
Strategy to Improve Employee Performance of the Directorate of Human Resources and General Affairs of the Public Broadcasting Corporation of Radio Republik Indonesia (RRI)

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Abstract:

This study aims to determine the background of suboptimal employee performance within the Directorate of Human Resources and General Affairs of LPP RRI and to identify strategies for improvement. The research method used is descriptive with a qualitative approach. The results reveal several factors affecting employee performance, including a lack of open appreciation, which reduces motivation and job satisfaction, and inadequate internal coordination impacting efficiency and collaboration. A poorly structured recognition and reward system lowers morale, while suboptimal periodic evaluations fail to maintain and enhance employee motivation. Work design requiring inclusive attitudes, promotion of tolerance, and improved administrative skills is necessary to create a positive and efficient work environment. Factors such as interpersonal relationships, communication, compensation, supervision, work facilities, employee loyalty, and discipline also affect performance and need attention for overall improvement. The strategy to enhance employee performance focuses on three main aspects: Motivation, Traits, and Self-Concept. In the Motivation aspect, internal motivation development, structured recognition and rewards, and flexible HR policies are implemented to create a supportive and motivating environment. In the Traits aspect, improved employee management, inspirational motivation, and development through continuing education programs aim to boost organizational efficiency and employee skills. The Self-Concept aspect involves physical, emotional, intellectual, social, and spiritual improvements through various programs like fitness, interpersonal training, and professional development. Implementing this strategy is expected to create a dynamic work environment, support holistic employee growth, and ultimately improve overall performance within the Directorate of Human Resources and General Affairs of LPP RRI.

Keywords: *improvement strategy, employee performance, Directorate of Human Resources and General Affairs of LPP RRI*

1. Introduction

Human resources are one of the most crucial and determining factors in an organization (Neher & Maley, 2020). The rapid development of increasingly sophisticated technology requires every individual in an organization to utilize all their abilities to support daily performance, significantly impacting organizational performance (Eggers & Suh, 2019). Alongside technological advancements, facilities

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and infrastructure in organizations also evolve, becoming more sophisticated to support the performance of human resources (Fahrenkopf, Guo, & Argote, 2020).

When discussing performance, it is essential to consider motivational factors that encourage individuals to improve their performance, such as ability and work ethic (Bal & De Lange, 2015). The dynamics of a structured work environment in both public and private organizations evolve with the demands of the times, compelling every employee to develop individual abilities, thus impacting overall employee performance (Hu & Liden, 2015). Motivation is crucial in driving employees to utilize their skills effectively, which is pivotal for organizational success (Saks, 2019).

Since the enactment of Law No. 32 of 2002 concerning broadcasting and Government Regulation No. 12 of 2005, Radio Republik Indonesia (RRI) became known as the Public Broadcasting Institution of Radio Republik Indonesia (LPP RRI). With this new status, RRI management has strived to adapt by continuously learning about public broadcasting and transforming into a learning organization (Grant & Berry, 2014). Despite these efforts, RRI's human resources have faced obstacles in fulfilling their duties as public broadcasters, emphasizing the need to enhance their competencies, including knowledge, skills, and attitudes (Parker & Grote, 2020).

Competent human resources are pivotal assets for achieving organizational goals (Van De Voorde, Paauwe, & Van Veldhoven, 2016). Employee performance significantly affects their contribution to organizational success (Lee & Lee, 2018). Therefore, organizations need to identify the strengths and weaknesses of their employees as a foundation for improving productivity and development, ensuring that employee performance aligns with organizational objectives (Breevaart et al., 2015). Effective performance management systems are essential for recognizing and nurturing employee potential (Neher & Maley, 2020).

Despite these efforts, the evaluation of the implementation of Bureaucratic Reform in 2022 highlighted challenges within LPP RRI. The aspect of the ASN Professionalism Index revealed a score of 52.9 out of 100, indicating the need for significant improvement in managing employee professionalism (Rapp et al., 2014). This low score reflects the challenges LPP RRI faces in enhancing its workforce's professionalism to perform optimally and establish itself as a competent public service institution (Richter, Dawson, & West, 2016).

Research on improving employee performance has highlighted various strategies, such as developing intrinsic motivation, providing structured recognition and rewards, and implementing flexible HR policies (Schaufeli & Bakker, 2014). These strategies are crucial in creating a supportive and motivating environment for employees, ultimately enhancing their performance (Lanaj, Johnson, & Lee, 2016). Furthermore, focusing on continuous education and development programs is essential for improving organizational efficiency and employee skills (Cascio, 2006).

Addressing the research gap, this study aims to investigate specific strategies to enhance employee performance within the Directorate of Human Resources and General Affairs of LPP RRI. The novelty of this research lies in its focus on tailored strategies that cater to the unique needs of LPP RRI's workforce, considering the organization's specific challenges and goals (Farooq & Vij, 2018). The urgency of this research stems from the need to enhance employee professionalism and performance to ensure LPP RRI can effectively fulfill its role as a public broadcasting institution (Christensen Hughes & Rog, 2008).

In summary, this study aims to identify and implement strategies to improve employee performance within the Directorate of Human Resources and General Affairs of LPP RRI. By addressing the identified challenges and leveraging the proposed strategies, LPP RRI can enhance its workforce's professionalism and performance, ultimately achieving its organizational objectives and establishing itself as a trusted public service institution (Boswell & Boudreau, 2000; Ulrich & Brockbank, 2005).

2. Theoretical Background

Performance

Performance is a behavior or activity related to the organization, where the actions and decisions within the organization stem from the leadership. Performance is not merely the outcome, consequence, or result of behavior but is the act or action itself (Neher & Maley, 2020). Performance is inherently multidimensional; different tasks and roles within an organization encompass various performance components that interact with other variables (Van De Voorde, Paauwe, & Van Veldhoven, 2016). Furthermore, effective performance management systems need to accommodate these diverse components and ensure alignment with organizational objectives (Ellington, Dierdorff, & Rubin, 2014).

Employees achieve full motivation when clear goals are set, providing direction to their behavior and thoughts, ultimately guiding them toward the desired outcomes (Bakker & Demerouti, 2014). The extent to which employees succeed in achieving these goals through their tasks is the essence of performance (Hu & Liden, 2015). This aligns with the goal-setting theory, which posits that specific, challenging goals can enhance employee motivation and performance (Saks, 2019).

Strategy

The term "strategy" originates from the Greek word "strategos," meaning General, and thus implies "The Art of the General." It denotes the primary concern of an organization's top management (Grant & Berry, 2014). Strategy involves the articulation of the company's mission, the setting of organizational goals by aligning external and internal forces, and the formulation of policies and strategies to achieve these goals (Parker & Grote, 2020). Effective strategy ensures proper implementation to attain the organization's primary goals and objectives (Farooq & Vij, 2018).

Strategy encompasses an overall approach related to the idea, planning, and execution of activities over a period (Cascio, 2006). A sound strategy coordinates the work team, identifies supporting factors, adheres to the principles of rational idea implementation, ensures funding efficiency, and employs tactics to achieve goals effectively (Richter, Dawson, & West, 2016). Coordination and alignment within the strategy are critical to fostering a conducive environment for achieving organizational success (Lanaj, Johnson, & Lee, 2016).

3. Methodology

The research method used in research is a descriptive research method with a qualitative approach. The author's reason for choosing this method is motivated by the researcher's desire to know certain facts, symptoms or phenomena descriptively as they are to the dynamics of competence related to employee performance in the LPP RRI environment. In connection with the approach used in this study is a qualitative approach, the purpose of the case study method of this approach is aimed at obtaining in-depth information about employee performance improvement strategies in the LPP RRI environment. While the instruments or techniques used are interviews, documentation studies and direct observation of the object of research. Researchers build their research conclusions by "abstracting" empirical data collected from the field, and looking for patterns contained in these data. Data analysis is considered complete when the researcher has found the pattern of rules that the researcher is looking for. Based on the description above, the research method in this study is descriptive with a qualitative approach.

4. Empirical Findings/Result and Discussion

Factors affecting employee performance within the Directorate of Human Resources and General Affairs of LPP RRI

The following are the results of research that has been studied related to the main factors that can affect employee performance within the Directorate of Human Resources and General Affairs of LPP RRI which has been elaborated between field findings, theoretical studies and previous research.

Knowledge

The results of the researcher's interviews with the interviewees show that there is an understanding that the higher the knowledge, the higher the employee performance, in this case employees at the Directorate of Human Resources and General Affairs of LPP RRI. This is in line with the ideas and studies cited in chapter II, including those conducted by Spencer (1993). Basically, knowledge as one of the competency characteristics that can predict or cause an effective performance. The results of this study mean that the knowledge construct (analytical thinking, conceptual thinking, and knowledge about work) is an integrated and synergized unit capable of shaping effective performance. Therefore, to further improve employee performance at the

Directorate of Human Resources and General Affairs of LPP RRI, employee knowledge must also be improved.

Based on the results of the interview, in order for the knowledge construct to cover the ability to think analytically, think conceptually, and knowledge about work to be able to create added value for employee performance at the Directorate of Human Resources and General Affairs of LPP RRI, employees are able to understand the problem situation in the office by trying to understand in depth the factors that cause problems in the office, so that these problems can be resolved effectively and efficiently. Because based on the results of the interview, it was felt that there was a tendency to solve every problem in the office only on the surface or visible things, even though the substance of the problem was not that.

Employees are better able to observe the consequences of a situation in the office based on past experience. In addition, what is no less important and must be considered and improved by employees at the Directorate of Human Resources and General Affairs of LPP RRI is that employees must be better able to increase their mastery of knowledge related to their work. There is a tendency that employees are less able to accelerate their mindset to always improvise with circumstances that may be new in their work life. The tendency of employees at the Directorate of Human Resources and General Affairs of LPP RRI is only to carry out their routine work without trying to create new knowledge within the scope of their duties and responsibilities.

Job Design

Work design is a core function of human resource management and is concerned with detailing the nature, methods and relationships of work in order to meet the technological and organizational needs as well as the social and personal needs of the job owner or employee. Making plans before carrying out work, will help the team get better and more efficient results. When making work plans, we are required to be specific and more detailed in writing what must be done.

Based on the results of an interview with one of the interviewees, it can be seen that employees of the Directorate of Human Resources and General Affairs of LPP RRI demonstrate strong qualifications in various aspects relevant to their duties and responsibilities. They not only have in-depth knowledge of interacting with pluralistic communities, but are also able to integrate this understanding into the design of inclusive policies. In addition, employees' administrative skills are focused on inclusiveness, providing a solid foundation for designing efficient work processes. While there is awareness of the need for improvement in some aspects, concrete steps have been identified to enhance these skills. Employee attitudes and behaviors are explicitly designed to create an inclusive work environment, reflecting a commitment to diversity in every action. In addition, a deep understanding of diversity is integrated in every stage of policy design, placing acceptance of differences as a key principle.

Employees also actively develop mutual respect, emphasizing equality and creating unity in every aspect of work design. While there was an awareness of the need for improvement in the communication of vision and inspiration in some cases, proactive steps were taken to achieve this goal. Job design focused on promoting attitudes of tolerance and unity, recognizing the need for adjustments in this process. The work design process is driven by creativity and innovation, with employees leveraging differences as constructive forces to improve organizational effectiveness. The role of employees as representatives of the government is reflected in their efforts to build positive socio-psychological relationships with a pluralistic society. Commitment to inclusiveness, acceptance, cooperation and effectiveness is evident in every aspect of work design. By recognizing the need for certain adjustments, employees show readiness to continue to innovate and improve their performance to achieve inclusive and sustainable goals.

The results of this study are in line with Budi Prasetiawati's research (2015), Work Planning has a positive and significant effect on employee performance at Dis-hubkominfo Kab. Tanah Bumbu and also Sutrisno Panigoro's research (2016) with the results of the study there is a significant effect of planning, career development and wage levels together have a positive effect on employee performance.

Thus, it is necessary to continue the ongoing process of revising work design quality standards. This includes socialization activities to ensure thorough understanding, workshops to discuss the proposed changes, and strict implementation of the new standards with continuous monitoring and evaluation. The main objective is to create a work environment that is structured and oriented towards achieving organizational goals. However, based on the results of interviews, information was obtained that the current work design has not been optimally implemented by employees at the Directorate of Human Resources and General Affairs of LPP RRI. The effect of job design on employee performance can be seen if the higher the job design, the more work motivation will increase in employees, and will have an impact on the higher employee performance, thus the theoretical approach offered by Kasmir (2017) can be aligned and in line with the results of this study.

Personal/Personality

Based on the results of the interview, it was found that personality by employees at the Directorate of Human Resources and General Affairs of LPP RRI affects their performance, with placement in accordance with talent and potential will be able to increase work productivity. Talented employees at the Directorate of Human Resources and General Affairs of LPP RRI are an asset for the organization in order to win the competition. Competition in organizations is usually in the form of new ideas, fast services, and accurate decisions. To support this, adequate Human Resources (HR) and satisfactory services are needed. To support these services, employees at the Directorate of Human Resources and General Affairs of LPP RRI are needed who have personalities and motivations that are reflected through attitudes. The company in carrying out its activities continues to be supported by human

resources, namely employees who excel with constructive attitudes and traits, have high responsiveness and creativity. Similarly, in the field of work personality contributes to the success of work. This relates to personality factors that also determine a person's job suitability. There are several types of work that are in accordance with the type of personality orientation.

The personality of employees at the Directorate of Human Resources and General Affairs of LPP RRI affects their performance, with placement in accordance with talent and potential will be able to increase work productivity. In the placement of a job that is in accordance with one's personality is very important because personality will determine a person's potential in a particular field of work. The right personality will support the achievement of good results such as discipline, thoroughness and high fighting spirit. Having a job in a field that matches the personality will generally be more successful in undergoing a career, because the work undertaken does not feel like a burden but a fun thing to do. Conversely, if there is no suitability, individuals tend not to have a high fighting spirit, are undisciplined, the work they do feels heavy, it is difficult to increase work productivity and lack responsibility for the work they have / do.

Motivation

Based on the elaboration of interview results and theoretical studies, motivational aspects greatly affect the performance of the context of the Directorate of Human Resources and General Affairs of LPP RRI. This condition is in line with previous research studies that have been conducted, among others by; Armstrong (1990) and Nurwin & Frianto (2021). The conclusion related to the aspect of work motivation, periodic evaluation is considered as a step that is expected to be taken to maintain and increase the level of employee motivation. With high motivation, it is expected that employees will be more enthusiastic in carrying out their duties, achieving performance targets, and contributing positively to the work team. Careful evaluation is expected to help the organization build a work environment that boosts productivity.

Based on the results of the interview, employee motivation within the Directorate of Human Resources and General Affairs of LPP RRI can be seen as an encouragement contained within a person to carry out certain activities, in order to achieve goals. Motivation arises because it has goals that must be achieved so that motivation can lead to activities that must be carried out to support these goals. The motivational aspect can be seen as a change in energy in a person's personality characterized by the emergence of affective (feelings) and reactions to achieve goals. Employee motivation within the Directorate of Human Resources and General Affairs of LPP RRI is a change in energy within a person characterized by the emergence of feelings (feelings) and preceded by a response to a goal. Employee motivation within the Directorate of Human Resources and General Affairs of LPP RRI is the key to a successful RRI organization to maintain the continuity of work in the organization in a strong way and help to survive. Motivation of employees within the Directorate of Human Resources and General Affairs of LPP RRI is expected to provide the right guidance

or direction, resources and rewards so that they are inspired and interested in working the way you want. With optimal motivation, it will generate behavior, maintain behavioral progress, and channel specific action behavior. Thus, motives (needs, desires) drive employees to act.

Work motivation is a basic human need and as an incentive that is expected to fulfill the desired basic needs, so that if the need exists, it will result in success for an activity. Employees within the Directorate of Human Resources and General Affairs of LPP RRI who have high work motivation will strive to get their work done as well as possible. In a general sense, motivation is said to be a need that drives action towards a certain goal. Work motivation is something that gives rise to enthusiasm or work motivation. Therefore, work motivation in work psychology is usually called a driver of work enthusiasm. The strength and weakness of a worker's work motivation also determines the size of his achievements.

Employee performance can be influenced by several factors, including Work Motivation, employees within the Directorate of Human Resources and General Affairs of LPP RRI who have a high work ethic describe a high work spirit as well, and have high Work Motivation and job satisfaction will tend to have better/higher performance. When associated with the situation of human life that is building, then high motivation will be used as an absolute requirement, which is grown in life. Because it will open up views and attitudes to humans to highly value hard and earnest work, so that it can erode the attitude of perfunctory work. Meanwhile, when an employee within the Directorate of Human Resources and General Affairs of LPP RRI feels satisfaction at work, he will try as much as possible with all his abilities to complete his work. Employees who have satisfaction will have high social recognition motivation, so they will try to maximize their work to get the best results.

Characteristic

In the context of field conditions, the researcher sees that the challenges and opportunities faced by the Directorate of Human Resources and General Affairs of LPP RRI. An in-depth understanding of employee needs and expectations, along with effective strategy implementation, can bring about positive changes in the work environment and overall organizational performance. Therefore, the response to this conclusion should involve concrete steps to correct identified weaknesses and enhance existing potential. By doing so, leaders can guide the organization towards sustainable development and increase employee satisfaction and engagement.

There is a need for continuous updates on the latest developments, especially in the area of investment. This demonstrates the need for organizational commitment to increase employees' knowledge levels and maintain adaptation to change. While the quality of employee work is generally high, there are some areas for improvement. Improvement in producing administrative products and management outputs with a good level of accuracy and quality, especially in radio investment projects, is a must.

Attitude is defined in the previous chapter as a learned tendency to respond in a consistently favorable or unfavorable manner with respect to a particular object. Based on the results of interviews and observations, this attitude construct is in line with the concept offered by Krietner and Kinicki in (Wibowo, 2013: 49), seeing that attitude is an evaluation or feeling reaction. A person's attitude towards an object in feelings of support or favor or feelings of non-support or impartiality to the object.

The phenomenon related to the attitude construct that occurs in the Directorate of Human Resources and General Affairs of LPP RRI is in line with the ideas of Petty & Cacioppo in Azwar (2014) in full saying that 'Attitude is a general evaluation that humans make of themselves, other people, objects or issues'. Attitudes are obtained and changed through the results of learning a person with his environment, which starts from birth until the life process runs. Three components in attitude according to Robbins and Judge in Wibowo (2013: 50), namely;

1. *Affective Component* : is the feeling or emotion that a person has about a particular object or situation. Our feelings about people talking to mobile phones in public can be disturbed or angry, reflecting negative influences or feelings toward that person. Conversely, our affective and attitudinal components can be neutral if we are indifferent to the person talking to the mobile phone.
2. *Cognitive Component* : is the belief or idea that people have about an object or situation. What we think about the behavior of people who talk on mobile phones in public places can be said to be less attentive, productive in acceptance or rude. Our assessment of the person's behavior is a component of our cognitive and attitudinal.
3. *Behavioral Component* : indicates how a person intends or expects to act towards someone or something. How we intend to respond to the person talking to the cell phone when we are nearby.

According to Azwar (2013: 17) the factors that influence attitudes towards are personal experience, the influence of others who are considered important, cultural influences, mass media, educational institutions and religious institutions and emotional factors. From the discussion of attitudes, it can be seen about attitude formation, aspects contained in attitudes and factors that influence attitudes, this is very relevant to the context of the Directorate of Human Resources and General Affairs of LPP RRI. Thus, the attitude cannot be separated from these three things. If the attitude is cultivated early on (curiosity, interest in investigating new environments or areas, drive to experiment, feeling challenged to find many possible problem solving), then this mental attitude will carry over into adulthood. Attitude is one of the things that need to be considered in divergent thinking, which will later produce creative and innovative ideas that produce maximum performance". A person's attitude towards divergen thinking is also believed to be related to creative performance in organizations including the Directorate of Human Resources and General Affairs of LPP RRI.

Self-Concept

Work unit leaders at the Directorate of Human Resources and General Affairs of LPP RRI implement a holistic strategy in developing employees' self-concept through various aspects including physical, emotional, intellectual, social, and spiritual. In the physical aspect, leaders focus on routine physical training, physical fitness support, and health programs. These efforts are not only to improve employees' physical health but also to strengthen their self-concept in physical terms, so that each individual feels healthy and fit.

On the emotional aspect, strategies involving social activities, achievement recognition, emotional support and personal development demonstrate awareness of the importance of emotional balance in employees' self-concept. Through participation in social activities and achievement recognition, employees can feel emotional support that enriches their self-concept. In the intellectual aspect, leaders provide various trainings, intellectual development, continuing education, and intellectual-related courses. This approach emphasizes the importance of professional development and intellectual intelligence as an integral part of employees' self-concept at the Directorate of Human Resources and General Affairs of LPP RRI.

Strategies on social aspects include social activities, collaboration, social skill development, and integration in work units. By focusing on the social self-concept, leaders create a work environment that supports cooperation and growth in relationships between employees. Finally, on the spiritual aspect, spiritual activities, diversity support, and work-life balance programs are implemented to provide space for employees' spiritual expression. This strategy reflects recognition of the need for individuals to seek meaning and balance in the context of their work. While employees have basic skills, there is a need to focus on applying the latest techniques and improving analytical skills. Positive, collaborative, proactive and progressive work attitudes need to be emphasized in the performance of management tasks.

Employees need to increase adaptability to dynamics that may arise, especially in managing increasingly complex tasks. Capacity building in carrying out administrative, organizational, management, HR development, mutation, and investment project tasks needs to be emphasized. The Directorate of Human Resources and General Affairs of LPP RRI faces several problems that can affect employee performance. One of the main problems is the lack of open appreciation for employees, which can affect motivation and job satisfaction. Internal coordination that needs to be improved is also a concern, as it can affect efficiency and collaboration between employees. In addition, the recognition and reward system is considered to be poorly structured, which can reduce employee morale. Periodic evaluations are considered necessary to maintain and improve employee motivation levels, but implementation may not be optimal.

In terms of work design, inclusive attitudes, promotion of tolerance and administrative skills need to be improved to create a more positive and efficient working

environment. Interpersonal relationships and communication between employees also need to be improved through training and social activities. Increased compensation is already in place, but needs to be further evaluated to ensure fairness and employee satisfaction. Increased supervision through direct mentoring and periodic performance reviews can help improve employee performance management.

Improved facilities and working conditions are also a concern, as an optimal working environment can support employee productivity and creativity. Strong employee loyalty needs to be nurtured through further understanding of the factors that strengthen loyalty. Finally, high work discipline is already in place, but special attention is needed to maintain compliance with organizational policies and procedures. Periodic evaluations can help identify areas that require special attention in terms of work discipline.

By addressing these issues, LPP RRI's HR and General Directorate can improve employee performance, create a more positive work environment, and support the achievement of overall organizational goals. Although the character of integrity and professionalism has been reflected in the actions of employees, there is a need to increase understanding of the latest regulations and policies in the field of HR and general. A focus on improving employee character is also recognized as a need.

Strategies to improve employee performance within the Directorate of Human Resources and General Affairs of LPP RRI

Performance improvement strategies within the Directorate of Human Resources and General Affairs of LPP RRI are as follows:

Knowledge Aspect Performance Improvement Strategy

Here are some strategies that can be done by the Directorate of Human Resources and General Affairs of LPP RRI in order to improve the quality of employee performance as part of the results of the elaboration of theories, realities in the field and various existing literature;

- 1) Qualification
Evaluation of employees' educational backgrounds shows good suitability, but there is a need to diversify educational backgrounds, especially in the field of multimedia, in order to improve skills and adapt to increasingly complex technologies.
- 2) Implementation of Duties
Good knowledge and understanding of task execution procedures, but regular updates are needed to stay relevant to organizational developments and changing task demands.
- 3) Training Focus
Understanding and application of task execution procedures is generally good, but needs improvement through regular training so that understanding remains in-depth and employees are kept up to date with changes in procedures.
- 4) Performance Improvements

Critical evaluation is necessary to improve the performance and quality of work, especially in the context of multimedia projects. This assessment recommendation is expected to support competency development and improve the quality of work.

- 5) **Achievement Development**
Work performance is generally satisfactory, but evaluation and development are the keys to maintaining and improving the standard of achievement that has been achieved.
- 6) **Mental Wellbeing**
Although the level of job calmness is already relatively good, attention to mental well-being and influencing factors needs to be improved. Recommendations to pay attention to mental well-being are expected to create a more balanced and supportive work environment.
- 7) **Work Balance**
High employee attendance rates reflect good discipline, but attention is needed to aspects of work-life balance, including incentives and work-life balance policies.
- 8) **Compliance Motivation**
Obedience to superiors is generally good, but it needs further attention and a personal approach to increase individual motivation.
- 9) **Positive Attitude**
In general, a positive attitude towards work stands out, but further efforts are needed in increasing motivation, planning career development, and increasing employee engagement.

Performance Improvement Strategy for Work Design Aspects

The following are some strategies that can be carried out by the Directorate of Human Resources and General Affairs of LPP RRI in order to improve the quality of employee performance as part of the results of the elaboration of theories, realities in the field and various existing literature, especially related to aspects of work design;

- 1) **Knowledge & Interaction**
Employees have a deep understanding of how to interact with a pluralistic society, considered an essential cornerstone in designing inclusive policies.
- 2) **Administrative Skills**
Administrative skills focused on inclusivity are considered the cornerstone for designing efficient work processes, with awareness of the need for improvement.
- 3) **Inclusive Attitude**
Employee attitudes and behaviors are designed to create an inclusive work environment, reflecting a commitment to diversity in every action.
- 4) **Comprehension & Acceptance**
A deep understanding of pluralism is integrated in every stage of policy design, ensuring acceptance of differences as a key principle.
- 5) **Attitude Development & Unity**
Employees actively develop mutual respect and emphasize equality to achieve unity in every aspect of the work plan.

- 6) Tolerance Promotion
The working plan is focused on promoting an attitude of tolerance and unity in every initiative of the organization, with awareness of the need for adjustment.
- 7) Utilization of Differences
Work design is driven by creativity and innovation, harnessing differences as constructive forces to enhance organizational effectiveness.
- 8) Role as Government Representative
Employees ensure that their role as representatives of the government is reflected in building positive socio-psychological relationships with plural societies.

Performance Improvement of Personality Aspects

The following are some strategies that can be done by the Directorate of Human Resources and General Affairs of LPP RRI in order to improve the quality of employee performance as part of the results of the elaboration of theories, realities in the field and various existing literature, especially related to aspects of personality;

- 1) Diverse, needs regular assessment:
Employee personalities are very diverse, requiring regular assessments for optimal understanding and support. Some individuals may require specialized support to improve their performance.
- 2) High, periodic evaluation required:
Employee motivation tends to be high in general, but periodic evaluations are needed to ensure motivation levels remain optimal and to identify areas that require further attention.
- 3) Supporting coaching and empowerment:
The leadership style emphasizes coaching and empowerment, but needs improved communication and interaction to ensure the overall success of the team.
- 4) Need more dialogue forums:
Leadership dynamics require more dialogue forums and coaching sessions to strengthen communication and active involvement of all team members.
- 5) Backed by collaboration, integrity, and innovation:
Organizational culture is underpinned by the values of collaboration, integrity, and innovation. Improved communication is needed so that all team members better understand and feel the culture.
- 6) High, continuous evaluation required:
Employee job satisfaction tends to be high, but constant evaluation is needed to identify areas that need improvement. Continuous efforts to increase job satisfaction can support employee performance and motivation.
- 7) Supports productivity and creativity:
The work environment supports productivity and creativity, although it needs more attention to resources to ensure the optimality of the work environment.
- 8) Strong, needs maintenance:
Employee loyalty looks strong, requiring maintenance to ensure sustainability. Further understanding of the factors that reinforce loyalty can aid the development of effective maintenance strategies.

- 9) High, need to be constantly maintained:
Employee commitment looks high and needs to be maintained. Engaged leadership can reinforce this commitment, while further understanding of the factors influencing commitment can aid in development strategies.
- 10) High, need attention to policy:
The level of work discipline is high, but warnings and increased scrutiny are needed to ensure compliance with organizational policies and procedures. Periodic evaluations can help identify areas that require special attention in terms of work discipline.

Performance Improvement Aspects of Motivation

Here are some strategies that can be done by the Directorate of Human Resources and General Affairs of LPP RRI in order to improve the quality of employee performance as part of the results of the elaboration of theories, realities in the field and various existing literature, especially related to the motivation aspect;

- 1) Development of Motivation and Internal Coordination:
The need for the need to develop motivation among employees and improve internal coordination. Better motivation can be gained through open appreciation and a better understanding of employee needs and expectations. Improved internal coordination can help improve synergy and collaboration among team members.
- 2) Recognition and Award Development:
The need to develop a more structured recognition and reward system. Good recognition can be a motivation booster and increase job satisfaction. Clear and consistent rewards can help build a positive work environment and support professional growth.
- 3) Achievement Development and HR Policy Flexibility:
The need for achievement development through periodic training and adjustment of HR policies to be more flexible. Periodic training helps improve employee skills and knowledge, while HR policy flexibility supports adaptation to changing work environments.
- 4) Responsibility Monitoring:
Responsibility has been instilled, there needs to be better monitoring. Responsibility monitoring helps ensure that each individual is accountable for their duties and work, supporting efficiency and accountability.
- 5) Development of Promotion Criteria:
The need to improve the criteria for promotion. Promotion based on superior performance is a positive step, and improvement of criteria can include holistic assessments involving different aspects of performance and competence.
- 6) Improved Interpersonal Relationships and Socialization:
Interpersonal relationships need to be improved through training and social activities. Good relationships among colleagues can improve collaboration, communication, and work atmosphere.
- 7) Improved Communication and Increased Engagement:

The importance of improved communication between employees and increased involvement in decision making. Effective communication and greater engagement can increase understanding and a sense of ownership of common goals.

- 8) Compensation Evaluation:
The need for further evaluation related to the compensation system. Evaluations can help ensure that the compensation system matches employee performance and needs, providing incentives for better performance.
- 9) Increased Supervision and Mentoring:
The importance of increased supervision through direct mentoring and periodic performance reviews. Effective supervision can guide employees to reach their full potential and overcome challenges that may arise.
- 10) Improvement of Facilities and Working Conditions:
The need for more comprehensive improvement of facilities to improve working conditions. Good working conditions include the physical environment and facilities that support employee well-being and productivity.

Performance Improvement of Nature Aspects

The following are some strategies that can be carried out by the Directorate of Human Resources and General Affairs of LPP RRI in order to improve the quality of employee performance as part of the results of the elaboration of theories, realities in the field and various existing literature, especially related to aspects of nature;

- 1) Employee Management
The need for improvements in the way leaders manage employees, including providing a more open appreciation and improved coordination among team members.
- 2) Employee Motivation
The need for improvements in the way organizations motivate employees through more structured recognition and rewards.
- 3) Employee Development
HR policies need to be more flexible, and regular training can improve achievement. The focus is on developing employees, both in terms of policy and training, to improve performance and flexibility.
- 4) Performance Management
Responsibility is already instilled but needs better monitoring. Performance management is concerned with the way an organization manages and monitors the responsibilities assigned to employees.
- 5) Performance and Career Development
The need for improvement in promotions based on superior performance. The focus is on individual performance and how it can affect employee career development.
- 6) Employment Relations
The need for improved interpersonal relationships through social training. Working relationships highlight the dynamics of interaction between team

members and how important good interpersonal relationships are in the work environment.

Performance Improvement of Self-Concept Aspects

The following are some strategies that can be carried out by the Directorate of Human Resources and General Affairs of LPP RRI in order to improve the quality of employee performance as part of the results of the elaboration of theories, realities in the field and various existing literature, especially related to aspects of self-concept;

- 1) **Physical and Health**
The need for organizational strategy needs to focus on the physical and health aspects of employees. Regular physical training, physical fitness support, and wellness programs are included in efforts to improve the physical well-being of employees.
- 2) **Emotional and Social**
The need for strategies related to emotional and social aspects. This includes social activities, recognition of achievements, emotional support, and personal development as part of efforts to improve psychological well-being and relationships between employees.
- 3) **Intellectual and Professional**
The need for organizational strategy in the development of intellectual and professional aspects of employees. It involves training, intellectual development, continuing education, and intellectually related courses as an effort to improve employee competence and knowledge.
- 4) **Social and Collaborative**
The need for strategies that lead to social and collaborative aspects in the workplace. This includes social activities, collaboration, social skills development, and integration in work units as part of efforts to strengthen interpersonal relationships and teamwork.
- 5) **Spiritual and Balance**
The need for strategies related to spiritual aspects and work-life balance. This includes spiritual activities, diversity support, and work-life balance programs to support the spiritual and balanced aspects of employees' lives.

Performance Improvement Strategy of the Directorate of Human Resources and General Affairs of the Public Broadcasting Corporation of Radio Republik Indonesia (RRI) in Hart's Perspective (1967)

Performance improvement based on the results of interviews that have been conducted. In this study, based on the review of research results and the determination of sub-theme categories. Then it can be explained that, efforts to improve performance in the organization can be done through several strategic steps. First, focus on optimizing employee competencies with regular assessments of their abilities and expertise, as well as developing skills that are relevant to job demands. Next, create a positive work attitude by increasing employee motivation through regular evaluations and structured recognition. Improving work character and quality can be realized

through increased knowledge, more efficient task execution, and a focus on training to improve performance.

To improve the performance of employees of the Directorate of Human Resources and General Affairs of the Public Broadcasting Corporation of Radio Republik Indonesia (RRI), it can be done through a strategy that involves three main aspects, namely character, motivation, and self-concept. By focusing on trait aspects such as organizational, inspirational, educative, evaluative, professional, and collaborative, the Directorate of Human Resources and General Affairs of LPP RRI can achieve significant performance improvement. The implementation of strategies relevant to each trait aspect will help create a productive, motivational, and professional development-oriented work environment for employees.

In addition, the Directorate of Human Resources and General Affairs of the Public Broadcasting Corporation of Radio Republik Indonesia (LPP RRI) designs strategies that involve aspects of motivation and self-concept. Key focuses include the development of internal coordination, more structured recognition and rewards, and the enhancement of achievements through periodic training. In addition, strategies included better responsibility, improved interpersonal relationships through social training, increased communication and engagement, regular evaluation of compensation, and improved supervision and mentoring. Improving facilities and working conditions is also an integral part of this effort. With this strategy, LPP RRI is committed to creating a positive work environment, providing fair appreciation, and supporting employee growth.

The strategy to improve employee performance at the Directorate of Human Resources and General Affairs of LPP RRI can be articulated through three main aspects: Motivation, Traits, and Self-Concept.

a. Motivation

First, efforts need to be made in the Development of Motivation and Internal Coordination. This involves creating an environment that supports and motivates employees, including structured recognition and effective internal communication. Periodic evaluations are necessary to maintain motivation levels. Furthermore, Recognition and Reward Development is a strategy that can increase employee morale and satisfaction. A clear and consistent reward system will provide positive encouragement. In order to improve performance, Achievement Development and HR Policy Flexibility are key. Periodic training and flexible HR policies will support improved achievement and adaptation to change.

b. Characteristic

In the nature aspect, strengthening Employee Management (Organizational) can be realized through the preparation of a clear management structure and detailed determination of roles and responsibilities. This step provides a solid basis for the execution of tasks, reduces ambiguity, and increases organizational efficiency. The next strategy is Employee Motivation (Inspirational). The

inspiration provided by leaders through clear direction and inspiring vision can create a positive work culture. Employees who feel inspired tend to be more passionate, contribute to the maximum, and have high levels of job satisfaction. In employee development (Education), it is important to provide continuing education and training programs. This will enhance employees' skills and knowledge, keeping them relevant and competent in the face of evolving job demands. Continuing education also creates more adaptive and innovative employees. With the implementation of these strategies, it is hoped that the Directorate of Human Resources and General Affairs of LPP RRI can optimize employee management, create an inspiring work culture, and continue to develop employee skills and knowledge to support overall organizational performance.

c. Self-Concept

In this aspect, Physical and Health (Fitness) improvement through fitness programs and health support will support employee well-being and in turn increase productivity. Therefore, physically optimal employee welfare will create conditions that support better performance. Meanwhile, for the Emotional and Social (Interactive) aspects, efforts to improve interpersonal relationships through interpersonal training and social activities can build closeness among employees. As a result, improved interpersonal relationships will create a more positive work environment and increase employee engagement. Intellectual and Professional Improvement through intellectual development programs related to employee duties and responsibilities will have a positive impact. Therefore, increasing intellectual and professional skills will improve the ability of employees to carry out their duties and responsibilities. In terms of Social and Collaborative (Cooperative), support for collaboration and social activities that strengthen engagement and teamwork has positive consequences. Increased team involvement and cooperation will increase productivity and work effectiveness. Improvements to Spiritual and Adaptive Balance through work-life balance programs and personal and spiritual growth will have a positive impact. Improved balance and spiritual growth can improve holistic well-being, which can then improve employee performance. With the implementation of this strategy, the Directorate of Human Resources and General Affairs of LPP RRI is expected to create a dynamic work environment and support holistic employee growth, which will ultimately improve overall performance.

5. Conclusions

Based on the results of interviews and review of research results, several factors affect employee performance at the Directorate of Human Resources and General Affairs of LPP RRI. Among them, the lack of open appreciation for employees can reduce motivation and job satisfaction. The level of internal coordination that needs to be improved also has an impact on efficiency and collaboration between employees. A poorly structured recognition and reward system can reduce morale, while periodic evaluations may not be optimal in maintaining and increasing employee motivation. Work designs involving inclusive attitudes, promotion of tolerance and administrative

skills need to be improved to create a positive and efficient work environment. Factors such as interpersonal relationships, communication, compensation, supervision, work facilities, employee loyalty, and work discipline also affect performance and need attention in order to improve overall performance. By overcoming these problems, the Directorate of Human Resources and General Affairs of LPP RRI is expected to achieve better performance and create a positive work environment.

The strategy to improve employee performance at the Directorate of Human Resources and General Affairs of LPP RRI is focused on three main aspects, namely Motivation, Traits, and Self-Concept. In the Motivation aspect, measures such as internal motivation development, structured recognition and rewards, and flexible HR policies are implemented to create a supportive and motivating environment for employees. In the Traits aspect, improved employee management, inspirational motivation, and employee development through continuing education programs are the focus to improve organizational efficiency and employee skills. While in the Self-Concept aspect, physical, emotional, intellectual, social, and spiritual improvements are made through various programs such as fitness, interpersonal training, and professional development. Through the implementation of this strategy, the Directorate of Human Resources and General Affairs of LPP RRI is expected to create a dynamic work environment, support the holistic growth of employees, and ultimately improve overall performance.

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