

**PERFORMANCE OF THE PROTOCOL AND LEADERSHIP  
COMMUNICATION SECTION IN FACILITATING THE AGENDA OF  
THE HEAD OF THE PASURUAN CITY GOVERNMENT**

**Abida Hasanah,**

Master's Program in Public Administration,  
Faculty of Social and Political Sciences,  
University of 17 Agustus 1945 Surabaya,  
[abidaaahh@gmail.com](mailto:abidaaahh@gmail.com);

**V. Rudy Handoko,**

Master's Program in Public Administration,  
Faculty of Social and Political Sciences,  
University of 17 Agustus 1945 Surabaya,  
[rudy@untag-sby.ac.id](mailto:rudy@untag-sby.ac.id);

**Achluddin Ibnu Rochim,**

Master's Program in Public Administration,  
Faculty of Social and Political Sciences,  
University of 17 Agustus 1945 Surabaya,  
[didin@untag-sby.ac.id](mailto:didin@untag-sby.ac.id);

**ABSTRACT**

The Protocol and Communication Section of the Pasuruan City Government has an important role in supporting the agenda of the regional head. The performance of the Protocol and Communication Section is a crucial factor in achieving the goals of the regional head and maintaining reputation and good relations with other stakeholders. The formulation of the problem in this study is to ask about the performance and inhibiting factors of the Protocol and Communication Section of the Pasuruan City Leadership in facilitating the agenda of the regional head of the Pasuruan City Regional Government. This study aims to determine and analyze the performance and inhibiting factors of the performance of the Protocol and Communication Section of Pasuruan City Leaders in facilitating the agenda of the head of the Pasuruan City Regional Government. The research method used is a qualitative research method with a descriptive approach. The author collects data qualitatively using interview, observation, and documentation techniques. The results of this study show that the Protocol and Communication Section of the Leadership in Pasuruan City achieved very satisfactory individual performance in 2022, with the Percentage of Leadership Needs Services reaching 100%, exceeding the 90% target. Nevertheless, there are obstacles, such as frequent miss communication.

**Keywords:** *Performance, Facilitation, Regional Head, Government Protocol and Communication*

## A. INTRODUCTION

In the *Peraturan Walikota Pasuruan No. 4 Tahun 2022* on the main tasks and functions of the regional secretariat, the Protocol and Leadership Communication Section has a crucial role in supporting the regional head's agenda. Its responsibilities include ensuring the smooth running of events, managing internal communications, and maintaining good relationships with other work units. However, the reality of implementing the tasks of the Protocol and Leadership Communication Section in Pasuruan City is faced with several challenges, such as the lack of adequate Human Resources (HR), unclear Standard Operating Procedures (SOPs), and coordination capabilities that still need to be improved. In-depth research is needed to identify performance inhibitors, formulate effective solutions, and improve facilitation of the regional head's agenda and relationships with other work units in Pasuruan City. An in-depth understanding of these issues can provide an important contribution to the Pasuruan City Government in its efforts to improve the quality of governance and strengthen relationships with other stakeholders.

Seeing the reality of the problem and being part of the context of the problem, in order to improve the performance of the Protocol and Communication Section in Pasuruan City, it is important for the author to contribute thoughts through in-depth research on what factors inhibit performance in the Protocol and Communication Section. This research will provide insight and a better understanding of the existing problems, as well as provide recommendations for improving and improving the quality of performance of the Protocol and Communication Section of the Pasuruan City Leadership. Thus, this research is expected to make a real contribution in improving the facilitation of the regional head's agenda and strengthening the position of Pasuruan City in carrying out government duties and relationships with other work units.

In the context of this research, it is necessary to have an in-depth understanding of the factors inhibiting the performance of the Protocol and Leadership Communication Section in Pasuruan City. Previous research has identified several issues that need to be addressed, such as lack of human resources, unclear SOPs, and lack of coordination skills. However, more detailed and in-depth research is still needed to dig up more detailed information about these problems and identify effective solutions. In relation to the lack of human resources, this research will look at related aspects, such as the number of personnel available, their qualifications and competencies, and the training and development needs required. By understanding the constraints and challenges faced in terms of human resources, appropriate recommendations can be formulated to improve existing human resources, including appropriate training and skills development.

In addition, this research will also discuss the need for a clear and structured SOP in the Protocol and Communication Section. In this research, procedures that are currently in place or may need to be developed will be analyzed to ensure that tasks in the Protocol and Communication Section can be carried out efficiently and effectively. Recommendations will be provided to develop a comprehensive

SOP, which includes clear and standardized steps in carrying out routine tasks and special situations.

Furthermore, this research will look at the coordination capabilities within the Protocol and Communication Section. This will involve assessing the existing coordination process, internal and external communication, and collaboration with other work units. By analyzing the barriers that may arise in coordination, recommendations can be provided to improve coordination capabilities through improved communication, more effective organization, and strengthened collaboration between sections. Through this research, it is hoped that a more comprehensive understanding of the factors inhibiting the performance of the Protocol and Leadership Communication Section in Pasuruan City will be obtained. The results of this study are expected to make an important contribution to the Pasuruan City Government in an effort to improve the quality of facilitation of the regional head's agenda, strengthen effective governance, and build better relationships with other work units.

The reality of the problems found, it is also necessary to see how individual performance and performance in the Protocol and Leadership Communication Section. So that further problems can be developed through the theory that researchers make reference to so as to produce a more comprehensive description of the phenomenon to describe how the Performance of the Protocol and Communication Section of Pasuruan City Leaders in facilitating the agenda of the regional head of the Pasuruan City Government and describe what are the inhibiting factors of the performance of the Protocol and Communication Section of Leaders in facilitating the agenda of the Regional Head of the Pasuruan City Government. This is the basis for making improvements and improving the performance of the Protocol and Communication Section of the Leadership, which in turn will contribute to improving more effective governance in Pasuruan City.

## **B. LITERATURE REVIEW**

### **Performance Concept**

In general, performance is defined as a person's success in doing a job. More explicitly Lawler and Porter (1967), who argued that performance is a person's success in carrying out tasks. Prawirosentono (1999) in Sutrisno (2010, p. 170), suggests that performance is the result of work that can be achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities, in order to achieve the goals of the organization concerned legally, not violating the law and in accordance with morals and ethics.

According to Miner (1990), performance is how a person is expected to function and behave in accordance with the tasks that have been assigned to him. Every expectation regarding how a person should behave in carrying out a task, means showing a responsibility in the organization. An organization, both government organizations and private organizations, in achieving the set goals must go through the means in the form of an organization driven by a group of people who are actively positioned as actors in an effort to achieve the goals of the institution or organization concerned. performance is an achievement of certain job requirements which can ultimately be reflected in the output produced.

Performance is one of the measuring tools for achieving organizational goals. Performance can be seen as a 'thing done'. Hasibuan (2002) also defines performance (work performance) as the quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Pitria et al., 2023).

### **Political Communication**

Political communication is the process by which politically relevant information is passed from one part of the political system to another, and between social systems and political systems. It is a continuous process, involving the exchange of information between individuals and their groups at all levels of society. Moreover, it not only involves the display of the views and expectations of members of society, but is also the means by which the views and origins and suggestions of powerful officials are transmitted to members of society and further involves the reactions of members of society to the views and promises and suggestions of the authorities. So political communication plays a very important role in the political system, this political communication determines the dynamic element, and becomes a decisive part of political socialization, political participation, and political recruitment (Yusuf, 2023).

Based on the opinions expressed above, it can be concluded that political communication is the process of conveying relevant political information from one part of the political system to another, and between social systems and political systems. In this case political communication is a continuous process, and also involves the exchange of information between individuals and their groups at all levels of society.

### **Protocol**

The word protocol comes from the Greek *protos* and *kola*. In the formation of the word *protocollum* means the first to be placed, and in its development we have the word protocol which means the first sheet placed on an international treaty document, which contains the order of events. The word "protocol" in Indonesia was first introduced by the Dutch and British, then through a long process became the protocol known today.

Every agency or institution needs a protocol in every event or activity, especially those related to honor and respect for each individual actor or entity involved in an activity. The position of this protocol is very important until the issuance of the *Undang-Undang No. 9 Tahun 2010* concerning Protocol which regulates the order of place, ceremony, and order of honor and the *Peraturan Pemerintah No. 62 Tahun 1990* concerning Protocol Provisions Regarding the Order of Place, Ceremony, and Order of Honor.

Protocol is also defined as customs and regulations relating to formality, order, and diplomatic ethics in determining a position, which is a reference for all government institutions and applies universally. In the implementation of state activities, of course, it requires experts who fully master the state event to be held. The expert is a protocol. Protocol is someone who organizes the implementation of an activity either within the scope of officialdom or society. Likewise in the official activities of the Mayor of Pasuruan.

Based on the *Undang-Undang Nomor 8 Tahun 1987* concerning protocol, it is stated that protocol is a series of rules in state events or official events which include rules of place, ceremony, and respect in connection with respect for someone in accordance with the position.

### **C. RESEARCH METHODS**

The research method that will be used in the research is Qualitative research method with descriptive approach. The purpose of the author using this type of research is so that the author can describe and explain and answer the problems that occur in the field. According to Usman (2017) Descriptive Qualitative Research says that, a study described in sentences, according to the respondent, as it is and according to the questions of the researcher. Furthermore, it is analyzed and a conclusion is drawn.

The research method according to Priyono (2016) is a way to do something by using the mind carefully to achieve a goal. However, according to Sugiyono (2017), the research method is basically a scientific way to get data with specific purposes and uses. Based on some of the above definitions according to experts, the research method is a scientific method or technique used in order to obtain data about an object of research that has the aim of solving a problem.

In this study, researchers used a qualitative method with a descriptive approach. According to Sugiyono (2012: 1) is a research method used to research on natural object conditions with researchers as key instruments. According to Nazir (2014: 43) Descriptive method is a method of examining the status of a human group, an object, a condition or an event in the present.

### **D. RESULTS AND DISCUSSION**

#### **Performance of the Protocol and Communication Section of Pasuruan City Leaders in facilitating the agenda of the head of the Pasuruan City Regional Government.**

The Protocol and Communication Section also plays an important role in supporting the Regional Head's agenda. They have tasks that focus on delivering information to various related parties, both through direct communication, social media, and websites. In addition, they have the responsibility to compile speech materials that will be delivered by the Regional Head in various official activities. They ensure that the messages delivered by the Regional Head are effectively conveyed to the public and the parties attending the event. The Protocol and Communication Section must also ensure efficient coordination between all relevant parties in order to achieve common goals related to the regional head's agenda. This includes coordination regarding information, policies, and all matters necessary for the smooth running of official events involving the Regional Head.

Of course, the Protocol and Communication Section must work together to ensure efficient coordination in the delivery of messages and information to the public and stakeholders related to the regional head's agenda. Thus, the messages delivered by the regional head will be in line with the protocol and purpose of the event, and all technical aspects such as venue, ceremony, and respect can be well coordinated. In addition, their role also helps to create a strong and consistent

image for the Regional Head, which is very important in maintaining the authority and reputation of the regional head in the eyes of the public.

The use of digital platforms, such as social media and WhatsApp groups, is an effective tool in facilitating the Regional Head's agenda. It allows for quick and effective delivery of event-related schedules and information, ensuring that all parties involved have the right and accurate information in the execution of the event. Joint evaluations conducted after the implementation of an activity help them measure success and identify areas that require improvement in the future. This way, they can continue to optimize the execution of their tasks by sticking to the agreed indicators and evaluation results.

In the context of organizing official events involving the Regional Head in Pasuruan City, the roles and responsibilities carried out by the Protocol and Leadership Communication Section hold a very important position in ensuring that everything goes according to plan. The Protocol and Communication Section is at the forefront of its role, involved in a variety of crucial tasks that include coordinating events, monitoring the readiness of supporting elements, confirming attendance, and protecting the positive image of the Regional Head. One of the main elements of their duties is the preparation of an event rundown that details every step and agenda that will be carried out during the event. This rundown is not just a guide, but also a very important framework in ensuring that every aspect of the event goes according to plan and no confusion is possible. In addition, they should check the readiness of all supporting elements of the event, such as the MC, DG, prayer readers, and others who have a key role in the execution of the event. This is an essential step in maintaining the smooth running of the event and avoiding any potential disruptions or shortcomings during the execution.

The Lead Communications department also plays a key role in confirming the attendance of participants invited to the event. This confirmation process involves active contact with participants, providing confirmation of attendance, and ensuring that they arrive on time or even early to the event location. The presence of early attendees is an important prerequisite for creating an organized and prepared atmosphere when the Regional Head arrives. In addition to the administrative aspects, the role of the Head of Subdivision of Leadership Communication also has significant implications in maintaining the positive image of the Head of Region and in achieving the overall success of official events of Pasuruan City Government. They are not only tasked with ensuring the technical aspects of the event run well, but also contribute to maintaining the image of the Head of Region.

There are several tasks that must be carried out by the Protocol and Leadership Communication Section to facilitate the regional head's agenda:

- a. Preparing materials for the preparation of technical policies in the field of protocol

One of the most important tasks of the Protocol and Leadership Communication Section is to facilitate the agenda of regional heads by preparing materials for the preparation of technical policies in the field of protocol. This task includes various aspects involving planning, monitoring,

and implementing protocols for official activities involving Regional Heads in Pasuruan City.

First of all, the Protocol and Communication Section needs to carefully understand the technical policies and rules that apply in the context of protocol. This includes an in-depth understanding of state protocol, diplomatic protocol and other protocols relevant to official events. They must follow the guidelines set out by the relevant agencies and ensure that every element of official activities complies with these provisions. The Protocol and Leadership Communication Section in the scope of work of Pasuruan City can see the technical policies or rules that apply as in:

- 1) The *Undang-Undang No. 9/2010* on Protocol;
- 2) The *Peraturan Pemerintah Nomor 39 Tahun 2018* concerning the Implementation of the *Undang-Undang Nomor 9 Tahun 2010* concerning Protocol as amended by the *Peraturan Pemerintah Nomor 56 Tahun 2019* concerning Amendments to the *Peraturan Pemerintah Nomor 39 Tahun 2018* concerning the Implementation of the *Undang-Undang Nomor 9 Tahun 2010* concerning Protocol;
- 3) The *Peraturan Gubernur Jawa Timur No. 22/2011* on Protocol within the East Java Provincial Government;
- 4) The *Peraturan Walikota Pasuruan Nomor 58 Tahun 2019* concerning Position, Organizational Structure, Task and Function Description and Work Procedures of the Regional Secretariat and Expert Staff of Pasuruan City;
- 5) The *Peraturan Walikota Pasuruan No. 53 Tahun 2022* on Protocol within the Government of Pasuruan City

In the planning stage, the Protocol and Leadership Communication Section needs to work closely with various related parties in developing the regional head's agenda. This includes determining the order of events, location and timing of official events. They must ensure that this agenda adheres to established technical policies, including appropriate ceremonies and decorum.

Furthermore, in terms of the preparation of welcome materials, the Protocol and Leadership Communication Section has the responsibility to design the text of the remarks to be delivered by the Regional Head in various official events. This involves choosing words, formats and messages that are appropriate to the context of the event and comply with applicable technical policies. In addition, they must ensure that the remarks reflect a positive image of the Regional Head and adhere to proper speaking etiquette in accordance with the protocol.

When an official event takes place, the Protocol and Leadership Communication Section is responsible for ensuring proper protocol implementation. They must monitor every aspect of the event, including the venue, ceremony, and decorum. It is important to make sure that everything goes according to the pre-established technical plans and policies.

In addition, this task also includes monitoring communications during official events. The Protocol and Communication Section must ensure that official communications related to the event, such as announcements or

messages to the media, are in accordance with applicable protocols and technical policies. This aims to ensure that all messages conveyed to the public and stakeholders are consistent with the established image and technical policies.

In order to facilitate the agenda of the regional head, the Protocol and Leadership Communication Section also needs to keep up with the latest developments in the protocol field. They must always update the welcome material and event planning if there are changes in the applicable technical or protocol policies. This shows flexibility and adaptability in dealing with changes that may occur in the protocol context.

Overall, the duties of the Protocol and Communication Section in facilitating the agenda of the regional head are very important in maintaining the smoothness and success of official events of the Pasuruan City Government. They act as protocol supervisors, planners, speech material compilers, and communication managers who ensure that every element of official activities is in accordance with established technical policies and rules, creating a positive impression and strong image for the regional head in the eyes of the public.

**b. Prepare materials for organizing official and state events**

The Protocol and Communication Section's role in preparing materials to organize official and state events is essential in supporting the implementation of official events involving the Regional Head in Pasuruan City. They are responsible for planning and coordinating every aspect of the event, including aspects of statehood that require special attention. State events in accordance with Pasuruan Mayor Regulation Number 53 of 2022 in article 1 paragraph 12 explain that state events are events organized and carried out by a centralized state committee, which are attended by the President or his deputy, as well as State Officials and other invitees.

In the planning stage, the Protocol and Leadership Communication Section needs to work with various relevant parties to detail every step and agenda that will be carried out during the event. This includes determining the sequence of events, the location of the event, and the timing of the event in accordance with applicable technical policies and rules. It is important to ensure that every detail of the event has been well considered.

One important aspect that needs to be considered in this task is the arrangement of state aspects of the event. This includes the arrangement of state ceremonies, such as flag salutes, respect for state symbols, and other official ceremonies of a state nature. The Protocol and Communication Section must ensure that all of these ceremonies are in accordance with established state regulations.

In the context of organizing official events, they must also ensure that all supporting infrastructure for the event, such as the sound system, stage, projector screen, and other facilities, are ready and available as needed. This includes monitoring the technical aspects necessary for the smooth execution of the event, such as checking the sound system and stage preparation for the Regional Head.



In addition, the Protocol and Communication Section must ensure that every aspect of state and official events complies with the established rules. They need to have a deep understanding of the state and diplomatic protocols relating to the event. This includes understanding the order of ceremony, the roles and positions of state guests, and the rules that apply in certain situations.

Overall, the Protocol and Communication Section's duty to prepare materials to organize official and state events is important in ensuring the smoothness and success of official events of the Pasuruan City Government. They must ensure that every aspect of the event, including those of a state nature, complies with the applicable rules, creating an orderly atmosphere and conforming to state protocol. With careful monitoring, meticulous planning, and a deep understanding of the rules, they contribute to ensuring that official events run well and reflect a strong image for the local head in the eyes of the public.

c. Prepare materials for the arrangement of the venue, ceremony, and respect.

The Protocol and Communication Section's role in preparing materials for the arrangement of the venue, ceremony, and respect is key in supporting the implementation of official events involving the Regional Head in Pasuruan City. In this task, they have the responsibility to ensure that every aspect related to the venue, ceremony, and respect has been well prepared and coordinated in accordance with the applicable rules.

First of all, in the context of venue management, the Protocol and Communication Section must ensure that the location of the event is well prepared. This includes physically checking the venue, setting up the chairs and stage, and ensuring that all supporting infrastructure, such as the *sound system*, lighting, and projector screen, are ready for use. This aims to create a comfortable and organized atmosphere for event participants.

Furthermore, in terms of the ceremony, they are responsible for detailing and coordinating every step that will be executed during the event. This includes ensuring that the order of the ceremony is in accordance with the established rules. They should also check the readiness of the MC (Master of Ceremonies) and the DG (Master of Ceremonies) who will guide the event. The Protocol and Communication Section needs to ensure that all elements of the ceremony are organized neatly and in accordance with the applicable protocols.

The aspect of decorum is also an important part of their duties. They must ensure that all participants, especially state guests and dignitaries, receive the appropriate respect. This includes the organization of flag salutes, respectful greetings, and seating arrangements in accordance with hierarchy and state protocol. Ensuring that the salute is well-executed is key to creating an orderly and respectful atmosphere at official events.

This task also includes coordinating with various relevant parties, such as security officers and venue managers, to ensure that aspects of the venue, ceremony, and decorum run smoothly and safely. This is important to avoid potential disruptions or incidents during the execution of the event.

Overall, the Protocol and Communication Section's role in preparing materials for venue, ceremony and respect arrangements is important in maintaining the smoothness and success of official Pasuruan City Government events. They ensure that every aspect related to venue and ceremony is in accordance with applicable rules and protocols, creating an atmosphere that is organized, well-coordinated, and full of respect. With careful monitoring, meticulous planning, and efficient coordination, they are instrumental in keeping official events running smoothly and reflecting a strong image for the local head in the eyes of the public.

- d. Prepare materials for the preparation of reception, accommodation, and transportation of VIP and VVIP guests

The role of the Protocol and Communication Section in preparing materials for the reception, accommodation, and transportation of VIP and VVIP guests is very important in supporting the implementation of official events involving Regional Heads in Pasuruan City. Although not explicitly addressed in the discussion, this role covers various aspects aimed at ensuring that VIP and VVIP guests receive appropriate services and in accordance with applicable protocols.

First of all, in the context of reception preparation, the Protocol and Communication Section of the Head should ensure that VIP and VVIP guests are welcomed with adequate service. This includes the arrangement of respectful greetings, official welcomes, and introductions to the Regional Head or the official in question. The section is also responsible for drawing up a reception plan that includes details on how guests will be escorted from their place of arrival to the location of the official event.

Furthermore, in terms of accommodation, they need to ensure that VIP and VVIP guests have appropriate lodging. This includes reserving hotels or other accommodations, monitoring room availability, and ensuring that any guest needs are met. The Protocol and Communication Section must also ensure that these accommodation arrangements are in accordance with applicable rules and protocols, including booking and payment procedures.

This task also includes the preparation of transportation for VIP and VVIP guests. They need to ensure that appropriate means of transportation are in place to take guests from their place of arrival to the event location and accommodation. This includes reserving vehicles, monitoring vehicle availability, and coordinating with drivers or parties responsible for transportation. They must ensure that all transportation runs smoothly and in accordance with applicable state protocol.

In addition, the duties of the Protocol and Leadership Communication Section also include monitoring the attendance of VIP and VVIP guests as well as confirming participants attending events. This involves active contact with guests and participants, providing confirmation of attendance, as well as ensuring that they arrive on time or even early to the event location. The presence of early attendees is a prerequisite for creating an organized and prepared atmosphere when the Regional Head arrives.

Overall, the Protocol and Communication Section's role in preparing materials for the reception, accommodation, and transportation of VIP and VVIP guests is important in ensuring that these influential and important guests receive proper service, in accordance with state protocol, and without problems. They play a role in ensuring the smooth reception, accommodation, and transportation of VIP and VVIP guests so that official events run well and reflect a strong image for the regional head in the eyes of the public.

e. Prepare materials for arranging official travel for leaders

The task of the Protocol and Communication Section in preparing materials for organizing official travel for leaders is important in supporting the agenda of the regional head in Pasuruan City. Although the discussion does not explicitly discuss this task, the application of technology and digital platforms in organizing the Regional Head's agenda is a very relevant part.

In this context, the Protocol and Communication Section is responsible for planning, organizing, and coordinating official travel for leaders, especially the Regional Head. They must ensure that the leaders' official travel schedule is well organized and in accordance with applicable technical policies. This includes determining the purpose of the trip, the dates, and the sequence of activities to be carried out during the trip.

One aspect that stands out in this task is the use of digital platforms and technology to facilitate the agenda of regional heads. The Protocol and Communication Section utilizes various digital tools, such as schedule planning applications, event management systems, or communication platforms such as WhatsApp groups, to disseminate the leaders' official travel schedules. The use of digital platforms allows them to efficiently share the schedule to all parties involved, including the Regional Head's staff, security officers, and other relevant parties.

In addition, they must also ensure that all travel preparations and details, such as accommodation reservations, vehicles, and meetings to be attended, are well organized. This includes active communication with relevant parties involved in the business trip, such as hotels, airlines, and event organizers. This section is responsible for ensuring that all technical aspects related to travel run smoothly and in accordance with applicable technical policies and rules.

Arrangements for leaders' official travel also include monitoring and coordination during the execution of the trip. The Protocol and Communication Section must ensure that all schedules are strictly followed, and they must be prepared to handle any emergencies or changes in plans that may occur during the trip. Their role is to keep all official travel efficient and in line with state protocol.

Overall, the Protocol and Communication Section's work in preparing materials for managing the official travel of the leaders includes meticulously planning, organizing, and coordinating the trips of regional heads. They utilize technology and digital platforms to efficiently disseminate travel itineraries, and they ensure that all technical aspects related to travel are well organized and in accordance with applicable technical policies. With careful monitoring

and efficient coordination, they play an important role in supporting the head's agenda and ensuring the smooth implementation of the head's official travel.

f. Perform other official duties given by the leader

The duties of the Protocol and Communication Section, which involve carrying out other official duties that may be assigned by the leadership, are a very important aspect in supporting the implementation of official events and the agenda of the regional head in Pasuruan City. Although the discussion does not explicitly address these specific tasks, they reflect the high flexibility and involvement of the section in ensuring the smooth and successful running of various official activities.

Other official duties that may be assigned by leaders cover a wide range of diverse aspects. This could involve handling emergency situations or sudden changes in plans, troubleshooting issues that arise during the execution of events, or coordination with unforeseen stakeholders. The Protocol and Communication Section must be prepared to carry out these additional tasks quickly and efficiently, in accordance with the direction of the leadership.

In addition, this task includes collaborating and communicating with leaders on a regular basis. The Protocol and Communication Section must ensure that they have a deep understanding of the leader's policies, priorities, and goals. This enables them to support the head's agenda to the fullest and in line with the vision and mission set by the head.

These other official duties also reflect the section's important role in maintaining flexibility and responsiveness in supporting the regional head's agenda. They must be ready to adapt to changes that may occur and ensure that all technical, logistical, and protocol aspects run well, efficiently, and in accordance with the common goals that have been set.

Overall, other official duties that may be assigned by the leadership are unpredictable, but very important in supporting the implementation of official events and the regional head's agenda. The Protocol and Communication Section must be prepared to handle them with responsiveness, good communication, and efficient coordination. These tasks reflect the high flexibility and involvement of the section in ensuring the smooth and successful running of official events and achieving the common goals set by the leadership.

**Factors Hindering the Performance of the Protocol and Communication Section of Pasuruan City Leaders in Facilitating the Agenda of the Regional Head of Pasuruan City Government**

In carrying out its crucial role in facilitating the Regional Head's agenda in the Pasuruan City Government, the Protocol and Leadership Communication Section faces several inhibiting factors that need to be overcome. One of the main factors is the problem of miscommunication, especially in terms of bridging communication with external parties. The lack of clarity in delivering messages to various parties is often an obstacle in the implementation of the Regional Head's agenda. To overcome this challenge, the Protocol and Communication Section felt it was important to carry out active monitoring activities involving close cooperation with various related parties, both internal and external. They

understand that miscommunication can have a negative impact on agenda implementation and strive to minimize mistakes by communicating more effectively.

In addition, there were also cases of misunderstanding between the Protocol and Leadership Communication Section and the Regional Personnel Agency (*BKD*) related to the technical aspects and coordination in organizing several activities. Although the Protocol and Communication Section initially planned to combine several events into one, after further coordination with *BKD*, they realized that the two activities had different arrangements and details, so they could not be combined. This shows the importance of good coordination in organizing events and the role of the Protocol and Communication Section in understanding the needs and requirements of each event.

Furthermore, the Protocol and Communication Section also faces time and policy challenges. Time challenges arise because staff in the Protocol Section must be on standby 24 hours and can be assigned tasks outside of scheduled activities. To address this, they have organized a division of picket schedules among colleagues within the section. This allows them to remain responsive to the needs of the Regional Head outside the schedule and maintain smooth operations.

Challenges related to policies, especially those related to venue layout, are also an obstacle. The Protocol and Communication Section often faces situations where existing policies collide with established rules, such as venue layout. To overcome this, they adopt a direct communication approach with the Regional Head through the Head of Protocol and Leadership Communication Section. Through this communication, they sought to understand the Regional Head's policies and customs and explained the importance of distinguishing between formal and non-formal events. This allows them to remain flexible in handling changes that may occur and ensure that service to the Regional Head remains optimal.

In the face of these challenges, the Protocol and Communication Section has adopted a structured approach to communication, better coordination, and efficient division of tasks. They understand that good organization, clear communication, and flexibility in the face of change are critical to maintaining the smooth and successful implementation of the Regional Head's agenda. As such, the Protocol and Communication Section continues to play a crucial role in supporting the Regional Head's agenda and maintaining good relations with various related parties.

According to the author, to overcome these obstacles there are several solutions that can be considered as follows:

1. Improved internal and external communication

Improving internal and external communication is a key step in overcoming the performance barriers of the Protocol and Leadership Communication Section in carrying out their duties in facilitating the Regional Head's agenda in Pasuruan City Government. Good communication, both among internal staff and with external parties, is essential to ensure the smooth execution of official events and maintain a positive image of the Head of Region.

First, improve internal communication. Improving internal communication among Protocol and Communication Section staff is a key step. In a team consisting of various members with diverse roles, it is important to ensure that all team members understand their respective duties and responsibilities. This will help avoid confusion, overlapping tasks, and errors in event execution. In this context, there needs to be regular meetings among Protocol and Communication Section staff to discuss roles, responsibilities, and event planning progress. These meetings can also be used to formulate strategies, share event-related information, and ensure that all team members have the same understanding of the purpose of the event and how it should be executed. In addition, good internal communication also includes establishing effective communication channels such as email, WhatsApp groups, or other online collaboration tools so that all team members can easily communicate and access the necessary information.

Second, improving external communication. In addition to improved internal communication, it is also necessary to strengthen coordination with external parties involved in the execution of the event, namely other parties relevant to the event to be organized. This is particularly important as official events often involve a number of external parties that have a key role in the smooth running of the event. Building strong relationships with these external parties is an important step in ensuring that all parties involved have the same understanding of the event plan and their respective roles.

In this context, regular meetings between the Protocol and Communication Section and external parties can be very useful. These meetings can be used to discuss event preparations, identify any special requirements that may be needed, and ensure that all parties involved have accurate and up-to-date information about the event. In addition, regular meetings can also include discussion of the latest policies that may affect the execution of the event.

Within this overall context, improving internal and external communication is a key step to overcome communication barriers that may arise in the execution of official events. With better communication among internal staff and strengthened coordination with external parties, the Protocol and Leadership Communication Section can be more effective in carrying out their crucial role in supporting the agenda of the Head of Region and ensuring the success of official events of Pasuruan City Government.

## 2. Conduct Active *Monitoring*

Active monitoring is one of the important elements in improving the performance of the Protocol and Communication Section in supporting the agenda of the Regional Head in Pasuruan City Government. In this context, monitoring includes monitoring of leadership policies and the latest developments that may affect the implementation of official events. This action allows the Protocol and Communication Section to always be ready and able to adjust to changes that may occur.

The importance of actively *monitoring* is that it allows the Protocol and Communication Section to be kept informed of any changes that may occur in leadership policies or rules related to the implementation of the event. The

Regional Head or authorities may make decisions that can affect the implementation of the event, such as changes in schedule, location, or new regulations. By actively monitoring these developments, the Protocol and Communication Section can respond quickly and adjust their planning to accommodate the changes.

It can also prevent mistakes and inconvenience, with accurate and up-to-date information, the Protocol and Lead Communications Section can avoid any mistakes or confusion that may occur during the execution of the event. For example, if there are changes in the protocol or procedures to be followed during the event, they can ensure that all parties involved are informed and trained accordingly. This can prevent any embarrassing situations or inconveniences during the event.

Implementing active *monitoring* requires a shared commitment and adequate human resources. The Protocol and Communication Section should determine reliable sources of information, such as subscription to news sources or access to published policies. In addition, they should also ensure that there are effective communication channels among their internal teams to share the latest information. Regular meetings or team meetings can be a good platform to share information and ensure that all staff understand the changes.

In this case, communication with external parties who have involvement related to the event to be held must also be carried out in order to establish close cooperation with external parties. This is done to get accurate information about the latest developments that affect the event. Regular meetings with external parties can help in maintaining good information. With active *monitoring in place*, the Protocol and Communication Section can be better equipped to carry out their duties in supporting the Regional Head's agenda and ensure that they can respond to changes quickly and efficiently. Active monitoring is one of the key elements in improving their performance in facilitating official events of Pasuruan City Government.

### 3. Introduction of a More Efficient Event Management System

The introduction of a more efficient event management system is an important step in improving the performance of the Protocol and Leadership Communication Section in facilitating the Regional Head's agenda in Pasuruan City Local Government. A more efficient event management system may include the use of software, tools or procedures specifically designed to make planning, executing and monitoring official events easier. Some important things in introducing a more efficient event management system are as follows.

First, it can increase productivity. An efficient event management system helps the Protocol and Leadership Communication Section team optimize time and resources. They can better organize event schedules, reduce overlaps, and identify potential schedule conflicts. Thus, they can be more productive in planning and executing events.

Second, it improves collaboration. An efficient event management system enables better collaboration between team members. Everyone can share information, schedules, and tasks more easily. It can also help in ensuring everyone has access to the latest information about the event.

The introduction of a more efficient event management system needs to be trained and integrated, so it is necessary to provide training to staff or members of the Protocol and Leadership Communication Section in order to effectively implement an efficient event management system. By implementing a more efficient event management system, the Protocol and Communication Section can improve their efficiency and effectiveness in facilitating the Regional Head's agenda. This helps in ensuring the smooth running of official events, preventing errors, and increasing team productivity. Thus, the implementation of the right system can be a valuable asset in performing their duties better.

4. Provide advanced training and Human Resource Development (HRD)

Increased training and development of human resources (HR) is a crucial solution to overcome obstacles in the performance of the Pasuruan City Protocol and Leadership Communication Section. In this context, the Section needs to pay serious attention to developing the skills and knowledge of their staff. One of the main aspects that need to be improved is the understanding of the latest communication technology. As the current era is dominated by advances in communication technology, the staff should have a strong understanding of such technology, such as the use of digital platforms, social media and other modern communication tools.

Providing advanced training to the staff of the Protocol and Leadership Communication Section is an important step in improving their performance in facilitating the Regional Head's agenda in Pasuruan City Local Government. Advanced training can cover various aspects, such as time management, effective communication, and problem-solving skills.

First, time management training will help staff plan, organize and execute their tasks more efficiently. They will learn how to identify priorities, manage schedules, and avoid wasting time. These skills will help them overcome the time challenges that often arise in their work, especially in situations that require quick responses outside of routine schedules.

Furthermore, effective communication training will help staff to build better relationships with internal and external parties. They will understand proper communication techniques, so that messages can be delivered clearly and without miscommunication. This is crucial in ensuring that all parties involved understand their respective roles and responsibilities, as well as the purpose of the event.

Finally, problem-solving training will equip staff with the necessary skills to overcome obstacles and situations that may arise during the execution of the event. They will learn how to identify root causes, formulate effective solutions, and take appropriate actions in situations that require quick decisions. With this training, the staff of the Protocol and Communication Section will be more prepared and confident in facing challenges that may arise, so that they can perform their duties better and provide better support to the Regional Head in carrying out their official agenda.



## **E. CLOSING**

Based on the research conducted by the researcher, the following conclusions were obtained:

### **Conclusions**

The Protocol and Communication Section for Leaders in Pasuruan City achieved very satisfactory individual performance in 2022, with the Percentage of Service Needs of Leaders reaching 100%, exceeding the target of 90%. This achievement was supported by 107 letters requesting protocol and communication services, of which 102 were followed up. Nevertheless, there are obstacles, such as frequent communication misses. This section has a crucial role in supporting the Regional Head's agenda, involving event coordination, readiness monitoring, and others. Its responsibilities also involve maintaining the positive image of the Regional Head.

The Protocol and Communication Section in Pasuruan City Government has an important role in supporting the agenda of the head of the region, but they face several inhibiting factors, such as miscommunication and misunderstanding. To overcome the miscommunication problem, they conduct active monitoring and communicate more effectively with related parties. In addition, misunderstandings related to technical aspects and coordination were resolved through better coordination. Time and policy challenges were also faced, but were overcome through picket schedules and direct communication with the Regional Head. In the face of these challenges, the Protocol and Leadership Communication Section applied a structured communication approach, better coordination, and efficient division of tasks to maintain the smooth and successful implementation of the regional head's agenda. Thus, they still play a crucial role in supporting the regional head's agenda and maintaining good relations with related parties.

### **Suggestion**

The author provides several suggestions for consideration to improve the performance of the protocol and communication section of the Pasuruan City leadership in facilitating the agenda of the regional head of the Pasuruan city government:

The Protocol and Communication Section needs to develop guidelines, organize training, and strengthen coordination to ensure mutual understanding of technical protocol policies. The development of efficient picket schedules and flexibility in venue layout are necessary to overcome time challenges. In the face of changes and emergency situations, the use of technology such as schedule planning apps and digital platforms will help with efficiency and better coordination. In addition, active communication with leaders in understanding the vision and important directives, as well as the development of emergency response SOPs will help the Protocol and Leadership Communication Section in supporting the regional head's agenda and maintaining the smooth running of official events.

Recommendations that can be given to overcome the obstacles that exist in carrying out the duties of the Protocol and Communication Section in facilitating the Regional Head's agenda in Pasuruan City Local Government involve improving internal and external communication, introducing a more efficient

event management system, and providing further training to staff. The first step is to strengthen internal communication, through regular meetings and the establishment of effective communication channels. This will help avoid mistakes and overlapping tasks. Next, it is necessary to improve coordination with external parties involved in the execution of the event. Regular meetings with external parties will ensure that all parties involved understand the event plan and their respective roles. Then, the introduction of a more efficient event management system can improve team productivity and collaboration. Advanced training such as time management, effective communication, and problem solving need to be provided to staff to equip them with the necessary skills to better perform their duties. With the implementation of these measures, the Protocol and Communication Section can be more effective in supporting the Regional Head's agenda and ensuring the smooth running of official events.

## BIBLIOGRAPHY

- A, I. N. S. M., Fahrizi, F., & Elina, M. (2018). The Influence Of Cooperation On Employee Performance At The Bureau Of Public Relations And Protocol Of The Regional Secretariat Of Lampung Province. *Journal of Saburai Independent Management (JMMS)*, 2(02), Article 02. <https://doi.org/10.24967/jmms.v2i02.538>
- Agama, I., Negeri, I., & Curup, I. (2022). (Study of Lebong Regency Government Protocol in 2020-2022).
- Churiyah, Y. (2011). Oral and written communication. Bandung: PT. Remaja Rosdakarya.
- Daulay, L. T. (2022). The Role of Protocol in Supporting the Successful Performance of the Regional Head of North Padang Lawas Regency [Thesis, Medan Area University]. <https://repositori.uma.ac.id/handle/123456789/19124>
- Ente, R., Rachman, E., & Gobel, L. V. (2022). Performance of the State Civil Apparatus (ASN) in the Subdivision of Administration of the General Section of Protocol and Leadership Communication of the Regional Secretariat of Bone Bolango Regency. *Formosa Journal of Applied Sciences*, 1(5), Article 5. <https://doi.org/10.55927/fjas.v1i5.1603>
- Fadli, M. R. (2021). Understanding the design of qualitative research methods. *Humanika*, 21(1), 33-54. <https://doi.org/10.21831/hum.v21i1.38075>
- Heryanto, G. G. (2018). Political Communication Media. IRCiSoD.
- Hidayatullah, M., Putra, M. R. A., & Jumaddil, J. (2022). The Role of Protocol and Leadership Communication in Improving Image. *Journal of Communication and Business Sciences*, 8(1), Article 1. <https://doi.org/10.36914/jikb.v8i1.764>
- Husen, N. H. R., Tuanaya, W., Normawati, N., & Selanno, H. (2023). Employee Work Effectiveness In The Protocol And Communication Section Of The Ambon City Secretariat Leadership. *Journal Of Global Education*, 4(1), Article 1. <https://doi.org/10.55681/jige.v4i1.577>

- Indah, U. (2018). Employee Performance in the Protocol and Travel Subdivision of the Public Relations Section of the Regional Secretariat of Parigi Moutong Regency. *Journal.Untad.Ac.Id*, 6(3), 88-93.
- Kunsiang, J. G., Mingkid, E., & Rembang, M. M. (2022). The Role Of The Protocol And Leadership Communication Section In Conveying Information In The Setda Of Sangihe District. *Acta Diurna Komunikasi*, 4(1), Article 1. <https://ejournal.unsrat.ac.id/v3/index.php/actadiurnakomunikasi/article/view/38192>
- Oktavianti, F. N. (2018). Analysis Of Spatial Layout In Work Comfort And Optimizing The Performance Of The Public Relations And Protocol Section Of The Secretariat Of The Surakarta City Council. *JIKAP (Journal of Office Administration Information and Communication)*, 2(3), Article 3. <https://doi.org/10.20961/jikap.v2i3.38161>
- Pasuruan City Government. (n.d.). Vision and Mission. *Pasuruankota.Go.Id*. Retrieved October 16, 2023, from <https://pasuruankota.go.id/visi-dan-misi/>
- Pasuruan Mayor Regulation Number 3 Year 2022, (2022).
- Pasuruan City Government. (n.d.). Overview of SPIPISE-BPMP2T Pasuruan City. Retrieved October 16, 2023, from <https://spipisepasuruankota.wordpress.com/investasi/gambaran-umum/>
- Pitria, R., Nur, T., & Amirulloh, M. R. (2023). The Effect of Compensation on Employee Performance in the Protocol, Communication and Administration Section of the Regional Secretariat. *Journal of Governance*, 9(1), 53-60. <https://doi.org/10.30997/jgs.v9i1.5460>
- Pureklolon, T. P. (2016). Political communication. Gramedia Pustaka Utama.
- Riva'i, A. K. (2016). Social development communication: A review of communication theory in social development. Eve and AHWA.
- Rohmi, A., Khoirunnisa, & Pratama, A. A. (2023). Regional Statistics of Pasuruan City 2023. Central Bureau of Statistics of Pasuruan City.
- Rupidin, R., Firman, A., & Reynilda, R. (2023). The Influence Of Communication, Resources, And Bureaucratic Structure On The Effectiveness Of Protocol Tasks In East Luwu Regency. *Cendekia Akademika Indonesia (CAI)*, 2(1), Article 1.
- Sarihati, T., Si, M., Luthfie, H. M., Kurniadi, B., & Si, M. (2022). Political Communication, Mass Media and Public Opinion. RajaGrafindo Persada-Rajawali Press.
- Subiakto, H. (2015). Political communication, media, and democracy. Prenada Media.
- Taufik, W. (2017). The Protocolary Role Of The Regional Secretariat In Supporting The Seremonial Activities Of The Gubernur Of Kalimantan Timur. *Journal of Paradigm (JP)*, 4(2), Article 2. <https://doi.org/10.30872/jp.v4i2.413>
- Thalib, S. S., & Alkatiri, J. (2021). Protocol Communication Patterns in Leadership Services: Study on the Protocol of the Ministry of

- Education and Culture. CoverAge: Journal of Strategic Communication, 12(1), Article 1.  
<https://doi.org/10.35814/coverage.v12i1.2339>
- Yusmahendra, A. (2021). The Role of the Protocol and Communication Section of the Regional Secretariat Leaders in Arranging the Agenda of the Regional Head of Rokan Hulu Regency [Masters, Riau Islamic University]. <https://repository.uir.ac.id/15757/>
- Yusuf, R. I. (2023). Political communication: Art and theory. Deepublish.