for employees who are still relatively new or old employees who have not received training.

Protocol employees who are already skilled are shown by independently having abilities such as hosting events/MC, operating communication tools, being able to communicate well, facilitating and providing guest services. While others still need guidance. Therefore, before taking protocol education, learning from the experience gained at each event also plays a very important role in improving the skills of employees in the Protocol and Leadership Communication Section, especially for those who are new and have not taken education. However, the problem is that there is a fact that skilled employees can move or people who are mature in protocol can move at any time, because of their status as ASN. This fact also occurs in the Protocol and Leadership Communication Sub-Section of Buton Regency. The findings of this study overlap (have some similarities) with the findings of Ani Heryani, Ade Iskandar, Rizky Destian (2021) which state that the Performance of Employees in the Protocol and Leadership Communication Section of Bandar Lampung City is problematic in the indicator of having skills and abilities according to the demands of the task. Likewise, the findings of Rifkiyanita et al. (2024) showed that employee performance is still not optimal, even though employee abilities and skills are good. In addition, employees are not yet able to work without supervision and the tasks entrusted still need to be improved. Efforts are needed to address the level of education, lack of training, and inequality of employee abilities.

According to Griffin (2004) that human resources can be measured through the average education, training and level of experience. Training is a systematic process of changing a person's behavior to achieve organizational goals. Good training must be related

to the skills and abilities to carry out their work. The Buton Regency Government, especially the Protocol and Communications Division of the Buton Regency Leadership must pay attention to this. Improving skills in addition to daily practice and experience, must be supported by training and education in protocol and public relations organized by the Ministry of Home Affairs and private institutions. This is also an effort to develop human resources and increase the capacity of employee HR. The benefits and importance of education and training are not only enjoyed by employees who take part in the training, but can also be felt by the organization through increased performance, thus increasing organizational performance.

Theoretically, human resource development can be implemented as one way to improve employee performance. Through human resource development, the abilities possessed by employees will be trained and improved, so that employees can optimally complete their tasks. With the increasingly optimal work carried out by employees, it is expected to improve employee abilities which will later improve the performance of the Protocol and Communications section of the Buton Regency Leadership. Improving the abilities and qualifications of the workforce can automatically improve employee performance and with increasing employee performance will have an impact on increasing the productivity of the Protocol and Communications section of the Buton Regency Leadership.

Employee Work Effectiveness

Related The quality of work of the employees of the Protocol and Communication Section of the Regional Secretariat of the Regency is adequate. This can be seen from the results of work in providing protocol services for regional leaders and protocol services for Regional Guests. Neatness, accuracy, and cooperation related to the results of the employees' work are also good. This good quality is partly due to the discipline of most employees. They are always present early at every activity, to provide assurance that the work they do can be successful. However, guidance, control and performance evaluation are still needed to further improve the quality of work and be consistent in implementing SOPs. The quality of work of some workers is good but different from employees who are mainly new and young, so there is a difference in quality. Technical guidance or training, especially for employees who are still relatively new or old employees, is still needed so that they can always show good quality in carrying out their duties and functions. The importance of this work quality is certainly influenced by the experience, education and skills possessed by seniors and those who have attended protocol education and training.

The findings of this study are in accordance with findings of Muhammad Adi Wardy, et al (2018) who studied the Influence of Human Resource Capacity and Effectiveness on the Implementation of Protocol Functions in the Public Relations Section of the Regional Secretariat of Enrekang Regency, The results showed that the influence of HR capacity on the implementation of the Regent's working visit protocol was in the category that was stated as significant. The results of the study by Ani Heryani, Ade Iskandar, Rizky Destian (2021) also found the same thing where Work Ability had a positive and significant effect

on Employee Performance in the Protocol and Communication Section of the Bandar Lampung City Leadership. Employee Work Ability in the good category, for example, good stamina in daily work, Work discipline and compliance with established rules.

Agustini et al (2022) stated that human resources play a very important role in improving the performance of ODP employees at the Secretariat of the South Sumatra Provincial DPRD. Where HR capacity is determined not only by employee skills and experience. It is also strongly supported by appreciation and support from the leadership. In this case, the South Sumatra Provincial DPRD always provides appreciation for its outstanding employees but also provides support and facilities for its employees to continue to improve their performance by providing facilities that can improve the performance of the South Sumatra DPRD. The results of Anggareni et al.'s research (2016) also found that the quality of work of employees in the General and Protocol Section was good, employees worked during their working hours, it was rare to find employees who were lazy while working, even though there were some, this could be overcome properly by their superiors. Every employee arrives on time to work and if there are employees who are late, they will be given strict sanctions by their superiors. However, according to him, it is necessary to carry out continuous education and training to improve the skills and abilities of employees in carrying out their work and recruit competent employees in their fields to lighten the workload.

Regarding the quantity of work, the findings of this study indicate that The workload and work volume of employees in the Protocol and Communication Section of the Buton Regency Regional Secretariat are very large and not balanced with the number of ASN available. So that the quantity of employee work completed is less than optimal. In the sense that all activities can be completed, but some activities are not optimal. Many tasks in the protocol and communication section of the leadership are carried out outside working hours and tasks outside the region / sub-district, with the limited number of employees available, resulting in a less than optimal quantity of work because employees who work full time feel tired or exhausted, while in carrying out their duties employees are required must be able to carry out its functions well. Therefore, in the future it is hoped that there will be additional personnel or employees as needed, so that in carrying out tasks outside working hours, they can work alternately/shift work better. In addition, an evaluation needs to be carried out so that there is no overlapping of duties and functions and employees who have a greater/larger workload than other employees.

Panji Alam et al (2024) stated that one of the inhibiting factors of the protocol role in the Palembang City Regional Secretariat is the frequent rotation of employees. This rotation process requires time for new employees to adapt, which has an impact on work efficiency and effectiveness. This instability occurs repeatedly, thus inhibiting the ability of employees to work optimally. Therefore, it is recommended to reduce the frequency of employee rotation in the public relations department. This also happened in the case of Buton Regency. This is not to mention when it is associated with compensation or incentives where Rosi Pitria et al (2023) found that the effect of compensation on the performance of

employees in the protocol, communication and administrative leadership departments at the Sukabumi City Regional Secretariat was on a very strong scale, namely 88.92%. This means that when the workload and volume are high without being followed by the provision of equivalent compensation or incentives, it will interfere with the performance of the quantity and quality of employee work.

The findings of this study are in line with Prasetyo (2024) stated that the performance of the protocol and leadership communication section was not good and really needed to be improved. Several issues that emerged were not only caused by protocol staff alone, but also due to changes in the regional head's schedule, unpreparedness of protocol officers in the field, leadership preferences, lack of protocol competence, conditions of the event venue, and other factors. However, thanks to good readiness and coordination so far, these gaps can be overcome without causing significant problems. The protocol section has not been able to innovate in preparing the regional head's agenda, such as when organizing a sudden official visit or receiving and welcoming unexpected visits from guests or officials, it can cause an unprofessional impression from protocol staff and a lack of coordination in setting priorities for public service activities. Marissa (2021) also found that the constraints faced by the protocol section of regional head activities in Padangsidempuan City were the lack of employee compliance with work discipline, the existence of an unhealthy culture of competition among employees, a poor evaluation system, and sanctions that were not firm for violations of regulations. He suggested that the head of the protocol department needs to emphasize to employees the importance of work time discipline so that it can support the smooth running of the regional head's activities, accompanied by the imposition of disciplinary sanctions for every violation. Meanwhile, Rifkiyanita et al. (2024) found that work was completed on time and employee discipline was quite good. However, there are several problems such as the adaptability of working hours which often makes employees late. In addition, there are shortcomings in work facilities and infrastructure. However, the equipment provided already supports the organization's goals and employees support each other.

Darmawan (2021) provides an understanding of what is meant by work effectiveness, work effectiveness is the extent to which individuals or organizations can be more efficient and productive so that success can be achieved based on predetermined goals. In the context of the Protocol and Communication Section of the Leadership of the Buton Regency Regional Secretariat, improvements are needed, especially in terms of quantity and use of time. This must be addressed to increase the productivity and performance of the Protocol and Communication Section of the Leadership of the Buton Regency Regional Secretariat.

CONCLUSION

Human resource capacity of employees in the Protocol and Communication Section of the Leadership of the Buton Regency Regional Secretariat is quite adequate. The employees already have good experience in carrying out their duties and responsibilities, both in preparing materials, facilitating guest services, and arranging protocol procedures.

Knowledge about protocol procedures can be acquired by some employees through Bimtek and public relations and protocol training organized by both the Ministry of Home Affairs of the Republic of Indonesia and private institutions. In general, they already have quite good skills such as operating computers/laptops, operating communication devices/HT, being able to communicate well and politely, and understanding SOPs in carrying out protocol tasks. However, the special protocol and public speaking skills of some employees must be improved. The effectiveness of the work of employees of the Protocol and Communication Section of the Buton Regency Regional Secretariat is also good. Related The quality of employee work is partly adequate. This can be seen from the results of work in providing protocol services for regional leaders and protocol services for Regional Guests. Regarding the quantity of work, it shows bThe workload and work volume are very large and not balanced with the number of ASN available. So that the quantity of employee work completed is less than optimal. In the sense that all activities can be completed, but some activities are not of optimal quality. On the aspect utilization of time, shows Employees are able to complete tasks and jobs. The ability to collaborate with all parties is one of the supporting factors so that all tasks and jobs can be completed well. However, discipline in the use of time is still lacking. Suggestion Further researchers can explore human resource capacity and work effectiveness using other theories, or combine them with quantitative research approaches to gain a more comprehensive perspective.

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