

**THE IMPLEMENTATION AND IMPACT OF LEADERSHIP STYLE IN IMPROVING  
EMPLOYEE PERFORMANCE IN THE LEADERSHIP PROTOCOL AND  
COMMUNICATION (PROKOPIM) SECTION OF THE REGIONAL SECRETARIAT  
OF BANYUWANGI REGENCY**

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## ABSTRACT

This research aims to determine and analyze the implementation and impact of leadership styles in improving the performance of employees in the Protocol and Communication Section of the Regional Secretariat of Banyuwangi Regency. This research uses a qualitative descriptive approach where data will be analyzed descriptively originating from interviews, notes and the author's observations. The sampling technique in this research used a purposive sampling technique. Data collection techniques in this research are observation, interviews, literature study and documentation. Based on the results of data analysis, it shows that the implementation of leadership styles can improve employee performance. This is proven by the application of a democratic leadership style in accordance with employee characteristics, the division head can receive suggestions and input from superiors and subordinates well, apart from this, the Prokopim division head is good at handling problems by minimizing the negative impact on employees. The impact of leadership style can improve employee performance. This is proven by the fulfillment of employee rights, including the right to leave, the right to incentives, career advancement, additional income, rewards for employees with good performance, punishment for employees with

poor performance, motivation and example as driving factors for improving employee performance from the previous year.

Keywords: Leadership Style, Leadership Protocol and Communication and Employee Performance

## **INTRODUCTION**

Human resource is a resource of an organization that plays the important role in achieving their goals. This is because the human role in an organization, especially in the management, needs to be improved. Human resource (HR) is an essential and even inseparable factor in a government organization or institution. A government organization or institution shall be able to push their management to provide the best service both to the leaders and the public as written in their main goal and function. Thus, government organization or institution highly requires human resources that are skillful, have character, wide knowledge, and are able to work as team and collaborate with the leaders to carry out the institution's function.

A government institution shall manage and direct its human resource to be an employee that is able to determine the direction and policy of the leader of the government institution. Government is an organization that has the authority to manage an implementation of legislation in a certain region. Based on the Article 1 Verse 1 of Law Number 23 of 2014, Regional Government is the administration of government affairs by regional governments and regional people's representative councils according to the principle of autonomy and assistance duties with the principle of the widest possible autonomy within the system and principles of the Republic of Indonesia as intended in the 1945 Constitution of the Republic of Indonesia. Additionally, Law Number 32 of 2004 concerning Regional Government, which hereinafter mentioned as Regional Government Law, states that "Regional Government could administer a regulation and things related to its government affairs and autonomy." Good governance implementation requires human resources that are reliable to execute the designated tasks. An institution is a place for a group of people that have a common goal and work together to achieve it. There are several elements in an institution such as goals and human resources that influence each other in achieving the vision and mission of the institution.

The employee of the government institution itself is called as State Civil Service (ASN). Article 1 Verse 1 of State Civil Service Law Number 20 of 2023 stated that ASN is any civil servant and government employee with employment contract that works for the government. The State Civil Service consists of civil servant (PNS) and government employee with employment contract (PPPK) that is appointed by the civil service development officer, is assigned to the state duty and is rewarded with salary based on the legislation as mentioned in ASN Law number 20 of 2023 (article 1 verse 2). ASN Management is a set of process in managing ASN to create professional ASN with high work results and behavior in accordance with ASN's basic values, free from political intervention, and free from corrupt, collusive and nepotistic practices (Article 1 Verse 5 of ASN Law number 20 of 2023).

Employee takes an important role in making advancement for an institution. Factors that influence the performance of employees who perform well in the process of carrying out their duties will work independently, have good work initiatives so that work becomes enjoyable, and are on time in completing work. However, the low performance will impact not only the institution but also the employee. According to Silviani (2020), communication is a system of information

delivery to gain the similarity of meaning and feedback between the communicant and the communicator. A communication made by the communicant to the communicator shall be effective. Hence, they will gain similarity of meaning which will enable feedback. The role of communication is to create and develop relationship among the members in order to create a culture and teamwork spirit that are required to provide a quick response and own high motivation for the institution, collaborate, and own a strong will to work as a team to achieve the institution's goal.

Leadership Protocol and Communication Section are responsible to facilitate the policy implementation, coordinate the Regional Officers task execution, monitor and evaluate the implementation of regional policy in the field of leadership protocol, communication, and documentation, as well as make a planning and report. Law number 09 of 2010 concerning Protocols explained that protocol is arrangement of a series of activity that takes an important role in the formal state event consists of venue arrangement, ceremonial arrangement, and respect arrangement as a form of respect to an individual based on their rank and position in the state, government, or public. The Regent Regulation (PERBUP) of Banyuwangi Number 7 of 2012 concerning Protocols explains protocol is arrangement of a series of activity that takes an important role in the formal state event consists of venue arrangement, ceremonial arrangement, and respect arrangement as a form of respect to an individual based on their rank and position in the state, government, or public.

Protocols coordinate either with the internal or external parties of Banyuwangi Region to ensure the leaders agenda will run smoothly in accordance with the function of protocols. The leaders' agenda that both ran offline and online is a challenge for the Regional Secretariat (Setda) of Banyuwangi to adapt quickly and in detail with the limited time to coordinate the agenda. Thus, the communication between the protocol officer and the leader shall be efficient. Leadership has a strong impact towards a government organization or institution. A success of a leader is mostly influenced by the ability to lead and interaction among leaders, subordinates, and the superiors, institutions, and the environment. An individual's experience highly influences the decision making and performance of the organization where they become a leader. A success of a leader in driving other people or their followers in achieving the goals highly depends on the authority and the leader itself in creating motivation within each subordinate, colleague, or the superior of the leader itself.

Good performance also needs to be considered. Performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. The success to be achieved requires a good and optimal attitude, mental condition, psychological ability, and excellent work behavior. To improve optimal performance, clear standards need to be set, which can be a reference for all employees. Employee performance will be created if employees can carry out their responsibilities well. The definition of employee performance itself is the ability of employees to do a certain skill. So, employee performance is very necessary, because with this performance it will be known how far their ability is in carrying out the tasks assigned to them. Performance is a sign of the success or failure of a person or group in carrying out real work that has been determined by an institution.

The role of a leader highly influences the employee performance in executing their task since a good leader will influence the employees in carrying out their responsibilities. Besides, leadership will also determine the success or failure of a government organization or institution in achieving their goals. Hence, a leader shall be able to motivate and push their employee to keep up their spirit in executing their task. Zaharuddin (2021) said that leadership style is a behavior or

method chosen and used by a leader in influencing the subordinates' mind, attitude, and behavior. In other words, leadership style is a desired behavior and strategy and frequently adopted by the leader. One of the factors that can determine the good or bad performance of employees is the leadership style in government institutions. In government institutions, an appropriate leadership style is needed to develop a conducive work environment and improve employee performance so that it is expected to produce high productivity.

A leadership style that does not match the characteristics of employees and the tasks at hand can cause employees to feel less enthusiastic about working, resulting in employees not being serious about working and not being able to focus on their work. This needs to be considered as a special concern because it can disrupt the smooth running of an activity. The success or achievement of the goals of a government institution is highly dependent on the role of its leader. Without clear and good direction, employee performance will be poor, the work assigned cannot be completed on time. Leaders must be able to influence effectively so that employees are willing to carry out their duties well. Leaders must also be able to direct their employees to work together to achieve the goals of government institutions. The more skilled the leader is in carrying out his role, the faster the goals of government institutions will be achieved. The phenomenon in the Leaders Protocols and Communication (PROKOPIM) Section of the Regional Secretariat of Banyuwangi Regency showed the leadership style has not been quite impactful in improving employee performance.

Based on the initial observation, the PROKOPIM Section has executed their task very well by prioritizing democracy in any decision making and the delivery of views and aspiration is always discussed together. However, the warning for employee in terms of service provided for the leader is still lacking since some of them for example were coming to the event venue in the same time as the leaders. It stirs a perception that they are still lacking in preparing the event and unprofessional at work. Those things shall be overcome quickly since improving employee performance requires the cooperation among the employees to achieve the government institution goals. Good employee performance will ease the institution in achieving the goals, which mean the PROKOPIM Section job at the Regional Secretariat of Banyuwangi Regency will be much helped and maintained to be in a good position or even improved. Besides, a high employee performance is expected to enable the employee to actively participate in the development and is able to be creator, innovator, and facilitator for the sake of government administration effectiveness, development implementation, and social service.

## **RESEARCH METHODS**

This research used a qualitative descriptive approach where the data will be analyzed descriptively from the results of interviews, notes, and observations of the author. The notes will be analyzed to systematically describe the focus of the research which includes Leadership Style Analysis to improve the Performance of Employees in the Leadership Protocol and Communication Section (Prokopim) of the Regional Secretariat of Banyuwangi Regency. Data analysis aims to describe the actual conditions in the field.

This research used purposive sampling technique where the sample source was taken through a certain consideration, for example, the respondents is considered to fully understand what we are expecting. This technique was used since the author considered that the sample taken has fully understood the research problems.

This research used criteria as follows:

1. Currently/has held the position of direct superior

2. As the user of Prokopim Service
3. Civil servant that are currently working in Prokopim section for minimum 5 years
4. Civil servant of other institution that has an experience working with prokopim section and has been working for minimum 5 years

Sugiyono (2015:308) stated that data collection method is the most important step in research since the main purpose of research is obtaining data. Without understanding data collection technique, the researcher will be unable to obtain any data that meet the required standard. This research used several data collection methods such as observation, interview, literature study, and documentation.

#### Research Stages

The first stage was visiting the research location to find out the research environment condition before collecting data by interviewing the informants. From the interview, the author gained information that was suitable to the research goals. Field data obtained from the in-depth interview was selected based on the discourse that could answer a research focus that is suitable to the research goals. Describing and grouping the difference and similarities from the informants. Making table based on the result of interview and encoding each of the discourses. After that, conducting analysis and interpreting in the discussion.

#### Approach in Data Analysis

This research used case study approach with interactive analysis. Interactive analysis according to Miles and Huberman (1994:429) is an in-depth analysis by describing and reviewing, then interpreting through MDAP (manual data analysis procedure) method on what has been stated by the respondents.

#### Research Validity

##### 1.. Data Credibility

This data test is conducted to explain if the research result/finding is in accordance with the existing condition. Credibility test was defined as data checking from various sources and periods of time.

- 1.. Source Triangulation, to test the data credibility that has been obtained from various sources.
- 2.. Technique Triangulation, to test the data credibility that has been obtained from the same source with different techniques.

##### 2.. Dependability

Data in this research was achieved through audit, an effort to check the research process including data and data source from the beginning until the end. For example, it can be started at how the problem is formulated, visiting the location, selecting the data source, conducting data analysis, testing the data validity, and making the report of the research result.

##### 3.. Confirmability (Objectivity)

Confirmability testing in this study aims to see objectivity with the research objectivity test. Confirmability is achieved by minimizing the subjective factor of the researcher. Data validity is data that does not differ between the data obtained and the data that actually occurs in the object.

## **RESULT AND DISCUSSION**

### **Research Scene Orientation**

As referred to the Regional Regulation of Banyuwangi Regency number 6 of 2011 regarding Regional Officer Organization in Banyuwangi Regency, Chapter II that discusses position, duty, and function, Article 2 Verse 1 stated that regional secretariat are staff elements. In

the verse 2, the regional secretariat as referred to in verse 1 has a duty and obligation to help the Regent in formulating policy and coordinate the regional agencies and technical institutions. Additionally, Article 3 mentioned that regional secretariat administers these following functions in executing their duty and obligation:

1. Formulating regional government policy
2. Coordinating task implementation between regional agencies and technical institutions
3. Monitoring and evaluating the implementation of regional government policy
4. Fostering administration and regional government apparatus
5. Executing other task assigned by the Regent based on their duty and function

In the Article 4, regional secretariat is lead by regional secretary and in Article 5, the regional secretary is positioned under and responsible to the regent. The leadership protocol and communication section is in the chain of command from the regent/vice regent, to the regional secretary, then to the general administrative assistant and to the leadership protocol and communication section in accordance with Banyuwangi Regent Regulation Number 81 of 2019, the leadership protocol and communication section is led by a head of leadership protocol and communication, this protocol section has a central role in organizing a state event or in official events both at the center and in the regions.

Banyuwangi Regency itself has many official events that are included in the Banyuwangi festival calendar and some are included in the national event calendar, and almost every day the Banyuwangi Regency government receives working visits from other regencies/cities in order to carry out study tours or comparative studies related to policies carried out by the Banyuwangi Regency government. For the 2024 Banyuwangi Festival event, there are 79 festival events spread across all sub-districts in Banyuwangi Regency, of course, starting from the preparation of the event, the implementation of the event until after the event, the leadership protocol and communication section are actively involved.

With the density of government activities and festival activities in Banyuwangi Regency, this will certainly affect the performance of the protocol because it is the pioneer at the forefront in planning and organizing every activity. Geographically, Banyuwangi Regency itself has an area of 5782.4 KM with a population of 1.7 million people. With an area larger than the province of Bali, it will certainly take a little time when the regional head wants to attend an event in the tip of Banyuwangi Regency. Banyuwangi Regency also has a fairly large population with various ethnic groups and cultures, including the Osing, Javanese, Madurese, Mandar and Chinese tribes, then of course, apart from official government events, the Banyuwangi regent also attends many cultural events in the other region of Banyuwangi.

#### Research Findings

Proper management and development of human resources is very important in order to realize the government's vision and mission in accordance with the targets that have been set. Organizations or government agencies must be able to manage their management to always strive to provide the best service to leaders and the best service to the community in accordance with their main objectives and functions. Employee takes an important role in making advancement for an institution. Factors that influence the performance of employees who perform well in the process of carrying out their duties will work independently, have good work initiatives so that work becomes enjoyable, and are on time in completing work. However, the low performance will impact not only the institution but also the employee.

Communication is a system of information delivery to gain the similarity of meaning and feedback between the communicant and the communicator. A communication made by the

communicant to the communicator shall be effective. Hence, they will gain similarity of meaning which will enable feedback. The role of communication is to create and develop relationship among the members in order to create a culture and teamwork spirit that are required to provide a quick response and own high motivation for the institution, collaborate, and own a strong will to work as a team to achieve the institution's goal.

Leadership Protocol and Communication Section are responsible to facilitate the policy implementation, coordinate the Regional Officers task execution, monitor and evaluate the implementation of regional policy in the field of leadership protocol, communication, and documentation, as well as make a planning and report. Protocols coordinate either with the internal or external parties of Banyuwangi Region to ensure the leaders agenda will run smoothly in accordance with the function of protocols. The leaders' agenda that both ran offline and online is a challenge for the Regional Secretariat (Setda) of Banyuwangi to adapt quickly and in detail with the limited time to coordinate the agenda. Thus, the communication between the protocol officer and the leader shall be efficient.

Leadership has a strong influence on the running of the organization and the survival of the government organization or institution. The success of a leader is greatly influenced by the leadership style, which includes the ability to lead and interact with fellow leaders, subordinates to superiors, agencies, and the environment. From the result of interview with the informants, the Head of Leadership Protocol and Communication is an ideal leader. It is in line with the following information:

“So far, I felt that his work is quite good, and he's always ready and standby at the venue whenever we held an event. There's nothing disappointing about him, even he prepared everything before, so I'm quite comfortable with him.” (Results of interview with the Vice Regent of Banyuwangi)  
“I think, the head of protocols is an ideal leader since he comes directly whenever there is an event to give a clear instruction when we collaborate at field.” (Results of interview with the staff of Education Agency of East Java)

Additionally, leadership style is a behavior or method chosen and used by a leader in influencing the subordinates' mind, attitude, and behavior. In other words, leadership style is a desired behavior and strategy and frequently adopted by the leader. One of the factors that can determine the good or bad performance of employees is the leadership style in government institutions. In government institutions, an appropriate leadership style is needed to develop a conducive work environment and improve employee performance so that it is expected to produce high productivity. From the result of interview with the informants, the Head of Leadership Protocol and Communication (PROKOPIM) of the Regional Secretariat of Banyuwangi Regency implements the democratic style. It is in line with the following information:

“The leadership style applied in the protocol is a democratic leadership style combined with a bureaucratic leadership style, so in carrying out leadership at the head of section level and at the sub-section head level, bureaucracy is prioritized as a role model that is used without ignoring democracy because we also absorb aspirations from subordinates.” (Results of interview with Head of Guest Sub-section)

The information is supported by a statement from this following informant:

“So far, I felt that his work is quite good, and he's always ready and standby at the venue whenever we held an event. There's nothing disappointing about him, even he prepared everything before, so I'm quite comfortable with him.” (Results of interview with the Vice Regent of Banyuwangi)

From the information or opinion above, it can be concluded that the Head of Leadership Protocol and Communication (PROKOPIM) of the Regional Secretariat of Banyuwangi Regency

has implemented a leadership style that is compatible with the employee characteristics that it could improve the performance. Besides, a leader shall receive suggestions from both superiors and subordinates. A good decision could influence the employee performance. The conclusion above is related to the following information:

“Yes indeed, once the Head of Protocol and the Protocol staff met me, of course I told them that service is the first thing and must be prioritized so that there are not many who need to be served, asking to be served and so on, so that they also listen well and until now they will also do their job well and there has never been anyone who has not been served and until now they also feel comfortable with the performance of the Head of Protocol” (Results of interview with the Vice Regent of Banyuwangi)

The information above is supported by the following information:

“I have seen that so far, our leader has always listened to suggestions and input from subordinates. When the input is deemed good for the organization, it is implemented and carried out by all levels of staff.” (Results of interview with the Protocol Analyst)

From the statement above, Head of Leadership Protocol and Communication can accept suggestions and input from superiors and subordinates well. In addition, a leader in handling a problem also affects employee performance. Good handling will have a good impact on employee performance, as well as bad handling will also have a bad impact on employee performance. Leaders must be smart in handling problems that occur in the work, so that the quality of employee performance can be maintained. It is in line with the following information:

“Yes, in this existing problem, I have almost never seen any significant problems, it's just that when many guests come, he is also good at dividing up the division of tasks in the protocol so that even though many guests come, there is a lot of work, the service is still excellent and does not decrease at all. It's a common thing that happens every day like that.” (Results of interview with the Vice Regent of Banyuwangi)

The information above is supported by the following information:

“The problems in the protocol are actually two, namely those related to external parties or those related to internal within the protocol organization. If the problem is in the protocol organization, we routinely conduct weekly evaluations starting from the level where the staff or the head of the section are present at the routine meeting. As for the problem from external or from outside, the solution is to coordinate with several stakeholders who are directly related to the problem, perhaps.” (Results of interview with Head of Guest Sub-section)

The statement shows that the Head of Leadership Protocol and Communication in handling a problem is good by minimizing the negative impact on employees. In addition, with high employee performance, it is expected that employees are able to play an active role and participate in development and are able to become a creator, innovator and facilitator in the context of effective governance, implementation of development and service to the community. In order to improve the performance of employees in the Leadership Protocol and Communication section of the Regional Secretariat of Banyuwangi Regency, there are several factors that can improve employee performance. It is in line with the following information:

“If the factors that can improve employee performance are the first, it is the fulfillment of employee rights, both leave rights, incentive rights and others, perhaps the fulfillment of rights is fulfilled first, the fulfillment of rights is fulfilled I think they carry out their obligations will definitely be better, as for those who can improve again after their basic rights are fulfilled, they can be supported by improving their careers, so if their careers are continuously supported, when it's time



for promotion, it will actually be a spirit in improving the performance of protocol staff.” (Results of interview with Head of Guest Sub-section)

The information above is supported by the following information:

“There are several ways to improve the performance of prokopim employees, yes, there is still one of them if outside of office hours then there is something called overtime. Indeed, staff must get overtime because then one of them is to motivate and provide additional income because it is so that their performance motivation increases. The second is indeed in this protocol there is a SPBD for official travel in this area, we provide silence according to regulations and we also give rewards to staff so that their performance increases. Of course, if the staff is tired, we also give leave for those whose performance is excessive. We have to manage time because later their performance will return to normal and increase again. And of course the most important factor that improves employee performance is family, we held a traveling activity but with family not alone. because family is one of the motivations to work.” (Results of Interview with Head of Leadership Protocol and Communication)

From the statements above, that factors that can improve employee performance have been implemented in the Leadership Protocol and Communication Section. In addition to that, good performance also needs to be appreciated by the leadership so that the quality of employee performance does not decrease. It is in line with the following information:

“If you do a good performance, the first thing the Head of Protocol will definitely give is praise, and at least a sense of gratitude, thank you for doing your job as well as possible. As for later, if there is something else outside of that, more than just a word of thanks, of course it is a reward for the entire crew in the protocol.” (Results of interview with Head of Guest Sub-section)

From the statements above, the Head of the Leadership Protocol and Communications Section has given appreciation to employees whose performance is good, so that it can maintain employee performance. In addition, the leadership style applied can also have an impact on employees. It is in line with the following information:

“The impact of the leadership style by the Head of Protocol is very positive, which is felt by the protocol staff themselves, the nature of embracing, protecting and providing solutions, that is what is felt by other protocol staff, not only in work but also outside of that, we help each other in society, for example, if we have extra income, we set aside some for the less fortunate in society.” (Results of interview with the Protocol Analyst)

The information above is supported by the following information:

“If we talk about the impact, I think the combined leadership style between bureaucracy and democracy is quite effective because the combined leadership style of both can minimize the occurrence of problems, especially internally, so if it comes from internally, we hold an evaluation meeting to find the deadlock where we can immediately find a solution. So we at the leadership level also do not close our eyes and also open suggestions, criticisms and also proposals from friends at the staff level to provide input to all of us for the sustainability and goodness of this protocol organization.” (Results of interview with Head of Guest Sub-section)

From the statements above, the impact of the leadership style implemented by the Head of the Leadership Protocol and Communication Section greatly affects employee performance and has a positive impact on his employees. In addition to this, the way a section head improves employee performance is also needed, so that employee or section performance from year to year has a good increase. It is in line with the following information:

“Yes, all employees, especially in the protocol department, are always ready when receiving orders from the head of the protocol department. Because they have a responsibility and if this is not

done, then if the leader communicates even to the head of the protocol department, it could be dangerous, therefore the protocol staff always performs their work well, on time and correctly so that those served feel comfortable until today.” (Results of interview with the Vice Regent of Banyuwangi)

The information above is supported by the following information:

“If it is for performance improvement, I think there is. Performance improvement with leadership style because with weekly meetings that are held routinely every week, we and all female and male employees of the protocol department will definitely be evaluated one by one regarding their duties and functions in the protocol department. This will inevitably spur and trigger the staff in this protocol to always improve, because if we make a small mistake when we are already on the track again, there will be a warning.” (Results of interview with Head of Guest Sub-section)

The statements indicated an increase on employee performance at the Leadership Protocols and Communication Section of the Regional Secretariat of Banyuwangi Regency.

## **DISCUSSION**

### **The Implementation of Leadership Style Can Increase Employee Performance**

Protocols coordinate either with the internal or external parties of Banyuwangi Region to ensure the leaders agenda will run smoothly in accordance with the function of protocols. The leaders' agenda that both ran offline and online is a challenge for the Regional Secretariat (Setda) of Banyuwangi to adapt quickly and in detail with the limited time to coordinate the agenda. Thus, the communication between the protocol officer and the leader shall be efficient.

To improve optimal performance, clear standards need to be set, which can be a reference for all employees. Employee performance will be created if employees can carry out their responsibilities well. So, employee performance is very necessary, because with this performance it will be known how far their ability is in carrying out the tasks assigned to them.

The role of a leader highly influences the employee performance in executing their task since a good leader will influence the employees in carrying out their responsibilities. Besides, leadership will also determine the success or failure of a government organization or institution in achieving their goals. One of the factors that can determine the good or bad performance of employees is the leadership style in government institutions. In government institutions, an appropriate leadership style is needed to develop a conducive work environment and improve employee performance so that it is expected to produce high productivity.

A leadership style that does not match the characteristics of employees and the tasks at hand can cause employees to feel less enthusiastic about working, resulting in employees not being serious about working and not being able to focus on their work. In order to improve employee performance in the Protocol and Communication Section of the Regional Secretariat of Banyuwangi Regency, a leader needs to make efforts to maximize employee performance by implementing a leadership style that suits the characteristics of his employees. The implementation of the leadership style of the Head of Leadership Protocol and Communication is in accordance with the characteristics of his employees. In addition to that, a leader must also accept suggestions and input from his superiors and subordinates. These suggestions and input can be used as considerations by a leader in making decisions. The right decision can affect the performance of his employees.

The Head of Leadership Protocols and Communication Section can accept suggestions and input from superiors and subordinates well. A leader in handling a problem also affects employee

performance. Good handling will have a good impact on employee performance, as well as bad handling will also have a bad impact on employee performance. Leaders must be smart in handling problems that occur in the work, so that the quality of employee performance can be maintained. The Head of Leadership Protocols and Communication Section can handle a problem very well by minimizing the negative impact on employees. From the explanation above, it shows that the Head of Leadership Protocol and Communication applies a democratic leadership style. This is in accordance with the results of observations and interviews conducted by researchers and in accordance with existing theories.

This research is in line with the theory of Rivai (2014) stated that characteristics possessed by a person in democratic leadership, including in the process of mobilizing subordinates always starting from the opinion that humans are the noblest creatures in the world, always trying to synchronize the interests and goals of the organization with the personal interests and goals of his subordinates, happy to accept suggestions, opinions, and even criticism from his subordinates, always trying to prioritize cooperation and teamwork in efforts to achieve goals, sincerely giving the widest possible freedom to his subordinates to make mistakes which are then corrected so that the subordinates no longer make the same mistakes, but are braver to make other mistakes, always trying to make his subordinates more successful than him, and trying to develop his personal capacity as a leader. This research also supports the previous research by Ilmi (2019) and Fahik (2022) stated that a good leadership style will improve employee performance.

The Impact of Leadership Style in Improving Employee Performance

Regent Regulation (PERBUP) of Banyuwangi number 7 of 2012 concerning Protocols explains that protocol is arrangement of a series of activity that takes an important role in the formal state event consists of venue arrangement, ceremonial arrangement, and respect arrangement as a form of respect to an individual based on their rank and position in the state, government, or public.

An individual experience greatly influences the way decisions are made and the performance of the organization being led. The success of a leader in moving others or followers in achieving the goals that have been set is very dependent on the authority, and also the leader in creating motivation within each subordinate, colleague, or superior of the leader himself. Good performance also needs to be considered. Performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. The success that is desired to be achieved requires a good and optimal attitude, mental condition, psychological ability, and excellent work behavior. To improve optimal performance, clear standards need to be set, which can be a reference for all employees. Employee performance will be achieved if employees can carry out their responsibilities well.

Leadership style is a desired behavior and strategy and frequently adopted by the leader. A leadership style that does not match the characteristics of employees and the tasks at hand can cause employees to feel less enthusiastic about working, resulting in employees not being serious about working and not being able to focus on their work. This needs to be considered as a special concern because it can disrupt the smooth running of an activity. The success or achievement of the goals of a government institution is highly dependent on the role of its leader. Without clear and good direction, employee performance will be poor, the work assigned cannot be completed on time. Leaders must be able to influence effectively so that employees are willing to carry out their duties well. Leaders must also be able to direct their employees to work together to achieve the goals of government institutions. The more skilled the leader is in carrying out his role, the faster the goals of government institutions will be achieved.

Besides, a high employee performance is expected to enable the employee to actively participate in the development and is able to be creator, innovator, and facilitator for the sake of government administration effectiveness, development implementation, and social service. In order to improve the performance of employees in the Leadership Protocol and Communication section of the Regional Secretariat of Banyuwangi Regency, there are several factors that can improve employee performance. According to the results of interviews with informants, factors that can improve employee performance are the fulfillment of employee rights, including leave rights, incentive rights, career advancement, additional income, rewards, and motivation. Factors that can improve employee performance have been implemented in the Leadership Protocol and Communication Section.

In addition to that, good performance also needs to be appreciated by the leadership so that the quality of employee performance does not decrease. The Head of the Leadership Protocol and Communication Section has given appreciation to employees who have good performance, so that it can maintain employee performance. The leadership style applied can also have an impact on employees. The impact of the leadership style applied by the Head of the Leadership Protocol and Communication Section greatly influences employee performance and has a positive impact on his employees. The way a section head improves employee performance is also needed, so that employee or section performance from year to year could increase. Employee performance in the Leadership Protocol and Communication Section of the Regional Secretariat of Banyuwangi Regency has increased.

The explanation above indicates that leadership style can increase employee performance. This result is in line with the observation and interview conducted by the author. This research supports the previous research from Imelda (2022) and Diean (2022) stated that leadership style has an impact on employee performance.

## **CONCLUSION AND SUGGESTION**

### **Conclusion**

The Implementation and Impact of Leadership Style in Improving Employee Performance in The Leadership Protocol and Communication (Prokopim) Section of The Regional Secretariat of Banyuwangi Regency was concluded as follows:

- 1.. The implementation of leadership style can improve the employee performance at the Leadership Protocol and Communication (Prokopim) Section of The Regional Secretariat of Banyuwangi Regency. It was proven by the implementation of a democratic leadership style in accordance with the characteristics of employees, the head of the division can accept suggestions and input from superiors and subordinates well, in addition to this, the head of the prokopim division in handling a problem is good by minimizing the negative impact on employees.
- 2.. The impact of implementing leadership style can improve the employee performance at the Leadership Protocol and Communication (Prokopim) Section of The Regional Secretariat of Banyuwangi Regency. It was proven by the fulfillment of employee rights, including leave rights, incentive rights, career advancement, additional income, rewards for employees with good performance, punishment for employees with poor performance, motivation and role models as driving factors for improving employee performance from the previous year.

### **Suggestion**

From the result and conclusion above, here are several suggestions to improve the future research:

1. Theoretical Suggestion

a. Future research is expected to look for several other factors that can be indicators of improving employee performance. This is because this research is only on leadership style. This is important to compare the difference with similar research in the future.

b. The area of information collection in this study is limited to one location, so that for subsequent research it is hoped that the research area can be made wider for better results.

## 2. Practical Suggestion

a. The employee of Leadership Protocol and Communication (Prokopim) Section of The Regional Secretariat of Banyuwangi Regency shall maintain their performance in accordance with the regulation determined by the government.

b. The Head of Leadership Protocol and Communication (Prokopim) Section of The Regional Secretariat of Banyuwangi Regency shall implement a leadership style that is suitable to the employees' characteristics to improve their performance.

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