

Implementation of the Protocoler's Role on Facilitating the Agenda of the Regional Head

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Abstract

This study aims to analyze the role of the Protocol Section in facilitating the Regional Head's agenda, as well as identifying inhibiting and supporting factors that affect its performance. The research was conducted in the Protocol Section of Pasuruan City at the Regional Secretariat Office of Pasuruan City, Panggungrejo District, Pasuruan City, East Java Province. The data analysis technique in this study used descriptive qualitative analysis. This research found that the Pasuruan City Protocol and Leadership Communication Section has a strategic role in supporting the Regional Head's agenda and creating a positive image of the government. Based on Perwali Number 53 of 2022, this section has carried out the tasks of leadership facilitation, guest management, agenda preparation, and government communication. With an achievement of 90% of the annual target and completion of 107 out of 112 service requests, the effectiveness of this section's work is relatively high. The evaluation of the Regional Government Work Plan (RKPD) for the fourth quarter of 2024 also showed good performance, including budget management. However, challenges remain in improving human resources, SOP-based discipline, and optimizing regulations. Increased transparency, archive systems, and effective communication are needed to strengthen government professionalism. Regular evaluation and modern management are needed to improve the effectiveness and transparency of governance. This research is expected to help the Protocol and Communication Section of Pasuruan City Leaders improve human resources through continuous training, including event management, protocol, and readiness to face urgent situations. In addition, using technology can improve efficiency, communication, transparency, and governance accountability.

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1. Introduction

Institutions, institutions, and organizations are systems consisting of interrelated components. Clear rules are needed for the relationship between elements in the system to be harmonious. The protocol is a series of activities that regulate the Order of Place, Ceremony, and Honor in state or official events as a form of respect according to one's position or position. Protocols are conventions and regulations regarding the order and ethics of diplomacy in organizing events, which apply universally to government agencies. The implementation of state activities requires experts, namely protocol, who ensure the smooth running of the event. The success of protocol depends on the management of people in an activity, which is the result of previous planning stages (Widhi, 2009). One of the important elements in organizing an activity is the implementation of a good and correct protocol and in accordance with applicable regulations. Protocol is an activity carried out based on regulations relating to formality, order, and diplomatic ethics. Protocol is a rule in guiding the process of activities or activities,

especially in the field of diplomacy (Setiyono et al., 2022). In the context of statehood, protocol functions to maintain good relations within a country and between countries.

Protocol refers to the custom and regulations related to formalities, order of procedure, and diplomatic etiquette in determining a position, which serves as a reference for all government institutions and is universally applicable. The implementation of state activities certainly requires experts who are fully knowledgeable about the state events to be held. These experts are known as protocol officers (Febrinaldi et al., 2022). In carrying out an activity carried out by the government, it really needs a leader in an institution to achieve the smooth running of an event, where the leader in question is a protocol officer. Therefore, the leader must be able to provide a good example to his members in an effort to achieve smooth running of an activity in the government (Novia, 2023).

Protocol regulations are prepared to maintain the authority of leaders, organizations, or countries to be maintained strategically. A well-organized protocol reflects a positive image in the eyes of the public. This rule brings order to events so that they run smoothly according to agreed procedures. At the national level, the protocol is regulated in Law Number 9/2010. Meanwhile, on an international, national, and local scale, the protocol ensures the smoothness and orderliness of official events involving various elements of society. Protocol plays an important role in the success of government and organizational activities, including supporting leadership duties and creating a harmonious environment (Inanda et al., 2022). Its activities include preparing for official visits and maintaining comfort and security in official events at the central and regional levels. The protocol that has the responsibility for the comfort of the leader needs to consider all supporting aspects that provide comfort to the leader when carrying out activities. To coordinate all matters related to the leadership service, fast and effective communication is needed between the protocol and supporting staff so that the leadership activities run smoothly, orderly, and comfortably (Thalib & Alkatiri, 2021).

The Protocol Section of the Pasuruan City Regional Secretariat coordinates, serves the head and deputy head of the region, and visits official guests. As a government agency, this section prioritizes the prevention of obstacles in achieving government programs rather than repressive actions, with strategies to improve reputation and capabilities. However, the implementation of protocol and facilitation is still not optimal, as evidenced by slow coordination and implementation errors that impact the government's image. These mistakes are caused by a lack of understanding of protocol, limited competent human resources, and the absence of a detailed and structured Standard Operational Procedure (SOP). As a result, there are often delays, time differences, and obstacles in the activities of regional heads, hamper the effectiveness of government duties.

This study aims to analyze the role of the Protocol Section in facilitating the agenda of the Regional Head in Pasuruan City and identify the inhibiting and supporting factors that affect its performance. This research helps complete studies on local government protocol and public relations policies. It contributes to the development of Public Administration Theory, especially in improving the quality of protocol performance. Practically, it can be an input for the Pasuruan City Government in identifying factors inhibiting the performance of the Protocol Section, which can be used as a basis for improving governance. For the Protocol Section, the results of this study provide insight into the challenges faced and serve as guidelines for improving the quality of performance, correcting deficiencies, and developing more effective strategies in facilitating the regional head's agenda.

According to Soekanto (2002), a role is a set of behaviors associated with a particular position, where each role has a different pattern of behavior depending on the situation. Regarding status, roles reflect cultural patterns that include attitudes, social values, and behaviors that society expects of individuals in certain positions. Sociologically, role is a dynamic aspect of a person's actions or behavior in carrying out their rights and obligations according to their position. Roles include norms that guide individuals in society, concepts about individual actions in social organizations, and behaviors that affect social structures. In the context of government, roles reflect institutions' involvement in local government functions. Siagian (2000) asserts that the government acts as a stabilizer, innovator, modernizer, pioneer, and implementer of development.

According to Dozier (in Ruslan, 2006), the role of protocol in the organization is divided into four categories. Expert Prescriber acts as an expert advisor who helps solve public relations problems. The Communications Facilitator acts as a mediator between management and the public to create mutual understanding and support. Problem Solving Process Facilitator assists leaders in making rational and professional decisions. Communications Technician acts as a communication technician who provides organizational communication services. According to Kansil (2002), protocols include diplomatic ethical rules, preliminary agreements between countries, and parts of international treaties. Protocol constraints include media limitations, difficulty predicting VVIP visits, and lack of qualified personnel (Hernani, 2014). Proper implementation of protocol prevents misunderstandings that can hinder good relations and cooperation.

Organizational communication is communication between people in an organizational context (Senjaya, 2013). Organizations rely on symbols, words, and ideas to coordinate their activities as a collection of interacting individuals. Communication science plays a role in understanding forms of communication, methods, techniques, media, and inhibiting factors in organizations. According to Sendjaja (2013), organizational communication has four main functions. The informative function allows members to obtain timely information to support their work. The regulative function is related to organizational regulations regarding management and work-related regulative messages. The persuasive function emphasizes a persuasive rather than authoritative approach to leadership. The integrative function provides formal communication channels, such as newsletters, and informal ones through social interaction to improve coordination and employee engagement in the organization.

Management means organizing and includes six main elements: man, money, method, machines, materials, and market. Management is the art of managing something so others can do it effectively and efficiently, especially in complex and high-value activities. Human resources as an organizational asset needs to be managed optimally to achieve the set goals. Gulick in Wijayanti (2008) defines management as a science that seeks to understand how people work together to achieve goals. Schein (2008) calls management a profession that demands decisions based on certain principles and work standards. Terry (2005) defines management as a process or framework for managing organizations.

The source of protocol comes from international and national norms that form the basis for protocol arrangements. Internationally, these provisions are regulated in various conventions, such as the 1815 Vienna Convention and the 1818 Aix-la-Chapelle Convention governing diplomatic service, as well as the 1961 and 1963 Vienna Conventions governing diplomatic and consular relations. In addition, protocol guidelines from international organizations are referenced. At the national level, the protocol is regulated in various regulations, including the 1945 Constitution, decrees and decisions of the MPR RI, as well as several laws such as Law No. 1 of 1982 on the ratification of the Vienna Convention, Law No. 9 of 2010 on protocol, and Law No. 20 of 2009 on titles, merits, and honors.

2. Methods

This research uses a descriptive qualitative approach to explain the phenomenon in depth. Qualitative research method is an approach whose research findings are not obtained through statistical procedures or other forms of calculation. This procedure produces findings obtained from data collected using various means. Qualitative research is descriptive research and tends to use analysis with an inductive approach. Qualitative research is research that does not use statistics but through data collection, analysis, and then interpretation (Sulistiyo, 2019). Qualitative research aims to explore data in depth to understand a phenomenon in detail (Fadli, 2021). This research focuses on analyzing the performance of the Pasuruan City Protocol Section in facilitating the Regional Head's agenda and identifying inhibiting factors. This approach allows researchers to describe the processes and dynamics that occur more comprehensively by developing theory as a reference for analysis. Thus, this research can provide a comprehensive

understanding of the collaboration and effectiveness of the protocol in the local government environment.

This research was conducted at the Protocol Section of Pasuruan City, located at the Regional Secretariat Office of Pasuruan City, Pangungrejo District, Pasuruan City, East Java Province. The selection of this location aims to obtain relevant primary and secondary data to understand the performance of the Protocol Section in facilitating the Regional Head's agenda. This location was chosen because it is the center of protocol activities of the local government, which is the object of research.

The data analysis technique in this research uses qualitative analysis to obtain systematic and comprehensive results based on Creswell's (2010) theory. The analysis process includes data preparation and organization, identification and coding, in-depth analysis through the coding process, and description of the setting, categories, and themes analyzed. The findings were then presented in the form of a qualitative narrative or report, followed by validation of the accuracy of the data. This approach ensures the data is processed systematically to produce a deep and reliable understanding.

3. Results and Discussion

This research was conducted in the Protocol Section of Pasuruan City, East Java, through interviews, observation, and documentation to analyze the flow of the activity process and the application of Standard Operating Procedures (SOP). The initial stage begins with the organizer, who must submit event information five days before the event, including a request letter, invitation list, and event schedule. The Secretariat verifies the documents before forwarding them to the Head of the Regional Leadership Communication Team, then to the Head of Prokopim, who adjusts the leader's schedule. The final schedule is prepared two days before the event, and a rehearsal is held. On the event day, staff prepare technical needs, ensure the presence of leaders, and anticipate sudden changes. After the event, an evaluation is conducted to improve the professionalism and quality of protocol services in supporting the regional leaders' agenda.

The government seeks to strengthen the role of employees in the government structure to increase effectiveness and positive impact on the organization and society. The Protocol apparatus is important in implementing protocol rules based on the Mayor's Regulation (Perwali). This policy harmonizes protocol procedures in local government, provides legal certainty, and improves the efficiency of official events such as work visits and formal meetings. The Perwali regulates the rights and obligations of related parties and prevents overlapping rules. Its implementation includes training in human resources (HR), guest reception mechanisms, and ceremonial procedures, as well as maintaining the authority of the local government. The Protocol and Leadership Communication Section plays a strategic role in coordinating and ensuring the smooth running of every government event in an orderly and professional manner.

The Protocol Section is responsible for arranging the order of events, placement of officials, and procedures for respect so that activities occur in an orderly manner according to hierarchy. In addition, this section builds a positive image of the government through effective communication between leaders and the community. The Pasuruan City Protocol and Leadership Communication Section plays an important role in maintaining the honor and effectiveness of the Regional Head by setting the agenda, coordinating, managing protocols, and facilitating communication. They ensure the smooth running of events by preparing speeches, communication materials, and protocol procedures. Regular evaluations are conducted to improve the quality of agenda management. With good coordination and clear protocol standards, the Protocol Section plays a crucial role in representing the authority of the Regional Head and reflecting professional and authoritative governance.

The Protocol and Communication Section of Pasuruan City supports the smooth running of the regional head's agenda, from planning to implementing official events. They ensure that every activity follows protocol rules, including schedule preparation, speeches, and

communication management. In addition, this section compiles guest lists and records attendance to strengthen government communication with the community. "I make sure that every staff member is fully accountable to the Regional Head, has a high work ethic, and coordinates events, venue, and communication", said an informant. With careful preparation, the event goes according to plan, maintaining the authority of the regional head and creating a positive impression for guests. An informant added that the presence of the protocol team allows the regional head to focus on the substance of the event because all technical aspects have been appropriately handled.

The Protocol and Communication Section of Pasuruan City bridges communication between the regional head, Forkopimda, regional apparatus, and other stakeholders. An informant explained, "The Head of the Leadership Communication Subdivision plays a role in bridging communication in the form of information, policies, and other matters that need to be coordinated between the Regional Head and Forkopimda, Regional Apparatus, and other stakeholders. This also includes the preparation of welcome materials that will be delivered to the public". The preparation of remarks requires care so that the message is conveyed clearly. This section is also responsible for compiling guest lists and recording attendance at official events to strengthen relationships and ensure effective communication. With good coordination, they support the smooth running of official activities and maintain a positive image of the local government by delivering representative information.

Based on data from the Protocol and Leadership Communication Section of Pasuruan City, 90% of official leadership activities run smoothly thanks to effective communication. The Employee Performance Target (SKP) shows the achievement of two scientific papers and 15 protocol facility reports by 2024. Regular evaluations show an increase in the quality of managing the regional head's agenda. According to Stoner's management theory, protocol duties reflect organizing and directing in government. "We ensure that each regional head's agenda is well prepared, from the preparation of materials to technical coordination in the field", said an informant. The Head Communication Section also ensures that information and policies are conveyed to Forkopimda and its stakeholders. With effective coordination, this section not only manages the technical aspects of government events but also strengthens the image of the regional head through professional communication.

Coordination and communication are important in facilitating the regional head's agenda, including schedule setting, facility preparation, and coordination between agencies and stakeholders. The Protocol Section ensures all parties work according to plan and conveys clear information to guests and the media. One informant stated, "The Protocol and Communication Section is responsible for arranging official travel, ensuring transportation, lodging, and the agenda of the regional head runs smoothly". Coordinating with external parties such as hotels and transportation providers is carried out to ensure the smooth running of official trips. Another informant added, "We coordinate guests, ensure timely attendance, and arrange accommodation for regional heads to minimize errors". With good coordination, the government agenda can run according to plan, benefit the community, and strengthen stakeholder relationships.

Poor coordination can negatively impact governance, while good synergy between agencies ensures smooth administration and documentation. One informant stated, "We ensure all invitation letters, event schedules and documents are stored in an easily accessible archive system. Before the event, we update the documentation for more effective coordination. Event reports and visual documentation are also prepared to maintain the authority of the regional head". Good coordination is reflected in the achievement of Employee Performance Targets (SKP), including efficient government services in administration, logistics, and public services. Another informant added, "We ensure government policies and programs are understood by the public through transparency and building a positive image". The government can increase information disclosure and public trust with a structured communication strategy, including press conferences and media relations.

Facilitating intense leadership communication supports government effectiveness, including preparing speech materials, setting schedules, and providing communication channels. One informant stated, "...we ensure that leadership communication is systematic so that policies

are conveyed to the public and related parties". Effective communication increases transparency, accountability, and public trust. Stoner's management principles emphasize the importance of coordination and communication in organizations. "We have to make sure every event or interaction with leaders is carefully organized with structured communication", said an informant. Regular evaluations are conducted to improve the effectiveness of protocol tasks. Another informant added, "We ensure every activity schedule is well prepared and communication between agencies runs smoothly". With a good communication strategy, government policies are conveyed effectively, strengthening relationships with the community and stakeholders.

Pasuruan City refers to the Mayor's Regulation (Perwali) on Protocol to ensure official events run orderly. This policy regulates the order of events, welcomes guests, and defines the role of each individual, creating a positive image for regional heads and the government. The Protocol and Communication Section must comply with the SOP so that activities run professionally. An informant stated, "We have to follow the guidelines that have been set so that the implementation of the event runs smoothly and as expected". They are responsible for the venue, respect, and preparation of the event rundown. Another informant added, "The Protocol Section ensures that all protocol activities go according to plan, including welcoming and placing guests". With close supervision and sound coordination, official events can occur effectively without technical obstacles.

The Pasuruan City Government manages protocol activities for the regional head, deputy regional head, and other important officials. One informant stated, "Every activity of a regional leader requires careful preparation and good coordination. We not only focus on the technicalities of the event, but also ensure every element runs according to protocol standards". Venue arrangement, order of events, and guest handling must be organized for a conducive atmosphere. Another informant added, "We are responsible for delivering clear and timely information to all relevant parties, including the mass media". In addition, the protocol team prepares technical materials, organizes the welcome, and ensures appropriate respect. "We always monitor the event so that there are no obstacles", said an informant. Collaboration between protocol and leadership communication ensures the event runs smoothly and enhances the image of the regional head.

An informant explained that they ensure the event preparation goes according to plan, and said "we always check the event rundown and make sure the supporting elements, such as the MC, conductor, and prayer reader, are ready. I also confirm the attendance of participants so that they arrive on time or early". This shows that the protocol section not only organizes the technicalities of the event but also coordinates various aspects so that it goes according to plan. This section has a strategic role in ensuring official events occur in an orderly and professional manner, including technical planning, communication with guests and the media, and monitoring the course of the event. With good coordination, activities can run effectively, improve the image of the local government, and ensure that the regional head's agenda is well conveyed to the community and stakeholders.

The implementation of protocol activities in the Pasuruan City Government supports the agenda of the Regional Head and other officials, depending on the technicalities of the event and effective communication. The Protocol and Leadership Communication Section carries out this task according to the Perwali. However, inhibiting factors such as miscommunication, limited personnel, poorly trained human resources, and budget constraints still affect performance. One informant stated, "The main inhibiting factor is sudden schedule changes, which require quick response and effective communication. We always prepare a backup plan". Another informant added, "...the main challenge is sub-optimal coordination and communication delays, which can affect the smooth running of the event". In addition, external factors such as weather are also a challenge. With good coordination, these obstacles can be minimized so that the agenda runs smoothly.

Coordination challenges are the main obstacles in protocol activities. An informant stated, "The main challenges come from internal and external aspects. Communication delays and tight schedules often hamper team coordination, while weather factors such as heavy rain also disrupt outdoor events". In addition, the unclear division of tasks within the Protocol Section led

to overlapping work. "There is often uncertainty in scheduling, guest handling, and coordination, which slows down event preparation", said another informant. The implementation of the Perwali also still faces obstacles at the operational level. "There is still confusion regarding responsibilities between the protocol and communication departments", said an informant. Therefore, more transparent regulations and effective coordination are needed to make the protocol more efficient.

Lack of experience and staff training is an obstacle to protocol duties. An informant stated, "Most staff have basic knowledge but are not trained enough to handle large and complex events. We emphasize the importance of intensive training in event management, communication, and protocol mastery". Better training is needed to prepare staff for unexpected situations. The team implemented an open and fast communication strategy to overcome obstacles and prepared backup plans. "We make sure the team has good communication and flexibility in responding to changes to keep the event running smoothly", said an informant. Flexibility, readiness for communication between work units, and improving staff skills through training are the main factors in improving the efficiency and effectiveness of protocol and communication tasks in the Pasuruan City Government.

The Protocol and Communication Section of Pasuruan City Leaders supports the Regional Head's agenda and maintains the government's image. Although Perwali Number 53 of 2022 has provided guidelines, there are still obstacles to implementation, especially the unclear division of tasks, which causes overlap in guest management and agenda preparation. This has resulted in delays in the preparation and execution of official events, which can disrupt the running of the government. In addition, the lack of trained human resources is a significant obstacle, causing difficulties in handling sudden changes or technical issues. High work pressure also reduces staff confidence in making quick decisions. Therefore, increasing HR capacity through intensive training is necessary to carry out protocol duties more professionally and responsively to operational challenges.

The Pasuruan City Government needs to increase the capacity of human resources in the Protocol and Leadership Communication Section through regular training to manage official events, develop agendas, and handle sudden changes. This training will improve staff readiness to face challenges and strengthen coordination between work units to prevent duplication of tasks and misunderstandings. With an organized work system and professional staff, every event involving the Regional Head can run orderly according to the rules, maintaining a positive image of the government. The Protocol Section is responsible for the smooth running of the agenda, including timing, venue, and guests, ensuring protocol standards are met. Thorough preparation prevents mistakes that could affect the government's reputation. With good coordination and proper application of rules, governance becomes more effective and professional.

Effective communication is a key factor in the success of government events, with the Protocol and Leadership Communication Section responsible for maintaining the image of the Regional Head. Drafting clear speeches, coordination with agencies, media, and the public, as well as good event documentation, ensure that information is conveyed appropriately. Stoner's management principles include organizing, directing, and controlling the execution of the event, ensuring each element runs according to procedure. "Coordination includes schedule setting, facility preparation, and inter-agency relations," said an informant. Without good coordination, miscommunication and poor preparation can hamper the event and negatively affect the government's image. Therefore, clear communication with guests, audiences, and media is essential to ensure the message is delivered on target and strengthen public trust.

The preparation of the regional head's remarks should be tailored to the context of the event and the audience. The Head of the Head of Communication Subdivision emphasized the importance of regular coordination and periodic evaluation to ensure the smooth running of activities. The synergy between communication and coordination strengthens the government's relationship with the community and external partners, supporting the transparency and credibility of Pasuruan City. Employee Performance Objectives (SKP) show that government support services like schedule setting and guest management have been running optimally. Policy information is disseminated through various media to improve the effectiveness of public

communication. The Protocol Section is responsible for the preparation of remarks, coordination of meetings, and cooperation between agencies so that the leader's message is conveyed clearly. Based on the Perwali, exemplary protocol implementation increases the effectiveness of government events and strengthens coordination between agencies and stakeholders.

Interviews with the Mayor of Pasuruan revealed that the protocol team is responsible for compiling and planning all event elements, from the rundown and venue preparation to honoring guests. Close monitoring ensures the smooth running of activities. At the same time, the Head of Protocol and Leadership Communication plays a strategic role in coordinating related parties. In addition, this section maintains relationships with the media so that information about the Regional Head is conveyed accurately and transparently, avoiding misunderstandings. Careful drafting of publications and press releases is done to increase public trust. Protocol staff also ensure the smooth running of the event by checking the rundown, managing supporting elements, and coordinating participants. They must be ready to handle technical issues quickly. With careful planning, government events can run orderly and professionally and reflect a positive image of the Regional Head and Pasuruan City.

The role of the Protocol and Communication Section can be analyzed through Stoner's theory of organizing, directing, and controlling. Organizing includes communication systems and task management to convey information clearly (Huda et al., 2024). Directing ensures effective team coordination while controlling, done through regular evaluations to improve work quality. These evaluations help identify obstacles and devise better strategies to support the Regional Head's agenda. While digital technology makes communication easier, over-reliance on it can reduce the effectiveness of in-person interactions (Hasim et al., 2024). Therefore, communication management should combine technology and face-to-face in welcoming guests, coordinating between agencies, and negotiating. With a balanced communication strategy, the Protocol Section can improve coordination effectiveness, strengthen interpersonal relationships, and maintain the image of the Pasuruan City government.

Implementing the protocol in Pasuruan City has an important role in supporting the agenda of the Regional Head but still faces obstacles. The unclear division of tasks between work units often leads to overlapping responsibilities and delays in event preparation. In addition, suboptimal coordination and sudden changes in the agenda make managing the schedule and location of events difficult. The protocol team overcame these challenges by implementing quick communication and backup plans to ensure the smooth running of the event. Lack of staff training was also an obstacle, making it difficult for them to handle unexpected situations. Increasing training and utilizing real-time technology systems in task monitoring became the solution to overcome this. The studies of Xhafa et al. (2021) and Yakovchuk et al. (2022) emphasize the importance of a clear division of roles and flexibility in managing sudden changes.

External factors such as political dynamics and policy changes also affect protocol coordination. Kwibisa & Majzoub (2018) highlight the importance of a proactive approach to managing these challenges, while Ros & Grossen (2020) emphasize trust and open communication between organizations. Open communication and regular discussion forums can increase the effectiveness of inter-agency cooperation. Davis & Caldwell (2023) assert that efficient communication channels accelerate responses to agenda changes. To improve protocol effectiveness in Pasuruan City, the necessary strategies include strengthening coordination between work units, utilizing technology in monitoring tasks, and periodic staff training. With this approach, the division of tasks is more precise, responses are faster, and government events can run more effectively and professionally.

4. Conclusion

Based on research on the role of the Protocol and Leadership Communication Section in facilitating the Regional Head's agenda based on Pasuruan Mayor Regulation Number 53 of 2022 concerning Protocol, it can be concluded that this section has a strategic role in supporting the smooth running of the regional leader's agenda and creating a positive image of the government.

This regulation has provided clear guidelines for implementing official events, including leadership facilitation, guest management, agenda preparation, and delivery of communication materials. Despite obstacles, such as the lack of smooth communication, this work unit achieved 90% of the annual achievement target, with a standard of 98.7%. The section has also handled 112 service requests, of which 107 were successfully followed up, demonstrating its effectiveness in supporting the Regional Head's agenda. This indicates a real contribution to improving the performance of the Pasuruan City government administration.

This success also contributed to improving the Community Satisfaction Standard (SKM) within the Regional Secretariat of Pasuruan City. The evaluation of the RKPD in the fourth quarter of 2024 showed that the Protocol and Leadership Communication Section received a good predicate, including budget management. However, challenges must be overcome, such as improving human resources (HR) quality, SOP-based work discipline, and optimizing the implementation of regulations. These efforts need to be carried out intensively and professionally so that the implementation of the protocol is effective and more responsive to the dynamics of government. With continuous improvement in management and operational systems, this section is expected to further improve the performance of protocol services in supporting the leadership of Pasuruan City.

In addition to technical aspects, good archive management and structured communication are the main foundations in supporting the success of the local government agenda. The Protocol and Leadership Communication Section carries out administrative tasks and strategically builds harmonious relationships between the Regional Head, Forkopimda, related agencies, and the community. Transparency in budget utilization, systematic document management, and accurate and targeted information delivery are key factors in maintaining public trust in the government. With regular evaluations and the application of modern management principles, every element in the government can be more aligned in carrying out its duties. This not only ensures the smooth running of the Regional Head's agenda but also strengthens the image of the Pasuruan City Government as a professional, transparent, and responsive organization to the community's needs.

Based on the research results and conclusions obtained, several suggestions can be applied to improve the effectiveness of protocol duties in Pasuruan City. The Protocol and Communication Section of Pasuruan City Leaders needs to improve the quality of human resources (HR) through continuous and systematic training, including technical aspects such as managing significant events, handling unexpected situations, and implementing protocol according to Perwali Number 53 of 2022. In addition, regulations need to be adjusted to Central Government policies so that protocol implementation remains in line. Flexibility in the division of tasks in the field must also be improved so that staff can respond quickly and appropriately to changes in the agenda. To strengthen adaptation skills, simulations of activities with various scenarios need to be carried out regularly. With intensive training, it is expected that staff can carry out protocol duties more professionally, effectively, and responsively to the dynamics of government and the needs of regional leaders, thereby increasing work efficiency and effectiveness.

The utilization of technology in protocol duties also needs to be improved to support work efficiency and effectiveness. The Pasuruan City Government is advised to adopt event management software to facilitate coordination between work units, schedule preparation, and monitoring of event implementation. This technology enables faster information delivery to relevant parties, reducing delays and avoiding communication errors. In addition, digital-based applications for internal communication can speed up decision-making and ensure transparency in managing government events. To overcome coordination constraints between work units, additional regulations are needed to clarify the duties and responsibilities of each section. With structured archival management and transparency in budgeting and reporting, public trust will increase, strengthening the image of a professional and accountable government.

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