

## **ASN Employees: Instruction, Communication, Coordination and Work Results**

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### **KEYWORDS**

internal communication;  
organizational  
communication; employee  
performance

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### **ABSTRACT**

An employee's performance is determined by how well they achieve the goals and criteria set by the organization or company they work for. In addition, employee performance consists of the results achieved by an employee in carrying out his or her obligations and responsibilities in the organization. The purpose of the study is to find out and analyze the extent to which communication has an impact on the effectiveness of employee work, and to find out and analyze the extent to which infrastructure facilities affect the effectiveness of employee work. The researchers used a qualitative descriptive methodology. The results of the study used organizational communication theory cited by Max Weber. The efficacy of internal communication has an impact on improving employee performance at the Cirebon City Hall Secretariat Office, based on the findings of this study. So it can be concluded that effective internal communication can build cooperation towards the achievement of company goals.

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### **Introduction**

Human resources have a very important and indispensable role in the constitutional system of the Unitary State of the Republic of Indonesia, both in managerial and organizational aspects (Hidjaz, 2013). Therefore, effective human resource management is needed to ensure that the responsibilities of the state and the government are carried out efficiently and effectively in order to achieve the country's goals. The importance of employee labor in government and private agencies cannot be overstated, because it directly affects the achievement of the goals of each organization or government agency. Therefore, the formation of a State Civil Apparatus (ASN) that is integrity, professional, politically neutral, free from corruption, collusion, and nepotism, and able to provide quality public services to the community, is very important (Lange, 2010).

Employees are classified as ASN in accordance with Law Number 5 of 2014 concerning the State Civil Apparatus. ASN is a civil servant and government employee with a work agreement who is employed by a government agency. ASN management is a managerial procedure that seeks to produce ASN members who are accountable and

professional, have fundamental values and professional ethics, are not tainted by political interference, and are free from collusion, nepotism, and corruption. In today's era of globalization, where technology has largely replaced human labor, the human factor will continue to be a determining factor in the success of an organization.

The same is true in government, where civil servants play an important role in the progress and success of the government. Adhari (2020) explain that employee performance is the result of certain work functions or activities carried out by certain employees in a certain period of time; it shows the quality and quantity of work. The responsibilities of civil servants as stated in Government Regulation of the Republic of Indonesia Number 53 of 2010 concerning Civil Servant Discipline are an indication of their readiness and discipline in obeying the regulations of the position. This shows the important role of civil servants in maintaining their performance so that the wheels of the organization's life will continue to run according to the previous plan.

As a representative of Human Resources (HR), employees are responsible for implementing all organizational policies; Therefore, they must be adequately informed. It is critical for organizations and government bodies at every level of management to be aware of the critical nature of human resources. Regardless of how sophisticated modern technology is, the human factor remains important to the success of an organization. An organization is a social unit that is deliberately coordinated, has describable and comparable boundaries, and strives persistently to achieve the goals that have been set.

The company's performance is considered commendable and effective in achieving its goals. In addition, it is vulnerable to the influence of internal factors of the company, including employee competence and work culture, which are determined by the ability of employees to carry out their duties and obligations so as to produce quality work results. An organization can achieve good work results through the presence of high-performing employees who are able to produce optimal work (Putri et al., 2022). Work culture is a value that serves as a compass for human resources in facing external challenges and facilitating the process of assimilation into the organization, so that staff members can understand the applicable principles and expected behaviors. According to (Tania et.al., 2020) Work culture is one of the elements that affect work discipline. Ineffectiveness will arise from the formulation of regulations related to work discipline if it is not strictly implemented. A positive work environment will in turn inspire and motivate employees to produce high-quality work (Silvia, 2019).

The performance of Prokompim, which stands for Protocol and Communication of Leaders, covers the field of public relations. Good organization, if the company has a good administrative culture, discipline, clear authority and continuous innovation (Dedet Erawati, 2019). In this case, the function of the protocol involves acting as a liaison in data communication, ensuring that the data exchange process runs smoothly. As part of its replacement, Prokompim was formed which played a role as one of the supporters of the Regional Secretariat function. Prokompim is mainly concerned with public relations and protocol services. The three divisions that compile the Leadership Protocol and Communication are the Leadership Activity Documentation and Publication Division, the Leadership Communication Division, and the Protocol Division. Preparation of policy implementation, coordination of the implementation of regional apparatus responsibilities, monitoring and evaluation of the implementation of regional policies related to the management of documentation, communication, and protocols, as well as the provision of planning and reporting are the responsibilities of this section. According to Sutrisno (2017), Communication is a concept that has many meanings. One of the

meanings of communication is related to social processes, which means that communication is seen in the context of social sciences.

Social scientists investigate communication in this case using a methodology that emphasizes human activity and the relationship between messages and behaviors. According to Senapati (Yanti, 2019) The role of communication is essential in all aspects of organizations and businesses. Therefore, it is important for employees and internal communication in the organization to have good communication skills.

Pre-existing research conducted at the site revealed a clear pattern of declining employee performance. The decline in performance is characterized by laxity in related regulations, which results in substandard service to potential clients and delays in work. Initial observations show that reports made by employees are often submitted late. In addition, a poorly organized communication system in the company also contributes to problems such as the lack of understanding of the work of the subordinates and the reluctance of employees to discuss the challenges they face at work. The above problems are the result of inadequate communication protocols, both between colleagues and between staff and superiors.

The purpose of this study is (1) to find out and analyze the extent to which communication affects the effectiveness of employee work, and (2) to find out and analyze the extent to which infrastructure facilities affect the effectiveness of employee work.

The formulation of the problem from this study is as follows: (1) What is the role of Organizational Communication in Improving the performance of employees of the Cirebon City Prokompim Section? (2) What are the obstacles in the implementation of organizational communication on employee performance in the Cirebon City Prokompim? (3) What are the solutions in improving organizational communication on employee performance at Cirebon City Prokompim?

### **Literature Review**

Existing research examining the relationship between internal communication and employee performance effectiveness shows that effective communication has a relatively small impact on employee performance effectiveness: (1) Didi Wandu, "The Influence of Communication on Employee Performance at the Regional Disaster Management Agency (BPBD) of Banten Province", published book *Journal of Vocational Economics* (2019:24) The findings of this quantitative research show that communication has a significant and statistically positive effect on the performance of BPBD employees in Banten Province. This is supported by a calculated t-value of 8.721 and a significance level of 0.000. On the other hand, a coefficient of determination (R<sup>2</sup>) of 0.481 was obtained, which means that the communication variable explains 48.1% of the performance variable. The rest is taken into account by other variables. This shows that communication according to Banten Province BPBD employees includes the following: understanding, enjoyment, attitude modification, relationship improvement, and action. In the Banten Provincial BPBD, communication between employees, superiors, and colleagues runs efficiently and effectively. (2) Riki Kurniawan, Nurmasari "Analysis of Employee Performance in the Field of Services and Information at the Investment and Integrated Licensing Service Agency of Siak Regency" (2017). Qualitative research was carried out to determine the performance of employees in the field of services and information at the Siak Regency Integrated Investment and Licensing Services Agency. The findings show that although the implementation is not ideal, progress has been made in achieving the vision and mission of the Siak Regency Integrated Investment and

Licensing Service Agency. In conclusion, overall, this can be categorized as profitable. However, there are several shortcomings in various aspects that need improvement. In addition, the assessment system established based on Government Regulation No. 46 of 2011 also has a number of weaknesses, including an assessment component that lacks proper assessment criteria, is very subjective because the assessment is only carried out by superiors, and does not include other related elements. (3) Heru Kuncorowati, Then Supardin (2020) "The Effect of Job Satisfaction and Organizational Commitment on Employee Performance" *Edunomika – Vol. 8, No. 1, 2023*. This study is quantitative and its findings, which are the results of data testing, show the following: 1) The performance of hotel employees in Yogyakarta is more or less influenced by job satisfaction. 2) The influence of organizational commitment on the performance of hotel employees in Yogyakarta is quite significant. 3) The performance of hotel employees in Yogyakarta is significantly influenced by job satisfaction and organizational commitment. These findings support the conclusion that job satisfaction and organizational commitment have a major impact on employee performance. There is a positive correlation between employee job satisfaction, organizational commitment, and employee performance. This is because when employees feel satisfaction and ease when working in the organization, and the organization shows strong dedication to its workforce, then employee performance is likely to improve. (4) Muamar Khadafi Usman, Agung Widhi Kurniawan, Burhanuddin (2020) "The Effect of Communication Effectiveness on the Performance of Employees of the Biringkassi Village Office, Binamu District, Jeneponto Regency" *DECISION : ISSN Journal of Economics and Business. 2721-4907 Volume 4, Number 2, October 2023*. The results of this quantitative study show that organizational communication at the Biringkassi Village Office, Binamu District, Jeneponto Regency has a positive and statistically significant effect on the effectiveness of employee work. By drawing conclusions from the results of previous research and discourse, one can draw further conclusions. Communication effectiveness has a considerable positive correlation with employee performance at the Biringkassi Village Office, Binamu District, Jeneponto Regency based on the findings of this study

## **Research Methods**

The research methodology used is a qualitative descriptive approach. According to Sugiyono (2018) Qualitative research methods, which are based on philosophy, are used to investigate scientific phenomena (experiments) in which the researcher plays the role of an instrument. This qualitative data collection and analysis technique prioritizes the importance of the subject matter investigated based on empirical evidence from the field. The qualitative approach was chosen because the researcher wanted to uncover and deeply understand phenomena that are not yet known or still rarely studied.

In addition, researchers want to be directly involved and explore the phenomenon being studied, by being the key to data collection. This research was carried out within the Protocol and Communication Section of the Cirebon City Regional Secretariat Leadership. This study uses a qualitative descriptive approach to test employee performance. The investigation uses a variety of data collection methods, including observation, interviews, and documentation. According to Nasution in Sugiyono (2020:109) Researchers who conduct direct observations to obtain a holistic understanding of data in a broader social context, thus allowing the acquisition of a comprehensive perspective. According to Berger (in Kriyantono 2020:289) The interview

consists of a dialogue between a researcher, who is looking for information, and an informant, who is considered to have important details regarding a particular subject.

This research method is also supported by a statement from Kriyantono (2020, p. 308-309) This approach applies to qualitative and quantitative research. Examining historical data systematically and objectively, this documentation method includes framing, semiotics, discourse analysis, and qualitative content analysis. This approach is used to identify specific obstacles that hinder organizational communication in order to assist the Communication Protocol staff & Leadership of the Cirebon City Regional Secretariat in improving its performance. To support this study, the researcher used Organizational Communication Theory According to Max Weber in (Heryana, 2021), Organizational Communication Theory discusses how communication has an important role in managing an organization and can affect employee performance.

Internal communication is generally divided into two types, *first* vertical communication refers to the exchange of information and ideas between the bottom and the top. Leadership-to-subordinate and subordinate-to-leader communication. Vertical communication involves a leader providing direction, information, and further instructions to his subordinates. Leaders receive reports, suggestions, complaints, and other forms of input from subordinates. Further, horizontal or transverse communication refers to the exchange of information between individuals, including managers and employees. This form of communication can send messages between divisions of the organization or within it. Lateral communication allows for the exchange of information, expertise, approaches, and challenges.

## **Results and Discussions**

### **The Role of Organizational Communication in Improving Employee Performance**

The importance of organizational communication is emphasized in the Protocol and Leadership Communication section. Not only in one organization, but in each individual in the Protocol and Communication section of the Cirebon City Leadership. Because without communication, none of us can see the obstacles that hinder the improvement of employee performance.

In order to improve the performance of employees in the Cirebon City Prokompim section, organizational communication functions as an intermediary between leaders, subordinates, subordinate leaders, and fellow employees. Serving the leadership in accordance with the main responsibilities and functions of the protocol and communication of the leader.

*"Two elements that must occur are hierarchy and formality that apply to almost all types of work. The role of prokompim is to serve leadership and bridge communication practices between leaders, colleagues, and subordinates. The communication strategy is different when exchanging messages between superiors and subordinates."* (Syarifuddin, April 03, 2024)

Based on the results of the interview above, the Protocol and Communication of the Cirebon City Leadership is the scope of domestic democracy, so the communication pattern used is a hierarchical and formal communication pattern. Where the hierarchical communication pattern occurs when the boss has a communication strategy that uses more instructions to his subordinates. In addition, there is a formal communication pattern that occurs when fellow employees coordinate in all types of work.

## **Obstacles in the Implementation of Organizational Communication on Employee Performance**

The main task of the Cirebon City Prokompim is to serve the leadership, such as the mayor, deputy mayor, and regional secretary of Cirebon City. For those who are in charge in the room, such as the administrative department, they must always be ready and run smoothly whenever the leader gives a task. In addition, there are also those who serve in the field, including documenting leadership activities, organizing events, and serving as aides. In the context of internal communication in Prokompim, the challenge lies in the limitation of space and time resources.

With a wide scope of work, both in administrative and field work, communication becomes complex due to differences in space and time. While administrative work can be done WFO (Work From Office), field work requires additional coordination, which is often hampered by technological limitations, such as face-to-face restrictions and obstacles in online communication. For example, when the leader's monitoring schedule changes suddenly, this can affect the work plan in the field, so quick adjustments in communication are needed.

*"Internal communication at Prokompim is experiencing obstacles in terms of space and time limitations.*

*The limitation of space and time is an obstacle in internal communication because of the existence of two dimensions of work that go together.*

*This requires different communication skills for each type of job." (Syarifuddin, April 03, 2024)*

On the other hand, administrative jobs such as finance can have smoother internal communication due to the direct interaction between staff and their superiors in the room. Nevertheless, internal communication in Prokompim still involves various modes of communication such as telephone, WhatsApp messages, and other methods to bridge communication between various parties within the same organization.

## **Solutions in Improving Internal Communication Towards Employee Performance**

The solution that can be taken is to increase the frequency of use of different types of communication modes and ensure that the information conveyed is very detailed. For example, if there is an urgent need to gather all the heads of service quickly and a phone call is not possible, the use of invitations through WhatsApp can be an effective option. However, it is important to make sure the information conveyed through the chat message is very clear and not confusing. Improving the format of chat invitations can help prevent miscommunication.

*"The solution to improve the mode of communication is to convey detailed information through channels, consisting of chat, phone, or WhatsApp. It is important to intensify the mode of communication without making it formal so as not to hinder the individual's abilities. Each individual has their own responsibilities, and they must work in coordination with their superiors or subordinates to complete those tasks." (Syarifuddin, April 03, 2024)*

Another solution is to increase the use of various modes of communication such as telephone, WhatsApp group chats, Prokompim, and other methods. Coordination must be carried out in detail and intensively, without being bound by rigid formal rules. However, continuity in communication styles must be maintained, while strategies can be adjusted to needs. It is important to ensure that every piece of information conveyed,

both by staff and superiors such as Kasubag, is very detailed and clear. This is necessary to maximize the effectiveness of internal communication in the Prokompim environment.

Quoting from Max Weber's theory that communication from superiors to subordinates is usually instructional, while from subordinates to superiors tends to be consultative. For example, the staff of the Prokompim section receives instructions from the Head of the Division to perform certain tasks, and the prokompim staff must immediately carry it out. After that, Prokompim staff consulted with their superiors, where Prokompim staff asked if the tasks given were in accordance with what was directed. This is an example of consultation that does not directly ask for results, because in the context of bureaucracy, decisions are taken by superiors. So, prokompim staff cannot be too flexible because everyone has their own responsibilities. When communicating with peers, the nuances become coordinated. For example, if the Head of Section asks the staff to organize an event, it is an instruction to the staff. However, the prokompim staff cannot carry it out alone, so the prokompim staff coordinates with other parties to carry it out. After everything was done, the prokompim staff returned to their superiors to consult and ask for input. In a situation like this, the "yes" or "no" response usually comes from the boss, so it looks formal, but that's the dynamics of the job that must be lived.

## **Conclusion**

The improvement of employee performance is significantly influenced by organizational communication, as stated in the Protocol & Communication section of the Cirebon City Leadership. This applies not only to the organizational structure itself, but also to every individual involved in it. This role is a bridge for communication practices between leaders, fellow leaders, leaders downwards, and fellow employees, in accordance with the duties and functions of the Leadership Protocol and Communication which aims to serve the leadership. The communication patterns used, both hierarchical and formal, reinforce this role in the context of domestic democracy.

However, the implementation of organizational communication in the Cirebon City Prokompim faces the main obstacle related to limited space and time resources. These challenges impact the effectiveness of coordination between administrative and field work, which is often disrupted by technological limitations and face-to-face restrictions. To overcome this, a solution is needed that prioritizes the use of various high-intensity communication modes, detailed and intensive coordination, and ensures that the information conveyed is very detailed and clear. In this way, the effectiveness of internal communication within Prokompim can be improved to support the improvement of overall employee performance.

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