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Performance Evaluation of the Protocol and Leadership Communication Division of the Regional Secretariat of Hulu Sungai Utara Regency

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Abstract: This study aims to evaluate the performance of the protocol and leadership communication division of the regional secretariat of Hulu Sungai Utara Regency in 2025, focusing on the effectiveness of the protocol and communication functions in supporting responsive and transparent governance. This study uses a qualitative descriptive approach with a case study method, involving one researcher and six informants, consisting of one Head of Section, one Head of Subsection, two protocol staff, and two aides. The study was conducted from September to October 2025. The data were collected through in-depth interviews, observations, and literature studies and validated using source triangulation, member checks, and audit trails. The results of the study indicate that performance is in the good category in the aspects of productivity, responsiveness, and accountability, but is still weak in service quality and responsibility due to limited human resources, infrastructure, and budget. These findings confirm that improving bureaucratic performance is determined not only by the availability of resources but also by the effectiveness of internal coordination and managerial support. Theoretically, this study enriches the literature on public bureaucratic performance evaluation and recommends improving employee competency, providing adequate infrastructure, and implementing digital evaluation to strengthen the effectiveness of public services. The results of this study can be a basis for local governments in formulating policies to improve the performance of bureaucratic organizations that are more adaptive, efficient, and oriented toward quality public services.

Keywords: Bureaucracy, Performance, Evaluation, Protocol and Leadership Communication.

INTRODUCTION

Organizational performance is an important factor in assessing the extent to which organizational goals have been achieved (Hidayatullah, 2025). Performance assessments are not only a tool for measuring program success but also serve as a basis for continuous work system improvement. In the context of public organizations, civil servant's performance is crucial to the success of government administration (Sunda et al., 2017). Efforts to improve performance can be achieved through strong leadership, clear task division, and optimal

employee functions implementation. Therefore, performance assessment is a crucial part of achieving effectiveness and efficiency and improving the quality of public services.

In regional governance, success is determined not only by the formulation of work programs but also by the effectiveness of organizational functions, coordination between departments, and the quality of services provided to the public. The Regional Secretariat of Hulu Sungai Utara Regency plays a strategic role in supporting the implementation of government duties. One of its key units is the Protocol and Leadership Communications Division, which is responsible for organizing protocol activities, coordinating regional leadership agendas, and ensuring public information transparency. This role is closely linked to the principles of transparency, accountability, participation, effectiveness, and responsiveness to community needs within the framework of good governance.

Based on Hulu Sungai Utara Regent Regulation Number 7 of 2023 concerning the Position, Main Duties, Functions, and Job Descriptions of the Regional Secretariat, the primary task of the Protokol Division is to prepare operational policy materials in the protocol field. Its job description includes implementing protocol procedures in welcoming guests of the regional government, coordinating and facilitating regional leadership activities, and disseminating information regarding government agendas. This unit also functions as a communication bridge between regional leaders and the public, other agencies, and the mass media. The protocol and leadership communication section plays a strategic role in supporting the smooth running of the government and building a positive image of the regional government through these functions. However, in practice, several obstacles remain, such as limited human resources, double workloads, and the lack of optimization of the role of the protocol in supporting the effectiveness of government agendas.

From the perspective of governance communication and organizational image management, this unit's role is crucial because strategic public communication can shape public perception, legitimacy, and trust in the government. According to the symbolic interactionism theory, social meaning is formed through interactions and the symbols used in communication. In this context, leadership protocol and communication activities are not only administrative but also symbolic, reflecting the image, authority, and credibility of the local government in the public eye.

Therefore, the effectiveness of this unit has direct implications for the overall image and legitimacy of the regional government. However, in practice, several obstacles remain, such as limited human resources, multiple workloads, and the lack of optimization of the role of the protocol in supporting the effectiveness of government agendas.

Various previous studies have highlighted the evaluation of government apparatus performance, but they have focused more on public service performance. For example, the research by M. Gio Vandy Harahap (2024) this study analyzes the performance of the Public Relations and Protocol Subdivision of the Deli Serdang Regional People's Representative Council (DPRD) using the Balanced Scorecard with four main perspectives. Research by Mirda Yuma Eka Putri and Indria Arundinasari (2024) focuses on public relation performance in publishing public information based on Simanjuntak's performance theory. Bara Jonathan, Rihi Hina, Sri Sundari, and Marisi Pakpahan (2024) discuss the role of organizational performance evaluation through literature studies. These studies demonstrate the importance of performance evaluation in improving the effectiveness of public organizations; however, the specific role of the leadership protocol and communication unit has not yet been highlighted.

Other research such as Wideaswari (2021) and Aini (2019) also reinforce similar findings. Their study focused on public service agencies or units in general, not including leader's protocol and communication functions. However, these units play a direct role in setting regional leader's agendas, supporting government diplomacy, and conveying public information that can influence public perception of local government performance. In other

words, the protocol and communication functions hold a strategic position that has not been widely explored in the evaluation of local government performance.

This study has a clear research gap. Previous studies tend to focus on bureaucratic performance or public services in general, while this study specifically examines performance evaluation in the field leadership's protocol and communication unit, which is rarely analyzed within the framework of good governance. This study aims to fill this gap by evaluating the performance of the Protocol and Leadership Communication Division of the Regional Secretariat Hulu Sungai Utara Regency. The results are expected to provide a more comprehensive picture of the factors influencing the performance of this unit, while also providing academic and practical contributions to strengthening transparent, accountable, and effective regional governance.

METHOD

This research uses a qualitative descriptive approach with a case study method. This approach was chosen because it provides an in-depth overview of the phenomenon under study: the performance evaluation of the Protocol and Leadership Communications Division of the Regional Secretariat Hulu Sungai Utara. The research focuses on understanding how the protocol and communication functions of the leadership support effective and transparent governance.

This research was conducted in the Protocol and Leadership Communications Division of the Regional Secretariat of Hulu Sungai Utara Regency. Purposively, this location was chosen because this unit plays a strategic role in conveying public information, coordinating regional leadership agendas, and being at the forefront of supporting the implementation of good governance principles. Furthermore, this location was chosen because real issues related to the effectiveness of protocol and communication tasks; remain, making it relevant for further study. The research was conducted from August to September 2025, adjusting to the activity schedule and informants availability.

The research subjects consisted of leaders and technical implementers in the protocol department. Purposive sampling was used to select research informants, which involves deliberately selecting informants based on their position and knowledge of the phenomenon being studied. Six informants were selected: one Head of the Protocol and Leadership Communications Division (W1), one Head of the Protocol Sub-Division (W2), two protocol staff (W3, W4), and two adjutants (W4, W5). This selection of informants was intended to obtain diverse perspectives from various organizational level.

Data collection techniques are performed in several ways, namely:

- a. In-depth interviews were conducted to gather comprehensive information regarding the implementation of protocol tasks, internal coordination, and leadership communication strategies. Semi-structured interviews were conducted to allow researchers to elicit key information while still allowing informants to openly share their perspectives.
- b. Direct observation, conducted to gain an understanding of the real situation of carrying out tasks in the field, including coordination flows, communication patterns, and routine protocol activities.
- c. A literature review was conducted to strengthen the field findings with relevant theories, regulations, and previous research results.

To ensure data validity, researchers used several validation techniques, namely:

- a. Source triangulation, this was done by comparing the results of interviews with leaders and staff regarding the implementation of protocol agendas and leadership communication. For example, to ensure data consistency, information regarding the mechanism for comiling

leadership work agendas was compared between the perspectives of Section Heads, Subsection Heads, and protocol staff.

- b. A member check was carried out by reconfirming the interview results and the researcher's interpretation with the informants to ensure that there were no misunderstandings in extracting meaning.
- c. An audit trail is carried out by systematically documenting each stage of the research process, starting from data acquisition and the analysis process, to the preparation of conclusions, in ensure the transparency and replicability of the research.

Data analysis was conducted using the Miles and Huberman model, which includes three stages:

- a. Data reduction is performed by selecting, simplifying, and focusing on raw data relevant to the research focus, such as the effectiveness of the implementation of protocol functions, communication coordination, and operational constraints.
- b. Data presentation was conducted in the form of descriptive narratives, tables of findings, and category matrices to facilitate the reading of patterns and relationships between data components.
- c. Conclusion drawing and verification, carried out through an in-depth interpretation of the data that has been reduced and presented.

In the analysis process, categories were inductively formed from the interview and observation results. The researchers first conducted open coding to identify the initial themes from informants' responses. These themes were then grouped into analytical categories such as coordination effectiveness, the role of protocols in leadership agendas, resource availability, and managerial support. These categories were then verified through triangulation and member checking, ensure that the findings were valid, consistent, and accountable.

RESULTS AND DISCUSSION

This section presents the results of in-depth interviews with several informants, field observations, and document reviews related to the implementation of the duties and functions of the Protocol and Communications Section of the Regional Secretariat of Hulu Sungai Utara Regency. The analysis was conducted to assess the performance of the public bureaucracy and the factors that influence the effectiveness of task implementation, and to describe its implications for improving public services.

Bureaucratic Performance of the Protocol and Leadership Communication Division of the Regional Secretariat of Hulu Sungai Utara Regency

Bureaucratic performance is a key indicator of the effectiveness of regional government administration. Bureaucratic performance demonstrates the extent to which an agency's duties, functions, and responsibilities are optimally implemented in providing public services. Research findings, obtained through in-depth interviews and direct observation, indicate that the performance of the Protocol and Leadership Communications Division reflects the dynamics of bureaucratic implementation in supporting regional leadership activities and maintaining the government's image.

Based on field findings, this section analyzes bureaucratic performance using several key indicators, including productivity, service quality, responsiveness, responsibility, and accountability. These five indicators serve as important benchmarks for measuring public bureaucracy success.

1. Productivity

The productivity of the Protocol and Leadership Communications Division of the Regional Secretariat of Hulu Sungai Utara Regency Leadership in 2025 can be seen from

the implementation of its main tasks and protocol functions, which have generally gone according to plan. This section consistently organizes protocol activities such as welcoming guests, official government events, and cross-agency coordination. However, field findings indicate that task implementation often experiences imbalances due to limited human resources. Some employees frequently simultaneously perform multiple duties.

An informant stated that, "We often have to handle several events simultaneously, so coordination must be fast and precise." (W1, September 16, 2025). This phenomenon demonstrates that productivity is highly dependent on human resource efficiency and internal coordination. According to Dwiyanto, public sector productivity is largely determined by an organization's ability to effectively manage resources and service processes. This finding supports the theory that increasing productivity is determined not only by the number of activities but also by the effectiveness of work management. In general, the productivity of the Protocol Division is quite good, although increasing the number of human resources and more systematic work planning are still required.

2. Quality of Service

Service quality is a key indicator in assessing public bureaucracy performance. Research findings indicate that service to the public and government guests is quite good, particularly in term of organizing official meetings and receiving working visits. Local governments have also established procedures for receiving guests and business partners to improve service satisfaction.

Another informant stated, "We strive to make our guests feel comfortable and well-served, despite the limited availability of human resources." (W2, September 16, 2025). Employees regularly attend protocol training, even though their educational backgrounds are not yet fully aligned. Efforts to improve competency through these non-formal channels demonstrate the organization's awareness of the importance of improving service quality.

Timein Sinollah (2019) explains that five main dimensions influence service quality: reliability, responsiveness, assurance, empathy, and tangibles. These findings indicate that the dimensions of empathy and responsiveness are quite strong, but the reliability and supporting facilities still need to be strengthened. Although the service is already good and responsive, improving skills and the availability of work facilities is urgently needed to encourage more optimal public services.

In addition, the New Public Service perspective emphasizes that the government is not merely steering but also serving the public. Denhardt and Denhardt (2015) emphasize that public services should be oriented toward meeting citizens' needs, not merely administrative efficiency. Therefore, improving service quality is not merely a technical issue, but also a manifestation of the ethical commitment of the bureaucracy to respect and empower the public as citizens, not simply customers. This approach is relevant to the context of government protocol and communication services, which demand professionalism and empathy in every public service interaction.

3. Responsiveness

The responsiveness of the Protocol Division is reflected in its employees' ability to prioritize agenda of the leadership quickly and systematically. Scheduling is done with the event's urgency in mind, ensuring effective coordination. "If there are two events happening close together, we immediately coordinate who will accompany them and who will arrange the venue," said one employee (W3, September 18, 2025).

In Madjid, Osborne and Gaebler (2017) explained that responsiveness in public organizations reflects the ability to respond quickly and appropriately to stakeholder needs. These findings support this view. Flexible internal coordination and structured

communication are key to ensuring the smooth running of the work agenda of the leadership. While the system is already quite responsive, the use of a digital agenda system will further improve coordination efficiency and accuracy.

Lipsky (2010) stated that frontline implementation staff play a crucial role in determining how policies are implemented in the field. They must make quick decisions and adapt their actions to the conditions at hand, especially when resources are limited and service pressures are high. This is evident in the manner in which protocol staff adjust agenda priorities quickly and coordinatedly. Good responsiveness reflects not only efficiency but also staff adaptability in providing optimal public services. While the system is already quite responsive, the use of a digital agenda system will further improve coordination efficiency and accuracy.

4. Responsibility

The alignment of activity implementation with established work plans and targets is the measure of responsibility. The study results indicate that the Protocol Section's work program aligns with the agency's vision, mission, and annual priorities. Employees demonstrate a high level of commitment to their duties, despite their diverse educational backgrounds.

According to Herizal (2020) responsibility is a form of public organization commitment to fulfilling moral and professional responsibilities. These findings demonstrate that although formal competencies are still limited, employee commitment and work ethic can support the implementation of organizational tasks and responsibilities. However, to maintain consistent program implementation, strengthening human resource capacity and a more structured monitoring and evaluation system are still needed.

5. Accountability

Accountability is reflected in the public's openness and accountability for performance. The Protocol Division has compiled and submitted the Annual Performance Report (LAKIP) and maintained open communication with the Regional Work Units (SKPD) and the public. An informant stated, "We report every activity to our leadership, and we submit an annual report to the district government." (W4, September 18, 2025).

Dwiyanto (2008) emphasized that public accountability is largely determined by public communication mechanisms and information transparency. The findings of this study support this argument. Transparency in reporting and cross-agency communication are the foundations of public accountability. However, two-way communication with the public must be expanded to strengthen transparency and public participation.

Frederickson (2005) added that public accountability is measured not only through administrative reporting, but also by the extent to which public institutions ensure social justice and transparency towards citizens. Therefore, performance accountability must encompass an ethical dimension, not just a procedural one. In the context of the Protocol Section, accountability is reflected in efforts to ensure transparency in activity reporting and cross-agency communication. However, accountability will be strengthened if broader public participation in the evaluation and oversight process is included. Thus, accountability is not only a formal obligation but also a moral commitment to society.

Factors Affecting Bureaucratic Performance

Interviews and field observations revealed that several factors influence bureaucratic performance in the Protocol and Leadership Communication Division of the Regional Secretariat of Hulu Sungai Utara Regency. These factors encompass both internal and external organizational aspects that influence the productivity, responsiveness, and effectiveness of

protocol tasks. Findings indicate that human resources and infrastructure are the two primary factors most influential in achieving the performance of this work unit.

On the human resources side, although most employees have undergraduate degrees, technical competency and specialized expertise in protocol and public communications still need to be improved. Many employees acquired protocol skills through non-formal training rather than formal education. The limited number of employees also results in an uneven workload, requiring some people to simultaneously juggle multiple tasks. This can reduce the effectiveness of coordination of activities. One employee stated, "If the events are simultaneous, we have to quickly divide tasks. Sometimes, one person handles several responsibilities at once." (W6, September 19, 2025).

Furthermore, facilities and infrastructure significantly influence performance. Field findings indicate that supporting facilities, such as workspaces, documentation equipment, and official transportation, are inadequate. This often forces employees to use private vehicles to perform official duties. One informant stated, "Sometimes we use private vehicles for official activities because facilities are inadequate." (W5, September 18, 2025). These limitations can directly impact the smooth tasks execution and reduce work efficiency.

According to Gibson in Englasari (2019) three main aspects influence employee performance : individual factors (ability, skills, and motivation), organizational factors (structure, resources, leadership), and work environment factors (facilities, work relationships, and policies). The findings of this study are consisting with this theory. Individual factors are reflected in the competence and number of human resources; organizational factors are seen in coordination mechanisms and internal policies; and environmental factors are reflected in the availability of supportive work facilities.

In addition to these two main factors, internal coordination and organizational policies play a crucial role in supporting or hindering performance. When coordination runs smoothly, productivity increases because tasks are more clearly divided and work agendas can be quickly responded to. Conversely, if coordination is suboptimal, various technical obstacles and miscommunication can arise, thereby disrupting work effectiveness.

Thus, the factors that influence the performance of the Protocol and Leadership Communication Division can be summarized as follows:

1. Availability and competence of human resources, especially related to technical expertise in protocol and public communication.
2. Limited facilities and infrastructure, such as transportation, work space, and supporting equipment.
3. The quality of internal coordination determines, the smooth implementation of activities.
4. Organizational policy support influences, the flexibility and effectiveness of task implementation.

These findings demonstrate that public bureaucratic performance is determined not only by individual capabilities but also by the overall support system of the organization. Therefore, performance improvement cannot be achieved in a piecemeal manner; it requires a comprehensive approach that includes strengthening human resources, providing facilities, and improving internal management and policies.

Reflections and Implications of Bureaucratic Performance

The bureaucratic performance of the Protocol and Leadership Communications Division of the Regional Secretariat of Hulu Sungai Utara Regency reflects the crucial role of the regional bureaucracy in supporting the effectiveness of government duties and public services. This section strategically serves as a liaison between the regional government and the public,

particularly in conveying information, implementing protocol activities, and managing leadership communications. Therefore, the performance quality of this section significantly determines the image and credibility of the regional government institution.

Results research shows that bureaucratic performance has achieved positive results in several key aspects, such as productivity, responsiveness, and accountability. Various programs and activities can be implemented according to plan, and good coordination between departments is also achieved. However, several aspects such as limited human resources, uneven employee competency, and a weak system of coordination and ongoing performance monitoring, still need to be strengthened.

Reflection on these findings confirms that the success of a bureaucracy depends not only on the implementation of technical tasks, but also on the overall effectiveness of organizational management. In Tarumingkeng (2025) Osborne and Gaebler stated that a responsive and adaptive bureaucracy is the key to improving public services sustainably. Fadhlurrohman's research (2024) also asserted that open organizational communication, human resource capacity development, and a collaborative work culture will support bureaucratic performance.

This finding agrees Pane's research (2025) which shows that employee competence and infrastructure support directly influence the effectiveness of regional bureaucratic performance. Similarly, Rosma (2017) found that internal coordination and organizational leadership were the dominant factors in increasing the work productivity of local government officials. Thus, this research strengthens the empirical evidence that human resource management and organizational coordination are key pillars in improving bureaucratic performance.

The implication is that improving bureaucratic performance must be directed at strengthening internal management, systematically developing employee competencies, and enhancing organizational communication effectiveness. Policy support from regional leaders is key to creating a professional, adaptive, and productive work climate. With these improvements, the Protocol and Leadership Communications Division is expected to make a greater contribution to improving the quality of public services and fostering responsive, transparent, and accountable governance.

CONCLUSION

The Performance of the Protocol and Leadership Communication Division of the Regional Secretariat Hulu Sungai Utara Regency demonstrated positive achievements in terms of productivity, responsiveness, and accountability. However, weaknesses in service quality and responsibility remain, requiring further attention. The factors that most impact performance are limited staff, suboptimal infrastructure, and limited budget support. These findings reinforce the understanding that human resource capacity, coordination effectiveness, and managerial support significantly influenced bureaucratic performance. Conceptually, bureaucratic performance effectiveness is determined not only by resource adequacy but also by governance communication capacity and organizational adaptability. Strong governance communication enables bureaucratic organizations to build efficient internal coordination, transparently convey information, and strengthen legitimacy and public trust. Meanwhile, organizational adaptability plays a crucial role in ensuring the bureaucracy's ability to respond flexibly and timely to environmental changes, operational challenges, and the dynamics of community needs. In practice, performance improvements can be achieved by strengthening employee competencies, providing adequate facilities and infrastructure, and implementing a digital-based evaluation system to facilitate monitoring and decision-making. Strengthening communication capacity and organizational flexibility is a long-term strategy for building a professional, transparent, responsive, and adaptive bureaucracy. With these strategic steps, bureaucratic performance is expected to become increasingly optimal in supporting public services with integrity and quality.

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