

**Performance Management of Defense Attaché Office under Indonesian Embassy  
in Thailand**

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**Abstract**

Quality of service has become an important aspect to achieve customer satisfaction. The defense attaché office under Indonesian embassy also trying to improving performance management of the defense attaché. This study aimed to explore the role of performance management, and stakeholder's perception on the performance of Defense Attaché Office in Indonesian Embassy

This study was a qualitative phenomenology approach. The study was conducted in the Defense Attaché Office under Indonesia Embassy in Bangkok, Thailand. The participants were stakeholders of Defense Attaché Office under Indonesia Embassy in Thailand. Purposive sampling was used to select participants in this study. Data was collected by using interview, observation, and documentation of the Defense Attaché Office.

The responsibilities and functions of Defense Attaché Office were to serves stakeholders in the embassy as representative of Indonesian Minister of Defense; to serves as military adviser to the Chief of Mission in the host country; responsible for any matters related to cooperation and activities with the

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military institution in accredited country; to develop network with military attaches; and to report the headquarters regarding military cooperation. Regarding the performance management, all of the staff under Defense Attaché Office were present in the office every working hour's days and outside office hours when needed; the staff are able to handle all secretarial jobs, able to manage and report the financial matters of the office, contact counterpart and able to maintain the cleanliness of the office, drive office operational cars and maintain the cleanliness of the car; the staff can carry out their jobs very well, highly satisfied, and very good abilities related to their performance; staff can manage their jobs very well; have enough knowledge and skills, and joined training before they start their jobs; the staff did not have any difficulties in performing their own jobs and they satisfied to their jobs and responsibilities. In terms of stakeholders perception, the Defense Attaché have been effectively providing the necessary assistance; play a significant roles in build trust between the two Armed Forces; the Defense Attaché had very good relationship with Royal Thai Armed Forces, work very well support and facilitate the bilateral military cooperation activities; and some other countries such as Thailand, Singapore, Philippine, and also India were satisfied with the performance of the Defense Attaché Office.

### **Conclusions**

The responsibilities and functions of the Defense Attaché were important as a representative of Indonesian Minister of Defense. All staff can worked very well and satisfied, and the perception of stakeholders were very satisfied. Furthermore, the Defense Attaché needs to follow the standard operational procedure; diplomacy among countries is the best way to save the relation each other; bilateral cooperation between Indonesia and Thailand should be improved; and synergy among them need to improve to succeed the whole agenda of the attaché.

**Keywords:** Performance management, Defense Attaché, Indonesian Embassy in Thailand

## **1. Introduction**

Regarding globalization era, content of national and international interests are consist of four important substances including political, economic, military, and diplomatic. Specifically, ability of diplomacy is one of the important factors in strengthening political, economic, and military affairs. The most encompassing diplomacy of military assignments relative to the country is the part of the Defense Attaché role as information agency in the construction and development of professional military to

confront the development of science and technology, and relationship for beneficial and adverse effects particularly in defense of the country.

Under Embassy organization, Defense Attaché Office (DAO) also handles the military formalities and control for its own citizens liable to military service or course, prepares international treaties and official state visits, and keep relationship between Indonesia's counterparts in other countries. Defense Attaché in several cases becomes representation of Indonesia's public administration in a foreign town, implements a public service, and provides the satisfactions of service among stakeholders and counterparts.

The good service quality delivered to serve stakeholder satisfaction has driven successful performance of both public and private sector businesses. High performance businesses have developed principles and strategies for achieving stakeholder satisfaction. This paper presents a framework or set of ideas for using stakeholder satisfaction principles and strategies to improve the quality, responsiveness, and accessibility of public sector, and to privately provide services in vulnerable communities. The framework suggests that it can be supported through stakeholder satisfaction strategies to become empowered individuals whose informed perspectives influence decisions about what, how, when and where services are available to them.

In order to improve satisfaction, public sector organizations must first clearly identify their primary stakeholders. While they also need to consider the role and impact of secondary stakeholders, since these groups have considerable influence within the public domain. In obtaining their cooperation, these groups may need to be convinced that they will also gain benefits, which may require special incentives or sanctions. Therefore the researcher would conduct a research entitled "Performance Management of Defense Attaché Office under Indonesia Embassy in Thailand".

### **2. Research Objective**

This study aimed to analyze the responsibilities and functions, performance management, and stakeholder's perception towards performance of the Defense Attaché Office under Indonesia Embassy in Thailand.

### **3. Scope of Research**

This research is focused on the most obvious variables concerning satisfaction of stakeholders on the management of organizational performance. Meanwhile, this study is focused on some variables such as the responsibilities and functions of the Defense Attaché Office, managerial performance, and also stakeholder's perception on managerial performance of the Defense Attaché Office under Indonesia Embassy in Thailand.

### **4. Research Method**

This study is categorized as descriptive research method, with qualitative approaches. The goal of this qualitative approach is to explore the role of performance management, and the stakeholder's perception on the performance of Defense Attaché Office in Indonesian embassy. This research is focus on the performance management of the Defense Attaché Office under Indonesia Embassy in Thailand.

#### **Source of Data**

Data can be differentiated into primary and secondary data. For primary data, the data was collected directly from the source through interviews with the parties directly related to performance of DA office and satisfaction of counterpart and stakeholder. The samples of this study was key informant as following: 1 ) Ambassador of the Republic of Indonesian Embassy in Thailand; 2 ) Navy Attaché of defense attaché office of Indonesian Embassy in Bangkok; 3 ) Air attaché of defense attaché office of Indonesian Embassy in Bangkok; 4) Police Attaché of Indonesian Embassy in Bangkok; 5) Immigration Attaché of Indonesian Embassy in Bangkok; 6) Protocol Function of Indonesian Embassy in Bangkok; 7) Major General Wichai Chucherd; 8) Representative of Royal Thai Armed Forces; 9) Representative of Foreign Liaison Department of Royal Thai Army; 10) Representative of Foreign Liaison Department of Royal Thai Air Force; 11 ) Representative of Foreign Liaison Department of Royal Thai Navy; 12 ) Defense Attaché of Malaysia in Bangkok; 13 ) Defense Attaché of Singapore in Bangkok; 14 ) Defense Attaché of Myanmar in Bangkok; 15) Defense Attaché of Filipina in Bangkok; and 16) Defense Attaché of India in Bangkok. For secondary data, the data was collected and reported by outside researchers themselves, although it was fully collected the original data. Researcher obtained the documents, reports, papers and others.

### **Data Collection Technique**

Researcher used the field research technique in which researcher went directly to research sites to observe the actual events and circumstance.

### **Sampling**

A purposive sampling was applied to select the appropriate sample in this study. The selecting of the sample based on the inclusion criteria: 1) People who are directly related to the defense Attaché activity; 2) The former DA of Thailand in Royal Thai Embassy in Indonesia; 3) willing to participate in this study. While exclusion criteria was includes 1) people that not in the site of study; and 2) people match with the inclusion criteria but suffering by any disease during data collection.

### **Research Instruments**

The research instruments in this study are 1) the researcher that done by watching and observing the events or the events taking place on the object of research and then the observation was recorded in the tape recorder; 2) instrument guidance consisting the lists of questions prepared to gain information about the object being studied; and 3) notebooks, stationary, camera, and recorder that are used to record data and information obtained in the research location.

### **Analysis Method**

The thematic analysis was used in this study to identify, analyze and report within the key theme of the qualitative data. The data was obtained from the interview and classify based on the key theme.

### **Data Validity**

To scrutinize the data validity, the research was based on four criteria namely credibility, transferability, dependability, and conformability. Credibility refers to the acceptance of the reader and approval from respondent to the outcome of the research, principally, implementing credibility substitutes the concept of internal validity from non-qualitative. Transferability refers to the effort to generalize the research outcome to the wider population by considering the empirical problems which rely on the same perception of contributor and acceptor. Relating to the primary data, the collected data and information is defined by informants who are chosen carefully via estimation or judgment of researcher so that they represent all population and relevant with the research object. Dependability refers to the accurate data supported by the evidences which are taken from the locus of the research. To get this thing, the research is completed by tracking the research activities which is documented via notes and collected arches from

the research site. The last is Conformability refers to the objectivity of the research based on ethics as a tradition of qualitative research. It can be achieved by auditing and examining all components, process, and outcome of the research.

## **5. Research Concept**

This research was to explore the link between organizational performance and satisfaction of counterpart and stakeholder to determine whether there was there an empirically provable relationship between these two variables and the direction and the intensity of this relationship. Here it is imperative to point out that the relationship between organizational performance and satisfaction of counterpart and stakeholder performance is complex; the research on it is rare; and theoretical and practical studies have not yielded an unambiguous answer to the real nature and strength of the connection between organizational performance and satisfaction of counterpart and stakeholder.

## **6. Result**

### **The responsibilities and the functions of Defense Attaché Office in the Indonesian Embassy**

Regarding the responsibilities and functions of Defense Attaché of Indonesian Embassy, this study showed that the responsibilities and the functions is match with the rules stated in the Procedure and Mechanism of Defense Attaché Office and Military Advisor of the Republic of Indonesia (1). The responsibilities and functions of Defense Attaché are includes (1) Represents and supports the interests of the Defense Minister, the Indonesia Armed Forces Commander and Chief of Staff of the Armed Forces in Military and Defense activities in the resident, non-resident and partner accredited countries according to the Indonesian Armed Forces of Indonesia (Indonesia Armed Forces); (2) Lead, plan, coordinate and oversee all operational activities of the Office of DA in accordance with applicable procedures; (3) To plan, organize and collect and analyze material of state accreditation in the framework of making periodic and periodic reports to Indonesia Armed Forces; (4) To provide reports and suggestions to the Head of Representative of the Republic of Indonesia regarding the implementation of DA Office activities related to the functions and duties of the Representative Office of the Republic of Indonesia in the country of accreditation; (5) Undertake activities in the context of fostering, maintaining, enhancing military and defense relations and cooperation in the accreditation country; (6) Seek and maintain access to accredited,

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resident, non-resident and partner countries related to the interests of the Republic of Indonesia; (7) Carry out the guidance and supervision of Indonesian Citizens in the accreditation country for the benefit of the Indonesia Armed Forces and in order to assist the Embassy's duties; (8) Carry out the accountability of personnel administration, logistics and finance; (9) Assist the completion of administration and protocol activities in the accreditation country in the context of military and defense cooperation relationships; (10) To implement security personnel, materials, documents, activities and installation of DA Office and the Embassy; (11) To implement security of VVIP (President / Vice President); (12) Carries out support for VIP visitation activities (Indonesian Defense Minister, Indonesia Armed Forces Commander and Chief of Staff of Ministry of Defense (MoD)/ Indonesia Armed Forces Officials); (13) To provide assistance to Indonesia Armed Forces members performing duties in the territory of the accredited resident, non-resident and partner countries in accordance with their provisions and authorities; (14) Prepare and report the Attaché Force List (Army Attaché, Navy Attaché, and Air Attaché), Assistance DA, Analyst Officer, and Non-Commissioned Officer (NCO) as well as evaluate and submit the change or addition of personnel of the Official Employee of DAO to Indonesia Armed Forces; and (15) Performing other duties on the orders of the Indonesia Armed Forces.

Meanwhile, based on the interview to some respondents, the responsibilities of Defense Attaché Office in the Indonesian Embassy are very important not only for the Indonesia Government in general, but also to all of the Indonesian that living in the destination countries, such as (1) The responsibilities of Defense Attaché Office is to serves in the embassy as representative of Indonesian Minister of Defense, Commander Defense Forces, Chief of Army, Navy and Air Force.; (2) Determines, collects, evaluates and transmit strategic information of importance to the national interest and security of the country; (3) Serves as military adviser to the Chief of Mission in the host country; (4) Attends such official functions or social gatherings to which the Defense Attaché is invited or to which he is directed by the Chief of Mission. In view of enhancing closer relations with other foreign dignitaries and guests for the best interest of the service and for the successful accomplishment of the assigned mission; (5) Responsible for any matters related to cooperation and activities with the military institution in accredited country and friendly countries in accredited country; (6) To develop the network with military attaches. To report to the Headquarters regarding military cooperation and observation. As part of diplomacy, DA has diplomatic right which is protected under Vienna Convention on Diplomatic Indonesia Relation 1961; (7) Military attaché are the primary representative of the Indonesia military in the county to which they are assigned,

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the responsibilities included participation in ceremonial function and military events, meeting with military counterpart.

Defense attaché is part of a state's diplomatic mission stationed in the overseas representative office of the country concerned, and an integral part of the diplomatic mission of the country. Defense attachés conduct a wide range of activities in order to promote trust among states. They continuously foster good communication with the defense institution where they are stationed. They also involve in communication and negotiation in the strategic level talks on matters concerning their national security, the procurement of military equipment, defense co-operation agreement between their country and the country in which they are positioned.

Further, a defense attaché (DA) is a member of the armed forces who serves in an embassy as a representative of his/her country's defense establishment abroad and in this capacity enjoys diplomatic status and immunity. DA is a generic term that covers personnel from all branches of the armed services, although some larger countries may appoint an attaché to represent an individual service branch, such as an air force or naval attaché. The DA is usually responsible for all aspects of bilateral military and defense relations. Some countries also deploy attachés to work on other security issues, such as migration or police and justice matters.

The results are in line with the role of the defense attaché according to DCAF are as follows: (1) bridging the needs of the military and security interests of the country; (2) representing the country's military in peace missions/military operations; (3) developing the security policy and supporting military operations in difficult times, especially when a crisis occurs in the relationships with receiving state; (4) acting as a military and security adviser for the ambassador and the embassy staff; (5) observing the state conditions where he/ she is assigned and report the state security and defense conditions to his/her country; (6) conducting defense diplomacy and security cooperation; (7) promoting the defense industry; and (8) acting as a initiator on emergency responses and mitigation efforts in a crisis situation.

Furthermore, DCAF considers that a defense attaché requires specific training in order to carry out his/her duties properly. DCAF recommends that the necessary training is focused on: (1) the specialized language training, the duration ranges from a few months to a year, the level of proficiency on the local language depends on the state he/ she assigned, because in conducting an effective relationship with the military of the recipient country needs at least at the survival-level language capability, combined with the ability to speak English at advanced level; (2) training which is relevant to the functions of the



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job, such as defense and security policy, intelligence, protocol, the structure of the armed forces, weapons control, control of arms exports, and specialized computer training; and (3) cultural training for the process of acclimatization to the destination country.

On the other hand, for Indonesia, the defense attaché post is held by a military officer approved to the ministry of foreign affairs and placed in the Embassy of the country concerned, and given the position as a diplomat. Duties and functions of the Indonesian defense attaché are stated in the decree of the minister of foreign affairs number SK.06/A/OT/VI/2004/01 of 2004 on the organization and work procedure of the Indonesian diplomatic mission abroad, article 22, which is: “defense attaché has a main duty to assist the chief of representative in enhancing relations and military cooperation, defense and security, between Indonesia and the receiving countries.” Still under the same decree, but in article 23, there is a more detail explanation regarding the functions or tasks of an Indonesian defense attaché, which are: (1) providing technical support in the field of defense and security for the implementation of the basic tasks and functions of representatives; (2) managing the security for state visits and official visits; (3) developing and improving networks of cooperation with various parties; (4) selecting and assessing the procurement of military equipment required by the Indonesian government; (5) implementing the technical execution of the internal security of the representatives office; (6) observing, analyzing, and reporting issues associated with defense matters of the receiving state; and (7) executing the specific activities assigned by the ministry of defense and the Indonesian armed forces.

The establishment of the Indonesian Defense Attaché office in many countries including Thailand is very fundamental. The regulating mechanism of the Defense Attachment, which is an element of the Indonesian Military to implement defense diplomacy policies, establishes strategic partnerships with friendly countries, for the dexterity of the Ministry of Defense and the Indonesian Military to Representatives of the Republic of Indonesia abroad in accordance with applicable laws and regulations.

Nowadays, the main roles of the DA are as follows. He/ she (1) is an advocate for his/her country’s military and security interests; (2) represents his/her country’s military authorities and liaises with those of the host country, (3) provides a security-policy and military network capable of operating even in times of troubled or reduced bilateral relations; (4) acts as a military and/or security advisor to his/ her ambassador and embassy staff; (5) observes conditions in the host country with a bearing on security and reports on them to home country authorities; (6) oversees and manages activities in the area of military outreach, defense diplomacy and security cooperation, both in bilateral exchanges and through

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multilateral programmes such as NATO's Partnership for Peace; (7) promotes, in some instances, the home country armaments industry; and (8) may play a role in spearheading emergency response and relief efforts when crises arise.

According to the rules stated in the Procedure and Mechanism of Defense Attaché Office and Military Advisor of the Republic of Indonesia, defense attaché has very important responsibilities and functions such as: (1) Represents and supports the interests of the Defense Minister, the Indonesia Armed Forces Commander and Chief of Staff of the Armed Forces in Military and Defense activities in the resident, non-resident and partner accredited countries according to the Indonesian Armed Forces of Indonesia (Indonesia Armed Forces); (2) Lead, plan, coordinate and oversee all operational activities of the Office of DA in accordance with applicable procedures; (3) To plan, organize and collect and analyze material of state accreditation in the framework of making periodic and periodic reports to Indonesia Armed Forces; (4) To provide reports and suggestions to the Head of Representative of the Republic of Indonesia regarding the implementation of DA Office activities related to the functions and duties of the Representative Office of the Republic of Indonesia in the country of accreditation; (5) Undertake activities in the context of fostering, maintaining, enhancing military and defense relations and cooperation in the accreditation country; (6) Seek and maintain access to accredited, resident, non-resident and partner countries related to the interests of the Republic of Indonesia; (7) Carry out the guidance and supervision of Indonesian Citizens in the accreditation country for the benefit of the Indonesia Armed Forces and in order to assist the Embassy's duties; (8) Carry out the accountability of personnel administration, logistics and finance; (9) Assist the completion of administration and protocol activities in the accreditation country in the context of military and defense cooperation relationships; (10) To implement security personnel, materials, documents, activities and installation of DA Office and the Embassy; (11) To implement security of VVIP (President/ Vice President); (12) Carries out support for VIP visitation activities (Indonesian Defense Minister, Indonesia Armed Forces Commander and Chief of Staff of Ministry of Defense (MoD)/ Indonesia Armed Forces Officials); (13) To provide assistance to Indonesia Armed Forces members performing duties in the territory of the accredited resident, non-resident and partner countries in accordance with their provisions and authorities; (14) Prepare and report the Attaché Force List (Army Attaché, Navy Attaché, and Air Attaché), Assistance DA, Analyst Officer, and Non-Commissioned Officer (NCO) as well as evaluate and submit the change or addition of personnel of the

Official Employee of DAO to Indonesia Armed Forces; and (15) Performing other duties on the orders of the Indonesia Armed Forces.

Meanwhile, based on the interview to some respondents, the responsibilities of Defense Attaché Office in the Indonesian Embassy are very important not only for the Indonesia Government in general, but also to all of the Indonesian that living in the destination countries, such as: (1) The responsibilities of Defense Attaché Office is to serves in the embassy as representative of Indonesian Minister of Defense, Commander Defense Forces, Chief of Army, Navy and Air Force; (2) Determines, collects, evaluates and transmit strategic information of importance to the national interest and security of the country; (3) Serves as military adviser to the Chief of Mission in the host country; (4) Attends such official functions or social gatherings to which the Defense Attaché is invited or to which he is directed by the Chief of Mission. In view of enhancing closer relations with other foreign dignitaries and guests for the best interest of the service and for the successful accomplishment of the assigned mission; (5) Responsible for any matters related to cooperation and activities with the military institution in accredited country and friendly countries in accredited country; (6) To develop the network with military attaches. To report to the Headquarters regarding military cooperation and observation. As part of diplomacy, DA has diplomatic right which is protected under Vienna Convention on Diplomatic Indonesia Relation 1961; (7) Military attaché are the primary representative of the Indonesia military in the county to which they are assigned, the responsibilities included participation in ceremonial function and military events, meeting with military counterpart.

### **Performance of management of Defense Attaché Office under the Indonesian Embassy in Thailand.**

The results of this study showed that the performance of Defense Attaché Office in the Indonesian Embassy in Thailand includes (1) All of the staff under Defense Attaché Office in the Indonesian Embassy in Thailand are present in the office every working hour's days and outside office hours when needed; (2) Based on the report on ability staff to carry out the tasks, the staff are able to handle all secretarial jobs, able to manage and report the financial matters of the office, contact counterpart or any institutions related to DA office, and able to maintain the cleanliness of the office, drive office operational cars and maintain the cleanliness of the car; (3) Regarding the report on ability staff to carry out the tasks, all of the staff can carry out their jobs very well, highly satisfied, and very good abilities related to their performance in working under Defense Attaché Office of Indonesian

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Embassy in Thailand; (4) The staff felt that they can manage their jobs very well. Sometime the job was difficult but it will be easier when make a good plan before. Meanwhile, some staff said that they ready for 24 hours because so many visitors that should handle very well; (5) the staffs have good ability in their own responsibilities. They have enough knowledge and skills, and joined training before they start their jobs; and (6) All of the staffs mentioned that the do not have any difficulties in performing their own jobs and they satisfied to their jobs and responsibilities. Further, improving work atmosphere is the first priority, professional and good team work, respect to job structure and description, and internal coordination are needed to increase.

The results of the management performance of Defense Attaché Office in the Indonesian Embassy in Thailand is in line with the rules stated in the Procedure and Mechanism of Defense Attaché Office and Military Advisor of the Republic of Indonesia. The rules stated that all of the staffs have to conduct their own jobs based on the regulation and job descriptions. The rules also emphasize to perform their daily activities based on their duties, obligations and their responsibilities.

Bernardin and Russel (in Ruky, 2002, p. 15) defined performance as the record of the outcomes produced on a specified job function or activity during the time period. Achievements or performance is a record of the results obtained from the specific job functions or activities for a certain period. Meanwhile, Gibson, et al (2003, p. 355), described performance is the result of the work associated with the organization's objectives, efficiency and effectiveness of performance with other performance.

The good performance of the staff is also influence by the strong leadership. Leadership is really one of the cores of management; therefore empirically leadership has a very position strategic in carrying out the activities of an organization. In that context, understanding of the leadership aspect seems to be a necessity of order the implementation of activities can run in accordance with organizational goals. In connection with that, Siagian (1997, p. 12) explains the concept of leadership as one's skill and ability affect the behavior of others, whether the position is higher, level and lower than thereof, in thinking and acts in order that the original behavior may be individualistic and egocentric turns into organizational behavior.

The performance that found in this study can be explained (1) the performance of management of Defense Attaché Office can be assessed from observation and interview. The observation is focus to daily staff attendance and ability of staff to work on their own responsibilities. All of the staff under Defense Attaché Office in the Indonesian Embassy in Thailand are present in the office every working

hour's days and outside office hours when needed; (2) Based on the report on ability staff to carry out the tasks, the staff are able to handle all secretarial jobs, able to manage and report the financial matters of the office, contact counterpart or any institutions related to DA office, and able to maintain the cleanliness of the office, drive office operational cars and maintain the cleanliness of the car; (3) Regarding the report on ability staff to carry out the tasks, all of the staff can carry out their jobs very well, highly satisfied, and very good abilities related to their performance in working under Defense Attaché Office of Indonesian Embassy in Thailand; (4) The staff felt that they can manage their jobs very well. Sometime the job was difficult but it will be easier when make a good plan before. Meanwhile, some staff said that they ready for 24 hours because so many visitors that should handle very well; (5) the staffs have good ability in their own responsibilities. They have enough knowledge and skills, and joined training before they start their jobs; and (6) All of the staffs mentioned that they do not have any difficulties in performing their own jobs and they satisfied to their jobs and responsibilities. Further, improving work atmosphere is the first priority, professional and good team work, respect to job structure and description, and internal coordination are needed to increase.

### **Stakeholder's perception on the performance of Defense Attaché Office in the Indonesian Embassy**

This study showed that (1) The Defense Attaché in the Indonesian Embassy have been effectively providing the necessary assistance (airport, transportation and administrative) to the members of the Indonesian Armed Forces on official and related visits to the Kingdom of Thailand; (2) The Defense Attaché Office in the Indonesian Embassy play a significant roles in build trust between the two Armed Forces. Defense Attaché have very good relationship with Royal Thai Armed Forces. He work very well support and facilitate the bilateral military cooperation activities; and (3) The Defense Attaché from some other countries such as Thailand, Singapore, Philippine, and also India are satisfied with the performance of Defense Attaché of Indonesia in conducting collaboration and other activities between the countries.

The results is in accordance with the National Defense Policy from Ministry of Defense Republic of Indonesia. The policy addressed to strengthen cooperation with friendly countries in the framework of capacity building and increasing the active role in the Peacekeeping Operation (PKO) and regulating the deployment of TNI forces in the task of world peace under the United Nations in the context of defense diplomacy.

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There are several concepts in terms of performance management. Performance management is a continuous process of identifying, measuring, and developing the performance of individuals and teams and aligning performance with the strategic goals of the organization. Regarding the performance management, there are two main components such as (1) Continuous process. Performance management is ongoing. It involves a never-ending process of setting goals and objectives, observing performance, and giving and receiving ongoing coaching and feedback; (2) Alignment with strategic goals. Performance management requires that managers ensure that employees' activities and outputs are congruent with the organization's goals and, consequently, help the organization gain a competitive advantage. Performance management therefore creates a direct link between employee performance and organizational goals and makes the employees' contribution to the organization explicit.

Performance management systems has several contributions to the organization in terms of performance management such as (1) Motivation to perform is increased; (2) Self-esteem is increased; (3) Managers gain insight about subordinates; (4) The definitions of job and criteria are clarified. Self-insight and development are enhanced; (5) Administrative actions are more fair and appropriate; (6) Organizational goals are made clear; (7) Employees become more competent; (8) Employee misconduct is minimized; (9) There is better protection from lawsuits; (10) There is better and more timely differentiation between good and poor performers (11) Supervisors' views of performance are communicated more clearly; (12) Organizational change is facilitated; (13) Motivation, commitment, and intentions to stay in the organization are enhanced; (14) Voice behavior is encouraged; and (15) Employee engagement is enhanced.

The good perception from the respondents may influence by the effective performance management of Defense Attaché. The effective performance management systems have a well-articulated process for accomplishing evaluation activities, with defined roles and timelines for both managers and employees. Especially in organizations that use performance management as a basis for pay and other HR decisions, it is important to ensure that all employees are treated in a fair and equitable manner.

On the other hand, employee input has been used effectively in many organizations. It sometimes takes the form of asking employees to provide self-ratings on performance standards, which are then compared with the manager's ratings and discussed. However, experienced practitioners have found that this type of process and discussion can lead to increased defensiveness, disagreements and bad feelings between employees and managers, if managers ultimately rate employees less effectively than

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they have rated themselves. An alternative way of collecting employee input is to ask employees to prepare statements of their key results or most meritorious accomplishments at the end of the rating period.

Furthermore, employee input has a number of positive results. First, it involves employees in the process, enhancing ownership and acceptance. Second, it reminds managers about the results employees have delivered and how they were achieved. Third, employee-generated accomplishments can be included in the formal appraisal, decreasing managers' writing requirements. Fourth, employee input increases communication and understanding. Managers and employees usually review and discuss the accomplishments before they become part of the appraisal, resulting in fewer disconnects between the manager's and the employee's views of the employee's contributions.

Finally, employee accomplishments can be retained and used as input for pay or promotion decisions. The Defense Attaché in the Indonesian Embassy have been effectively providing the necessary assistance (airport, transportation and administrative) to the members of the Indonesian Armed Forces on official and related visits to the Kingdom of Thailand. While the Defense Attaché Office in the Indonesian Embassy play a significant roles in build trust between the two Armed Forces. Defense Attaché have very good relationship with Royal Thai Armed Forces. He work very well support and facilitate the bilateral military cooperation activities. Further, the Defense Attaché from some other countries such as Thailand, Singapore, Philippine, and also India are satisfied with the performance of the Defense Attaché office in Indonesia Embassy in conducting collaboration and other activities between the countries.

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