
Optimizing Protocol Performance in the Digital Era: A Study of the Integration of Digital Leadership, Change Management, and Personal Competence in the Protocol Scope

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Abstract: This paper aims to determine digital leadership. Change management capability affects human resource performance protocol through personal competencies as intervention variables in local government institutions throughout Central Java. Quantitative methodology is used in this study, and 150 regional head protocols from all regencies and cities in Central Java are involved. The data shall be scrutinized by employing a quantitative methodology via statistical examination, specifically the structural equation modeling - partial least squares (PLS-SEM), which is designed to facilitate path analysis incorporating latent variables. The study results indicate that change management capability and digital leadership significantly impact individual capability and protocol HR performance. It is proven that individual capability functions as a link between two independent variables and human resource performance. In the era of disruption, digital leadership and the ability to manage change are very important to improve protocol adaptability.

Keywords: Change Management Capability, Digital Leadership, Human Resource Performance, Personal Competencies.

1. INTRODUCTION

In today's era of disruption, the concept of "Adaptive Protocol" is essential to support the leadership of regional heads. The success of protocol adaptation depends on digital transformation and change management capability. (Rahman et al., 2024). Flexible and responsive protocols, including governance, are increasingly important as governments face rapid change and disruption. (Jaiswal, 2022). Many studies have shown that adaptive leadership is essential to address challenges in the digital age. Effective digital leadership is critical in this context, as it enables the integration of digital technologies into public services, increasing efficiency and accountability. (Nuryadin et al., 2023). Leaders must develop culturally diverse teams, encourage organizational agility, and continue learning. (Wulandari & Pudjiarti, 2024). Studies have also shown that decentralized communication protocols are essential for emergency services, where communication is critical to efficient operations, especially when users have different levels of mobility. (Ivutin et al., 2024). Adaptable digital leadership helps organizations adapt to an ever-changing environment. Ultimately, this will increase the organization's success in an ever-changing environment.

Protocols are essential to support effective governance and leadership, especially at the local government level. Protocol teams are critical in ensuring leader's interactions and activities run smoothly, positively impacting development and public services. Protocols must also address aspects of communication, engaging with the community, carrying out government duties, and collaborating with local government organizations. (Rosseti &

Hernawati, 2022) . In difficult times, Change management capability becomes essential when government organizations must adapt quickly to change, as happened during the COVID-19 pandemic. (Kraugusteeliana et al., 2023) .

Research conducted in Indonesia on human resource (HR) performance has provided useful insights into the components that impact employee performance. Scientific investigations on the effects of digital leadership methodology and organizational environment on employee productivity shed light on the significant impact of both factors on overall performance outcomes. (Tri et al., 2024). A comprehensive analysis of this research yields important insights related to initiatives aimed at improving HR performance at the regional level, with a particular focus on Central Java.

There are several research gaps found. **First**, research that integrates digital leadership with adaptive protocols in the context of local government is still limited. (Nugroho et al., 2024) . **Second**, there is no comprehensive model that explains the relationship between Change management capability and HR performance protocols. (Kraugusteeliana et al., 2023). **Third**, there is still no model that explains the mediating role of personal competence in the relationship between digital leadership and HR performance. (Rahman et al., 2024). **Fourth**, there has been no comprehensive research on the relationship between digital leadership and change management capabilities in adaptive protocols. (Yuliastini et al., 2024).

Digital leadership is an essential part of government protocol change. Optimizing digital communication, driving innovation in public services, and incorporating digital technology into protocol practices are all aspects of digital leadership. According to research, digital leadership influences the effectiveness of technology implementation and organizational adaptation to digital change. (Nugroho et al., 2024). In the protocol, digital leadership includes building a digital culture that supports efficiency and transparency of service. (Yuliastini et al., 2024). Change management capability is an essential component in the era of digital change in government protocols. This capability includes the ability to manage change within the organization, overcome the challenges of change, and ensure effective adaptation to new practices. According to research, companies with strong change management capabilities are more successful in implementing digital transformation initiatives and improving HR performance. (Kraugusteeliana et al., 2023). Change management capacity in the government sector is critical to the successful adaptation of protocols to the demands of the digital era.

Personal competencies, which include adaptability, digital skills, and understanding of contemporary protocols, serve as a bridge connecting digital leadership and change management with improved performance. (Rahman et al., 2024). This study shows that developing personal competencies that are aligned with digital demands and change improves performance. (Cahyati Wulandari & Sri Pudjiarti, 2024).

This study was conducted to answer several research questions based on gaps in the research: **First**, how do digital leadership and change management capability affect the capabilities of regional head protocol team personnel in Central Java? **Second**, how much capacity does an individual have to function as an intermediary in the relationship between digital leadership-change management capability and protocol HR performance? **Third**, how can regional head leadership use adaptive protocols to improve the performance of protocol HR? **Fourth**, what are the main determinants that influence the effective implementation of adaptive protocols within the framework of local governance amid the current era of disruption?

In the context of regional leadership, this study aims to create a comprehensive pattern that combines the concepts of digital leadership, change management skills, personal expertise, and human resource performance. The Adaptive Protocol is tailored to support active governance and focus on public service. Ultimately, this will help improve public service and governance in the dynamics of today's digital era. This study will discuss the protocol of regional heads in Central Java, which is a sample of 150 people with a total population of 350 people working as protocol.

2. LITERATURE REVIEW

Human Resource Performance

Human Resource (HR) achievement combines various aspects such as employee motivation, satisfaction level, organizational values, leadership models, and development program success, to build a beneficial relationship with human resource performance indicators. Empirical observational studies provide an overview that progress in this aspect can optimize work performance, minimize employee attrition, and increase organizational performance levels. Initial research assumptions indicate that the right leadership style strengthens employee participation and work results. (Sirojuddin et al., 2024). A comprehensive coaching system provides specific capabilities that encourage increased work productivity. Institutional values contribute to job satisfaction and employee loyalty. (Yuwono & Rachmawati, 2024). The work motivation approach applied can optimize

personal achievement. Systematic observation highlights the significance of these aspects in influencing personnel work performance and measurable institutional success.

The main indicators used to measure protocol performance are as follows: **First**, to maintain operational integrity, the quality of work is assessed appropriately and by protocol standards. (Nurul, 2011). **Second**, evaluating the quantity of work is very important for assessing productivity. (Baksalova et al., 2023). **Third**, an important measure that indicates time management skills is the ability to meet deadlines, also known as punctuality. (Ismail et al., 2019). **Fourth**, the effectiveness of human resources to improve overall efficiency (Tilca et al., 2018). **Fifth**, it is important to highlight that work autonomy, characterized as the capacity to carry out tasks with limited supervision while adhering to defined protocols, is essential to fostering a proactive organizational climate. (Sembiring et al., 2022). Together, these metrics form a comprehensive structure for evaluating the efficacy of human resource functions in protocol-related roles.

Personal Competencies

Knowledge, Skills, and Attitude are the three main dimensions that shape individual competence. The theoretical basis of individual competence combines organizational theory, sociology, and psychology, and emphasizes how individual abilities dynamically interact with each other and shape them. (Cachutt-Alvarado et al., 2024). There are three dimensions of knowledge *in* personal competence: the knowledge dimension includes knowledge of protocols, government regulations, and knowledge of digital technology. The skill dimension *includes* technical protocol skills, digital skills, and communication skills. The attitude dimension *includes* professional attitudes, honesty, and openness to change.

The main indicators serve as metrics to evaluate individual competency in the protocol. The **first indicator** is the capacity for adaptation, which signifies the integration of knowledge and skills in response to various circumstances. (Murphy, 2015). The **second** is the ability to communicate effectively, which shows the application of knowledge and attitude in formal and informal contexts that include the ability to communicate effectively. (Kravcenko et al., 2022). The **third** aspect relates to the capacity for problem-solving, which synthesizes the three dimensions of Knowledge, Skills, and Abilities (KSA) in overcoming protocol challenges and solving protocol-related problems. **Fourth, is** situational management, which reflects the ability to apply KSA in directing a team to coordinate in various conditions (Teunissen et al., 2021). **Fifth**, stress management which shows the application of KSA in managing work pressure includes the ability to manage work pressure and demands well.

Research shows that balanced employee competency development across all three KSA dimensions, enables individuals to align their abilities with their job requirements, thereby increasing employee productivity and satisfaction.

H1: Personal competence has a positive and significant impact on HR performance.

H1: Personal capacity contributes significantly and positively to human resource work outcomes.

Digital Leadership

One of the important components in the transformation of public services and governance is digital leadership, which shows how leaders can incorporate digital technology into public services to improve efficiency and accountability. (Nuryadin et al., 2023). Digital leadership is very important in government protocols, for effective coordination and communication from various places, especially in situations requiring high mobility and flexibility. (Ivutin et al., 2024). Recent research shows that digital knowledge management and capability development can improve employee performance. (Anggapradja et al., 2024).

In the context of regional head protocols, there are several main indicators of digital leadership: The **First** is a plan for digital transformation in government protocols. **Second**, the ability to integrate technology into protocol services. **Third**, the ability to make digital communication more efficient. **Fourth**, management of protocol-based information systems. **Fifth**, developing digital innovation in protocol practices.

H2: Digital Leadership has a positive effect on individual competence.

H3: Digital Leadership has a positive influence on human resource performance.

Change Management Capability

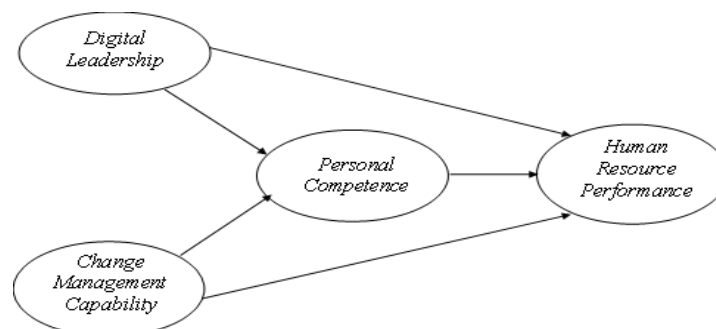
Government protocols; and change management capability is an organization's ability to manage service transformation effectively. Research shows that managing change is crucial to supporting leadership activities and protocol effectiveness. (Rosseti & Hernawati, 2022) . A study on the regional secretariat protocol confirmed that HR development and change management play a significant role in improving the performance of protocol employees. (Sembiring et al., 2022). Analysis of the performance of the protocol and communication of regional heads further emphasized the importance of adaptive capabilities in dealing with changes in a dynamic work environment. (Nugroho et al., 2024).

In its implementation, change management capability can be measured through several indicators: **First**, the ability to analyze the need for changes in the protocol system. **Second**, the strategy for service transformation. **Third**, managing resistance to change. **Fourth**, the level of communication success during the transformation process. **Fifth**, observation and assessment of the change implementation process.

H4: Change Management Capability has a positive influence on personal competence.

H5: Change Management Capability also positively influences human resource performance.

Research Model



3. METHODS

This study uses a quantitative approach to comprehensively understand the relationship between digital leadership, change management capability, personal competencies, and human resource performance of protocols throughout Central Java. (Creswell, 2016). The quantitative aspect of the study involved a survey of 150 protocols, selected using a simple random sampling technique. (Hair et al., 2017). The survey used a structured questionnaire to measure the research variables: digital leadership, change management capability, personal competencies, and human resource performance. Data processing applied the Partial Least Squares Structural Equation Modeling (PLS-SEM) method with the help of SmartPLS software, chosen because of its ability to handle complex models with relatively small samples. (Hair et al., 2017).

4. RESULTS

Respondent characteristics

The respondents used in the study were regional head protocol officers throughout Central Java. The profile of the respondents in this study shows a diversity of demographic characteristics and backgrounds. Of the 150 respondents, there was a gender balance with 74 men (49.3%) and 79 women (50.7%). The majority of respondents had an

economics/accounting educational background (111 people or 74%) and a bachelor's degree (84 people 56%). Most respondents (133 people or 88.7%) held positions other than managerial positions. In terms of work experience, 66 people (44%) had worked for 5 years or more. The largest age group was 21-40 years (60 people or 40%). This profile reflects that respondents have a relevant educational background, indicating the potential for professional maturity in the organization. This diversity provides a rich perspective for research on digital leadership, change management capability, personal competencies, and human resource performance in the era of digital transformation.

Reliability and validity

Validity refers to the measurement of constructs. In SEM, convergent validity is usually evaluated based on the factor loading value of the indicators that measure the construct. The recommended factor loading value is >0.5 . While reliability refers to the consistency of construct measurement. Reliability testing is carried out using AVE (Average Variance Extracted), with a recommended value exceeding 0.5 and composite reliability should reach a value higher than 0.7

Table 1: Results of Measurement of Validity and Reliability of Research Constructs

Dimensions	Assessment Factors	Item	Load Value	Reliability Coefficient	Average Variance Extracted	Combined Reliability
Digital Leadership	Digital Vision	DV	0.813	0.826	0.592	0.878
	Technology Literacy	TL	0.812			
	Digital Innovation	IN	0.765			
	Virtual Collaboration	V.C.	0.784			
	Digital Adaptability	DA	0.663			
Change Management Capabilities	Change Analysis	CA	0.767	0,784	0,537	0,853
	Transition Planning	TP	0.780			
	Resistance Management	RM	0,708			
	Change Communication	CC	0,662			
	Change Sustainability	CS	0,741			
Kompetensi Personal	Knowledge Application	KA	0,738	0,828	0,494	0,828
	Skill Implementation	SI	0,736			
	Attitude Demonstration	AD	0,788			
	Professional Behavior	PB	0,648			
	Adaptability Competence	AC	0,586			
Kinerja SDM	Target achievement	TA	0,704	0,867	0,656	0,867
	Quality of work	QW	0,746			
	Work Efficiency	WE	0,747			
	Innovation Contribution	IC	0,805			
	Service Excellence	SE	0,755			

Based on Table 1, it can be seen that the variance value of each measurer reaches 70%. This indicates that each dimension of the study successfully explains the variety of its data. The test results show that the combined reliability of all aspects exceeds 0.7. This illustrates that the assessment factors used are appropriate in measuring each aspect, and the average variance extracted exceeds 0.5 in the majority of constructs (Hair et al., 2017),

except for the personal capability dimension. Consistency testing has been strengthened through reliability coefficients exceeding 0.7 and combined reliability above 0.8 for each dimension. The digital leadership aspect shows a very good level of consistency ($\text{kr} = 0.878$) with a level of validity ($\text{AVE} = 0.592$). The ability to manage change shows a high level of reliability ($\text{kr} = 0.853$) with a level of validity ($\text{AVE} = 0.537$). The personal capability dimension produces ($\text{AVE} = 0.494$), indicating a level of validity that needs to be improved; but has consistency ($\text{kr} = 0.828$). HR work achievements show validity and reliability ($\text{kr} = 0.867$, $\text{AVE} = 0.656$). All dimensions achieved combined reliability exceeding 0.8, with digital leadership obtaining the highest magnitude (0.878), followed by HR performance (0.867), change management ability (0.853), and personal capability (0.828).

Table 2: Fornell- Larcker Criterion

	Change Management Capability	Digital Leadership	Human Resource Performance	Personal Competencies
Change Management Capability	0,733			
Digital Leadership	0,510	0,769		
Human Resource Performance	0,671	0,697	0,752	
Personal Competencies	0,711	0,683	0,807	0,703

Information processing using the Fornell- Larcker Criterion method shows the accuracy of the right differentiation between dimensions. The results of the diagonal matrix calculation (the root of the average variance) on each dimension show a higher magnitude than its relationship with other dimensions, validating the originality of each construct in the context of protocol implementation. Change Management Capability with an Average Extracted Variance value (0.733) and is associated with Digital Leadership (0.510), Human Resource Performance (0.671), and Personal Competencies (0.711). Digital Leadership with an Average Extracted Variance value (0.769) and is associated relatively strongly with other variables, with the highest correlation to Human Resource Performance (0.697) and Personal Competencies (0.683). Overall, the findings indicate that the Human Resource Performance variable has good discriminatory validity, with an AVE value (0.752) and the highest correlation to Personal Competencies (0.807). Personal Competencies with an Average Extracted Variance value (0.703) and showing a high level of correlation with other aspects, especially with Change Management Capability (0.711) and Human Resource Performance (0.807).

Core Model Analysis

This study analyzes two main dependent dimensions: personal competence and HR work results. Statistical data processing is carried out to identify the degree of influence

between the independent dimensions on the dependent dimensions. The findings of statistical calculations reveal distinctive coefficients of determination for each of the studied dependent dimensions.

Table 4: r-square

Dimensions	r-square*)
Individual Competencies	0.644
Human Resource Performance	0.707

The calculation of the r-square (R^2) value in this study shows satisfactory findings regarding the predictive validity of the theoretical model in protocol investigations. The structural determination coefficient indicates the capacity of exogenous constructs to describe the variability pattern of endogenous constructs related to protocol performance. (Hair et al., 2017). For Personal Competence Construct, the R^2 value is 0.644, indicating that the independent variables in the model, change management capability and digital leadership, are responsible for 64.4 percent of the variance in personal competencies. Referring to Chin's (1998) methodological paradigm, the magnitude of the structural determination coefficient that exceeds 0.33 represents a moderate level of effectiveness. The derivation analysis indicates that the theoretical model construction in this study has substantial predictive validity in describing the dynamics of personal capabilities in the protocol context.

To develop the work capabilities of protocol personnel, the R^2 value of 0.707 indicates that the variables in the model, including change management capabilities, digital intelligence, and personal capabilities, can contribute 70.7% of the variation in HR performance. Based on the methodological proposition of Hair et al. (2017), the magnitude of the determination coefficient exceeding 0.33 reflects a moderate degree of effectiveness. Empirical analysis confirms that the theoretical model formulation demonstrates substantial predictive significance in explaining the dynamics of protocol performance. Although the conceptual framework successfully explores more than 50% of the variability in the personal capability construct, there is still 35.6% of the variability that has not been comprehensively elaborated. This finding indicates the existence of supplementary factors that contribute to the development of individual capacity. Bakker's (2023) empirical investigation revealed that personnel capabilities can be associated with various dimensions, including leadership methodology, organizational reinforcement systems, and individual value preferences.

Most of the variation in HR performance in the adaptive protocol is explained by HR performance (70.7%), indicating that the variables selected in the model have a significant

relationship with HR performance in the adaptive protocol. However, 29.3% of the variation remains unexplained by the model. Several variables can influence this unexplained difference. While HR performance can elaborate the majority of the variability in employee performance (70.7%), indicating a substantial level of interrelationship of the constructs studied. However, 29.3% of the variability has not been elaborated, which can be associated with institutional regulations, appreciation mechanisms, or external determinants. The results of the empirical investigation revealed that the aspect of work motivation plays a crucial role in optimizing organizational performance, while demographic factors such as age range and gender category do not show a significant impact on the driving force and work achievement among public sector personnel. Salary variation across positions and ranks also plays a role, especially in low-income countries where it is negatively correlated with government performance, indicating that a fair wage structure is essential for optimal performance. (Han et al., 2023).

Based on previous empirical studies, population elements including age distribution and gender diversity do not have a substantial influence on the enthusiasm and work performance of implementers in implementing adaptive protocols. A balanced income mechanism also colors the success of implementing adaptive protocols. The obvious income disparity between levels and functions in implementing adaptive protocols shows the opposite direction to work achievement, highlighting the importance of proportional reward formulations.

Validation of Conceptual Framework

The implementation of structural linkage analysis is applied to explore the causality relationship between constructs in this protocol investigation. This approach facilitates a systematic review of the direct and indirect effects between dimensions, resulting in a comprehensive perspective on the interaction of elements that contribute to the optimization of protocol performance. In this context, the magnitude of the path coefficient (beta), the value of the t statistic, and the elaborated probability level of the validation of the research proposition are elaborated systematically.

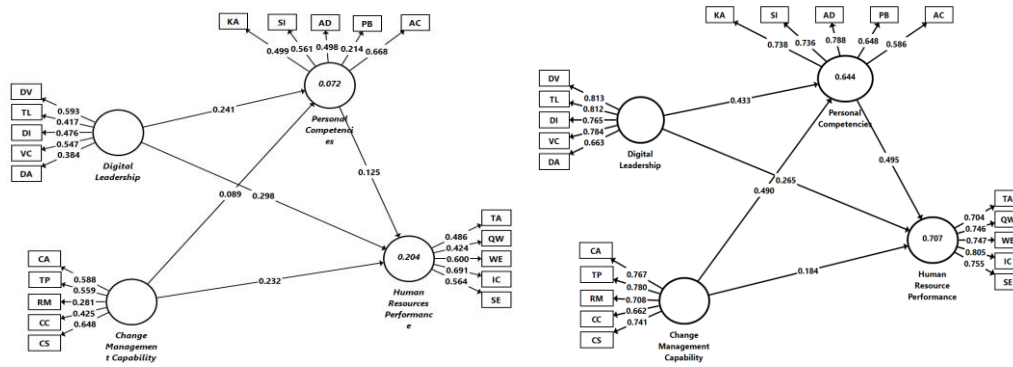


Table 4: Beta path, t-value, and P-value

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.295	1.127		2.924	.004
	Digital Leadership	.372	.044	.468	8.464	<.001
	Change Management Capability	.468	.055	.472	8.531	<.001

a. Dependent Variable: Personal Competencies

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.857	1.184		1.568	.119
	Digital Leadership	.165	.055	.199	3.018	.003
	Change Management Capability	.221	.069	.213	3.224	.002
	Personal Competencies	.530	.084	.507	6.292	<.001

a. Dependent Variable: Human Resource Performance

The results of the study in Table 4 show that change management capability and digital leadership indicate a significant impact and contribute to personal competencies. Change Management Capability has the greatest influence ($\beta = 0.472$, $p < 0.001$), and personal competencies have a significant and positive influence on Human Resource Performance ($\beta = 0.507$, $p < 0.001$). This shows that personal competencies are an important part of improving performance. Interestingly digital leadership ($\beta = 0.199$, $p < 0.003$) and change management capability ($\beta = 0.213$, $p < 0.002$) have a significant direct influence on Human Resource Performance. The results show that; improving personal competencies, digital leadership and change management capability can affect HR performance directly and indirectly. This finding shows that the development of personal competencies is very important as a mediator between change management capability and digital leadership with Human Resource Performance. This shows that, to improve HR performance, the development of individual competencies must be the main focus. This will produce a holistic approach.

5. DISCUSSION

Consequences of Digital Leadership on Individual Competence and HR Performance

According to the results of data processing, digital leadership has a significant influence on HR performance ($\beta=0.199$, $p < 0.003$) and personal competence ($\beta=0.468$, $p < 0.001$). The results confirm that digital leadership is very important for developing protocol HR in the era of digital transformation. By optimizing HR capacity in the use of protocol technology, digital leadership plays an important role in competency development. (Anggapradja et al., 2024). This is shown by the leader's ability to facilitate adaptation to the digital protocol system. (Nugroho et al., 2024) And improve virtual coordination capabilities in carrying out protocol tasks. Digital leadership helps improve performance by encouraging digital-based protocol services. (Sembiring et al., 2022), which is shown through increased coordination and communication between work units and encouraging innovation in government protocols.

To enhance creativity, management, and flexibility in public services, digital leadership requires a deep understanding of digital protocols, digital leadership ethics, and modern governance structures. (Nugroho et al., 2024).

Scientific studies by Anggapradja et al. (2024) indicate that empowering leadership methodology has a significant impact on performance through employee development. In addition, Nugroho et al. (2024) found that the analysis of regional head performance and communication protocols is highly dependent on the leader's digital capabilities. Sembiring et al. (2022) stated that to improve the performance of regional secretariat employees, digital-oriented HR development is very important. It is proven that digital leadership affects HR performance directly and through the development of individual competencies. This shows that leaders with a strong digital vision can improve the performance of protocol teams by improving their digital capabilities and individual competencies.

The Influence of Change Management Capability on Individual Competence and Human Resource Performance

This study shows that change management capability is very important to improve the personal capabilities of regional head protocol officers in Central Java. There is a strong correlation between the two. Change Management Capability has a major role in improving both personal competence and HR performance. Its influence on personal competence is greater (0.472 , $p < 0.001$) than HR performance (0.213 , $p < 0.002$). This shows that change management capability in an organization has a more direct impact on the development of individual competence, which in turn also contributes to the development of overall human

resource capabilities. The results of this systematic exploration produce substantial convergence with previous studies that emphasize the importance of adaptability and change management in employee competence development. (Latif et al., 2023). These results also strengthen the understanding that an organizational environment that supports change can effectively improve the development of employee personal competence.

Further analysis revealed that Change Management Capability showed a constructive contribution to optimizing HR work performance with a coefficient ($\beta = 0.213$, $p < 0.002$), although with a lower magnitude compared to its effect on Personal Competence. Previous studies have shown that an organization's ability to manage change improves HR performance. (Martandu et al., 2023; Suci et al., 2023). This relationship shows how important it is to acquire change management skills as a strategic part of improving HR efficiency.

Interestingly, the research findings show that the impact of change management capability on HR performance is smaller than its impact on personal competency; this suggests that there is a possible mediation effect through personal competency. This is in line with recent research that emphasizes the importance of competency development in converting organizational capabilities into measurable performance (Yati & Ayu, 2023). In addition, research shows that individuals, such as competency and personal capability, often determine how well change management improves performance.

In the context of HR development and public services, the relationship between change management capabilities, employee capabilities, and HR performance shows the complexity of organizational transformation. A study has shown that the development of appropriate competencies is critical to the success of change implementation. (Encarnacion & Razak, 2023). The statistical results showing that change management capabilities have a significant effect on both dependent variables indicate that a systematic approach is the best way to build organizational capabilities to manage change. This approach in turn helps improve individual capabilities and enhance their capabilities. (Rachmad et al., 2023).

The Influence of Individual Competence on Human Resource Performance

Many scientific investigations support the statement regarding the impact of personal competence on human resource performance. For example, within the framework of the regional head protocol in Central Java, empirical research shows that personal competence—including knowledge, skills, and attitudes—has a substantial influence on employee performance, as evidenced by good results ($\beta = 0.507$, $p < 0.001$). This is in line with previous scientific investigations that underline the importance of competence in

improving organizational performance. For example, a scientific study that examines the characteristics of micro, small, and medium-scale economic actors (MSMEs) identified that strategic human resource development and related competencies show strategic relevance in efforts to improve the effectiveness of human resource work. (Kristanti & Churiyah, 2024). Individual competence is very important in improving human resource performance in various scenarios. (Cintha Wijayanti Hadi Saputri & Ahmad Mardalis, 2023).

The comprehensive review results confirm that organizations must prioritize personal competency development to improve the effectiveness of protocol work. Indicating a fundamental urgency for organizations to implement development programs that add technical skills and knowledge while also considering personal competency aspects. These findings further highlight the importance of individual competencies as a critical intermediary between elements such as knowledge and attitude about human resource performance. In essence, companies must build a work environment that encourages employee growth, stimulates innovation, and consistently provides constructive feedback. In addition, the performance evaluation framework must be revised to emphasize the importance of personal competencies. Finally, individualized methodologies in human resource development are essential, with programs specifically designed to align with the unique needs and potential of each employee. These methodologies include goal-oriented mentoring or coaching, customized career development strategies, and comprehensive competency evaluations.

6. CONCLUSION

The study shows that competencies related to digital leadership and change management capacity are critical in shaping individual skills and overall HR performance in the Central Java local government protocol. The findings indicate that knowledge and cognitive frameworks have a significant positive impact on individual competencies, with attitudes showing the most substantial influence. In particular, an integrative approach to HR development should prioritize not only the enhancement of technical knowledge and skills but also the cultivation of professional attitudes. This underscores the idea that personal competencies serve as critical determinants that directly and profoundly affect HR performance.

The implications of these findings are profound for human resource management strategies in the public sector, especially regarding adaptive methodologies. Local government entities are encouraged to implement comprehensive development initiatives,

foster a workplace environment conducive to skills enhancement, and recalibrate performance evaluation systems to reflect the importance of these factors. Consequently, this study establishes a substantial foundation in realizing the efficacy of protocol services and empowers regional administrators in navigating the challenges and disruptions characteristic of the contemporary landscape.

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