



The Role of Effective Communication of Protocollarian Organizations in the Secretariat of the Regional People's Representative

Romy Dipanegara¹ Nur Alim Djalil¹, Andi Vita Sukmarini¹

¹Program Magister Fakultas Ilmu Komunikasi Universitas Fajar Makassar

*Corresponding Author: Romy Dipanegara



Article Info

Article history:

Received 19 October 2023
Received in revised form 10
November 2023
Accepted 24 November 2023

Keywords:

Role
Protocol
Communication
and Secretariat Agenda

Abstract

This research was carried out at the Wajo Regency DPRD Secretariat. Data collection was carried out through observation, interviews and documentation. Data were analyzed using descriptive analysis. Based on the results of field research regarding the role of the protocol section of the Wajo district DPRD secretariat in preparing the agenda for the protocol and leadership communication section is not good and really needs to be improved, especially on the Problem-Solving Process Facilitator indicator. Problem Solving Process) and Communications Technician (Communications Technician). Some of the problems that arise are not just practical negligence of protocol, but include changes in the schedule, unpreparedness of the protocol apparatus in the field, the wishes of the leadership, lack of protocol competence, conditions at the event venue and other factors. However, due to the presence of alertness and good coordination so far, the gaps that have occurred can be resolved and do not cause significant qualitative problems using the interview method.

Introduction

The realization of Good Governance is a prerequisite for every government to realize the aspirations of the people and achieve the goals and aspirations of the nation and state. For this reason, it is necessary to develop and implement a planning system that is precise, clear, measurable and legitimate. So that government administration can take place in an efficient, effective, clean and responsible manner and free from corruption, collusion and nepotism. In the current era of development, the government has made efforts to improve and increase the role of each apparatus in government organizations so that they are able to carry out their main tasks and functions well and provide beneficial value to other organizations or society. Then the Regional Government is the implementer and person responsible for all government activities in the autonomous region. The main activity of regional government is to provide the best possible service to the interests of the local community and carry out development as an effort to advance the autonomous region (Briffault, 1995; Liu et al., 2020).

Basically, Regional Government is a servant of the community, it exists to serve the community and create conditions that enable every member of society to developability and creativity to achieve mutual progress, not to serve ourselves. The main task and function of Regional Government is to optimize services and development as an effort to improve the welfare of regional communities. State Civil Apparatus (ASN), a regional head ranging from the Mayor, Governor to the President, occupies the highest position in the government or region he is leading. However, a Regional Head is not included in the Regional Work Unit (SKPD) group because a regional head is an executive body that is directly elected by the people through the general election of regional heads and deputy regional heads (Pilkada) for a term of office of

no later than 5 years (Rahayu, 2022; Muthahhari, 2020). 1 Period and a maximum of 10 years in 2 Periods.

Therefore, the State Civil Apparatus (ASN) is supervised and also led by a Regional Secretary who has the position of official or highest leader in the Regional Work Unit (SKPD) who is elected not because he is directly elected by the people, but is elected because he has a background. background both in the field of education and even experience as an Echelon II official or head of department who also took a series of tests in selecting a Regional Secretary in a region. However, a regional head and also a regional secretary have the performance to lead regional growth and development led through departments and agencies under his leadership (Wandi, 2023). A regional head and Regional Secretary, especially the DPRD secretariat, usually have offices in the DPRD Secretariat which consists of several sections or bureaus within it which are led by section heads. A section or bureau has three sub-divisions each which are also led by a sub-section head. At the DPRD Secretariat, each section has duties and functions that are different from each other and also have their own responsibilities with what has become the main task of that section (Irawan, 2023; Rasyid et al., 2022). Regional heads and deputy regional heads usually have main duties in accordance with their vision and mission when running for regional head and deputy regional head. The vision and mission that is carried out is a task that must be fulfilled by the regional head who is assisted by the regional secretary and also the heads of other Regional Work Units (SKPD).

Not only carrying out the vision and mission, regional heads can also carry out other tasks both within government and outside government. Therefore. Many organizations and companies involve regional heads to regional secretaries in the activities of their companies and organizations (Amalia et al., 2021). In carrying out their duties and fulfilling invitations to events related to government or non-government, usually regional heads, deputy regional heads or regional secretaries need someone who can arrange the schedule of event activities. to be able to organize the course of events that will be visited by the regional head, both formal and non-formal events. Therefore, a special section was formed from people who have skilled skills who can be relied upon to direct the activities of the regional head who can also go directly to the field and mingle with the community for the benefit of the smooth running of the event (Nugroho & Windyastuti, 2021). Apart from that, socialization skills are also needed for fellow State Civil Apparatus (ASN) with the aim of ensuring that an event can run smoothly, and that good relations can be established between Regional Work Units (SKPD) and the Regional Apparatus Coordination Forum (FKPD). One of the elements in regional government organizations is the general section which functions as a meeting facility for public needs for government (Agranoff & McGuire, 2003). The general department is part of the organizational structure in government which plays a role in the field of correspondence administration which receives and sends letters from internal to external government. The general part of the task and function structure is closely related to several other structures, one of which is the government protocol part (Layne & Lee, 2001).

In line with the current government system, government protocols are required to change the paradigm in every system implementation and government activity. Protocols play an important role in implementing good governance (Asogwa, 2013). The essence of good governance is improving organizational performance through supervision or monitoring management performance and management accountability towards other stakeholders, based on the applicable rules and regulations framework. There is a close working relationship between the general department and the protocol, where a letter that comes in through the general department is then forwarded to the protocol so that the person concerned can then be scheduled to meet to convey their aims and objectives (Yusmahendra, 2021). In this case, it

means that there is a protocol role that can assist and regulate the course of activities that will be carried out in government offices. With quite busy activities, it is impossible for the government to handle the schedule of activities it will carry out on its own. Therefore, the government needs the role of other people to help and remind or inform the schedule of its activities, in this case the government organizational structure contains a protocol section which plays a role in helping the government's performance in its work so that the government can carry out its duties well. Protocol is mentioned in the law, namely in article one paragraph 1 of Law Number 9 of 2010 which states that protocol is a series of activities related to the rules in state events or official events which include venue arrangements, ceremony arrangements and respect as a form of respect for someone. in accordance with the position and/or position with instate, government or society. Protocols are important, especially because they involve honor and respect for every individual or person involved in a particular official activity.

Protocol rules are implemented to ensure that those involved in an official activity/event receive proper respect and appreciation in accordance with their respective honor and dignity. Protocol rules are applied to avoid misunderstandings or misunderstandings which can lead to less friendly situations, for example offense and non-acceptance of the parties involved. No less important is to improve good relations and cooperation. The protocol rules themselves are basically a series of rules created and agreed upon with the aim of regulating every activity/event involving one or more parties so that it runs smoothly, in an orderly manner and according to procedures. The protocol's duties include conditioning each event, arranging public services, ceremonial arrangements, layout, accommodation and being a liaison between the regional government and the central government. Apart from having to be deft in coordinating with internal parties, protocol officers must also be skilled in communicating with external parties. In principle, protocols also regulate relations between humans, so that the behavior of protocol officers must be based on the norms that apply in relations between humans in communicating. This is no exception to the Protocol and Communication Section of the Leadership of the Wajo Regency DPRD Secretariat whose role includes implementing protocol provisions which include rules regarding venue layout, ceremonial procedures and respect in accordance with Law Number 9 of 2010 concerning Protocol.

The role itself can be interpreted as a set of behaviors that people in society are expected to have. Position in this case is expected to be a certain position in society which may be high, medium or low. A position is a container whose contents are certain rights and obligations, while these rights and obligations can be said to be roles. Therefore, someone who has a certain position can be said to be a role holder. A right is actually the authority to do or not do, while an obligation is a burden or duty. The scope of Protocol in the regulation of this Law includes Ceremonial Venue Arrangements and Rules of Respect that apply at Official State Events or Official Events for State Officials, Government Officials, Representatives of Foreign Countries and/or International Organizations and Certain Public Figures. Protocol arrangements in this Law are based on nationality, order and legal certainty, balance and harmony and reciprocity which aim to facilitate activities These events, in this Law regulate the organization of state events and official events which are carried out in accordance with the venue layout, ceremonial procedures and respect for both flag ceremonies and non-flag ceremonies.

The Protocol and Communication Section for the Leadership of the Wajo Regency DPRD Secretariat is an administrative element of the Regional Secretariat which was formed based on Wajo Regency Regent Regulation Number 47 of 2019 concerning Position, Organizational Structure, Duties and Functions and Work Procedures of the Wajo DPRD Secretariat. Based

on Wajo Regency Regent Regulation Number 47 of 2019 concerning Position, Organizational Structure, Duties and Functions and Work Procedures of the Wajo Regency DPRD Secretariat.

Methods

The type of research used in this research is qualitative research. In qualitative research, the main consideration in data collection is the selection of informants. In qualitative research the term population is not used. Research informants are people who provide information about problems related to the researcher's title. As has been mentioned, the selection of the first informant is a very important thing so it must be done carefully, because this research examines the role of the Protocol and Communication Section of the DPRD Secretariat Leadership in Preparing the Agenda of the Regional Head of WAJO Regency, the researcher decided on the most appropriate first informant or key informant and to be precise, there is 1 Regional Head of WAJO Regency (Regent), 1 Chairperson of the WAJO Regency DPRD and 1 secretary of the WAJO Regency DPRD. The supporting informants for this research consisted of 1 Head of Protocol and Communications Leadership, 1 Head of Protocol Subdivision and 3 Protocol Staff. Of the total number of Key Informants and supporting informants, there were 8 people. The research location was carried out in the Protocol and Communication Section of the Wajo Regency DPRD Secretariat Leadership. To see the extent of the role of the protocol and communications section of the secretariat leadership in preparing the agenda for the regional head of Wajo Regency.

Results and Discussion

Role of the Protocol Section in Preparing the Activity Agenda

In the current era of development, the government has made efforts to improve and increase the role of each apparatus in government organizations so that they are able to carry out their main tasks and functions well and provide beneficial value to other organizations or society. This is no exception to the Protocol apparatus in the Protocol Section of the Wajo Regency DPRD Secretariat whose role includes implementing protocol provisions which include rules regarding venue layout, ceremonial procedures and respect in accordance with Law Number 9 of 2010 concerning protocol. Law Number 9 of 2010 concerning protocol or abbreviated as UUK, explains the meaning of protocol. Concretely, as stated in article 1 point 1, protocol is a series of activities related to the rules of state events or official events which include venue arrangements, ceremonial arrangements and respect as a form of respect for someone in accordance with their position and/or position in the state, government or society. All people who occupy strategic positions or positions in the state from the center to the regions, all state institutions along with symbols and officials, including certain public figures, must be given special treatment, different from ordinary citizens in general. Within the scope of the current government, every activity that is ceremonial in nature such as flag ceremonies or non-flag ceremonies, inaugurations, official (formal) events, semi-formal (semi-formal) events, unofficial (non-formal) events, leadership trips, work visits, reception of regional government guests, audience guests, signing of cooperation agreements, leadership meetings and other activities are always regulated according to protocol so that they can be carried out well and smoothly. The smooth running of an event can show the readiness of a government organization to organize an official event whose implementation procedures are a provision regulated in law so that it is legally binding. As we know, protocol is a series of activities related to the rules of state events or official events which include venue arrangements, ceremonial arrangements and honorary arrangements as a form of respect for someone according to their position and/or position in the state, government or society. This is in accordance with Permenkumham Number 31 of 2018 concerning Protocols within the Ministry

of Law and Human Rights of the Republic of Indonesia. The role of Protocol is very much needed in every important or formal event that will be held by every agency or institution, even the government. The role of protocol can be said to be a milestone in the success of an event that is being implemented. The world of Protocol is already very big master how to run events according to time, due place and respect. The protocol regulations for each agency or institution are different, the applicable rules are made according to the circumstances and interests required by the agency or institution. However, the role of protocol is very important for the event to run according to plan, especially when inviting important guests with various positions. For further clarity regarding the role of protocol, the following research results regarding the role of protocol are explained which are divided into four research indicators, namely:

Expert Prescriber

Protocols help to find solutions in resolving relationship problems with the public. An expert Public Relations practitioner who is experienced and has high skills can help find solutions in resolving relationship problems with the public. The relationship between protocol expert practitioners and organizational management is like the relationship between doctors and their patients. This means that the management acts passively to accept or believe what has been suggested or proposed by the Public Relations expert (expert prescriber) in solving and overcoming the public relations problems being faced by the organization concerned. An expert public relations practitioner who is experienced and has high skills can help find solutions in resolving relationship problems with the public (public relationship). An expert public relations practitioner who is experienced and has high skills can help find solutions in resolving relationship problems with the public. An expert public relations practitioner who is experienced and has high skills can help find solutions in resolving relationship problems with the public. For further clarity regarding the Expert Prescriber (Expert Advisor) specified in the Role of the Protocol Section of the Wajo Regency DPRD Secretariat in Preparing the secretariat Agenda, it can be seen from the results of the following interview: What efforts do you make to organize the regional head's agenda and what efforts do you make if a problem occurs in an activity? The following is the response from the protocol staff at the Wajo Regency DPRD Secretariat based on an interview conducted on May 10 2023 stating that:

"The position of protocol is to support the achievement of goals set by government management. As a profession, a protocol must have the art of communicating with the public, uniting, building, mutual understanding, avoiding misunderstandings and managing the Regent's agenda so that it does not clash with each other. "There are many protocol activities in setting the agenda for the Wajo Regency DPRD Secretariat, including, technically, protocol is the art of communicating, such as in planning and setting the agenda so that all activities must be carried out well according to the plans that have been set."

Based on the response, it is known that the protocol position is to support the achievement of goals set by government management, as a profession a protocol must has the art of communicating with the public, uniting, building, mutual understanding, avoiding misunderstandings and managing the Regent's agenda so that it does not clash with each other. There are many protocol activities in setting the agenda for the Wajo Regency DPRD Secretariat including, Technically, protocol is the art of communicating, such as in planning and setting the agenda so that all activities must be carried out well according to the plans that have been set. The response staff stating that:

"In general, we have carried out our main duties and functions well in carrying out the task of setting the agenda. "However, activities don't always run smoothly, sometimes there are sudden agendas so that planned activities have to be canceled or rescheduled so we have to rearrange all the Regent's activities."

It is known that SE has carried out its main duties and functions well in carrying out its duties in setting the secretariat agenda. However, there are still sudden agendas outside of what has been planned so that planned activities have to be canceled or rescheduled, therefore the protocol staff has to re-arrange all these activities as protocol staff stated that:

"We have tried our best to organize the agenda every month, but there are still several obstacles due to unexpected events. This is what causes many agendas to not be implemented optimally."

Response confirmed the previous response conveyed by Asis. SE Meanwhile, the response from the Head of Protocol Subdivision, on May 10 2023 revealed that:

"Personally, the role of protocol is very large in the activities and agenda of the Wajo Regency DPRD Secretariat, protocol is the main guard in setting the secretariat agenda. Basically, the role of protocols is not only to serve the government but also to serve guests who visit their premises. In essence, the protocol section is one of the main pillars of interest in developing an area in the protocol."

Based on the interview above, it is known that the Wajo district DPRD secretariat protocol always tries to carry out its duties well, such as arranging the regional head's agenda in such a way as to maintaining good relations with the community, this is proven by the protocol always providing information to the public regarding the activities of the Wajo district DPRD secretariat through good reporting, both mass media and online media. Based on the response from the Head of the Protocol Section of the Wajo district DPRD secretariat on May 11 2023 regarding the Expert Prescriber (Expert Advisor) indicator in the Role of Protocol in the agenda of the Wajo district DPRD secretariat, he stated that:

"The role of the protocol in setting the agenda of the Wajo Regency DPRD secretariat is to carry out every agenda of the Regent's activities, ensure that the event or activity runs smoothly and accompany the Regional Head in carrying out his activity visits. So far we have done our best in carry out our duties, but there are several things that are beyond our control, namely if there is a sudden event or a sudden change in the activity agenda, we have to rearrange these activities so that there are no clashes with each other."

Based on the response from the Head of the Leadership Protocol and Communications Section, it is known that his party has worked optimally in arranging the activity agenda of the Wajo Regency DPRD secretariat. Until now, the biggest problem is if there are activities outside the agenda that has been set, this makes the regional head's agenda uncontrollable. so the protocol staff had to rearrange the regional head's agenda.

The role of the protocol is not just the host or officer who invites guests, but is also trained in good and correct communication techniques, how to be an effective person and about personal grooming, namely how to appear in the professional world. Another role of a protocol is of course not just being a coordinator. for himself in carrying out an official event, but with all related parties. Apart from that, a protocol must be able to establish communication with several related parties. A protocol person must also act as a mediator and coordinator. However, the role of a protocol is actually more than that, a protocol must be able to act as a manager

who manages the course of activities well. A protocol must of course coordinate with all parties involved.

Protocol arrangements are carried out by each leader the authority of his leadership, the Head of the Protocol Section, through the issuance of instructions or regulations and other official provisions at the operational level, is implemented by the protocol officer. Our duties include protocol, such as inaugurations and handovers of positions, visits by central and regional government officials and as event presenters. The activities which are the main tasks and functions of the protocol have been running and are being carried out well. Therefore, the author also conducted interviews with the leadership and officials of the Wajo district DPRD secretariat, namely as follows. The results of interviews with the Wajo district DPRD secretariat stated that:

"Until now, we see that the performance of the protocol section is quite good, every activity agenda is carried out well and however, in the event of unexpected activities, the protocol staff must be ready to manage these activities so that they do not interfere with other agendas."

Based on the response from the regional secretary, it was stated that the performance of the protocol was quite good in setting the regional head's activity agenda so that every activity was carried out well. Meanwhile, the response from the Chairman of the Wajo Regency DPRD who supervises the performance of the Wajo Regency Protocol, namely Mr. H. A. Muhammad Alauddin Palaguna stated that:

"Until now, we see that the performance of the protocol has been very good in setting the activity agenda. The protocol party takes full responsibility in carrying out its duties, so that every activity is well coordinated."

According to the response, the Chairman of the Wajo Regency DPRD praised the excellent performance of the protocol in setting the activity agenda so that every activity was carried out well. This was confirmed by the response from the Regent of WAJO Regency which stated that:

"We are very grateful to the protocol staff who have worked hard in planning, scheduling, organizing and supervising every activity carried out by the regional government, so that we feel very helped in carrying out every agenda of government activities."

Based on the responses from the informants above, it is known that protocol employees have carried out their duties in managing the activities of regional heads well. In carrying out activities, the protocol always coordinates with the parties involved in an activity because sometimes the visit schedule is not in accordance with regional conditions, so it must be prepared to suit the activity. Overall, the role in setting the regional head's agenda in the Expert Prescriber (Expert Advisor) indicator is in the Fairly Good category, there are still regional head activities that conflict due to lack of management by the protocol department.

The parameters for the success of the Wajo Regency DPRD secretariat protocol can be seen from the smoothness of the arrangements for each guest visit and implementation of activities as well as the absence of complaints that would disturb the authority of the leadership. In connection with this, protocol staff must understand every activity carried out, and on the other hand must have the goodwill to behave positively in all activities, including in handling organizational events, knowledge and application of protocol norms which will influence the ceremonial activities of regional heads and the image of regional government.

Communications Facilitator

Protocol Practitioners act as communicators or mediators to assist management in hearing or what the public wants and expects from the organization concerned, while also having to be able to explain the organization's desires, policies or expectations to the public. In this case, Public Relations practitioners act as communicators or mediators to assist management in hearing what the public wants and expects. On the other hand, he is also required to be able to explain the desires, policies and hopes of the organization to the public. So that with reciprocal communication mutual understanding, trust, respect, support and good tolerance can be created from both parties. For further clarity regarding the Communications Facilitator specified in the Role of the Protocol Section in Preparing the Agenda for the secretariat of the Wajo Regency DPRD, you can see the results of the following interview:

Can Protocols be good communicators for the Wajo Regency government? The following is the response from the protocol staff at the Wajo district DPRD secretariat based on an interview conducted on May 10 2023 stating that:

"Protocols are required to have the ability to communicate with various parties. This aims to make it easier for protocols to coordinate regarding activities or agendas that will be implemented by the regional government"

Based on response, she stated that protocols are required to have the ability to communicate with various parties. This aims to make it easier for protocols to coordinate regarding activities or agendas that will be implemented by the government. The response was confirmed by the protocol staff stating that:

"Before planning and scheduling activities, first survey the activity locations and communicate directly with the implementing committee and coordinate the implementation of activities that will be carried out by the secretariat of the Wajo Regency DPRD."

Likewise, response as protocol staff stated that:

"We have tried our best to organize the regent's agenda every month, but there are still several obstacles due to unexpected events. This is what causes many of the Regent's agendas to not be implemented optimally."

Meanwhile, the response from the Head of Protocol Subdivision, on May 10 2023, revealed that:

"In general, the protocol has communicated with all stakeholders related to the development program because after all the protocol is the mouthpiece of the Wajo Regency DPRD secretariat so we hope that all activities can be accepted by the community to get a positive image from the community. From our observations, thank God, the protocol staff can work well, understanding their main duties and functions so that with this mastery we observe the protocol and can carry out their duties well."

Based on the interview above, it is known that the Wajo district DPRD secretariat protocol always tries to carry out its duties well, such as arranging the regional head's agenda in such a way as to maintaining good relations with the community, this is proven by the protocol always providing information to the public regarding the activities of the Wajo district DPRD secretariat through good reporting. both mass media and online media. Based on the response of the Head of the Protocol and Communication Section of the Wajo Regency DPRD Leadership on May 11 2023 regarding the Expert Prescriber (Expert Advisor) indicator in the Role of Protocol in the Agenda of the Wajo Regency DPRD Secretariat, he stated that:

“Protocols can be a good communicator from the government. Protocol's efforts as a communicator should not be too serious but work must be completed properly, the protocol must know what can and cannot be given to the recipient of the information. The protocol collaborates with the relevant expert team and also with government politics. Collaboration with media that are important to reporting. The protocol also includes community aspirations. We convey the aspirations of the people to the government and also to the leaders who make policies.”

Based on the response from the Head of Protocol and Leadership Communications, it is known that his party has worked optimally in setting the agenda for regional government activities. Until now, the biggest problem is if there are activities outside of the agenda that has been set, this makes the agenda uncontrollable so that the protocol staff must rearrange the agenda of the Wajo district DPRD secretariat. Meanwhile, the response from the Chairman of the Wajo Regency DPRD stated that:

“So far, we assess that in terms of our communication, the protocol staff is good, we assess that the protocol staff always coordinates before carrying out activities so that each activity can be well coordinated.”

Response This was confirmed by the response of the Wajo district DPRD secretariat which stated that:

“In terms of communication, it is quite good, in essence we really appreciate the performance of our protocol friends in preparing the regional government agenda.”

Overall, the Protocol has attempted to carry out its role in facilitating communicators. As a mouthpiece for the government to the community, Protocol has attempted to provide the information needed by the community regarding the secretariat of the Wajo Regency DPRD. According to Dozier, the role of the protocol as a communication facilitator is summarized in the main tasks and functions of the protocol, including coordinating the formulation of regional government policies and implementing policies in the fields of coverage, documentation, publication, print and electronic media information and protocol; Preparation of program plans and budget work plans in the areas of coverage, documentation, publication, print and electronic media information and protocols; and also preparing technical guidelines and instructions in the areas of coverage, documentation, publication, print and electronic media information and protocols. Protocol arrangements are carried out by each leader with the authority of his/her leadership, the Head of the Protocol Section through the issuance of instructions or regulations and other official provisions which are officially carried out at the operational level by the protocol officer.

The duties of the protocol section include inauguration and handover of positions, visits by central and regional government officials and as an event presenter. The activities which are the main tasks and functions of the protocol have been running and are being carried out well. Apart from holding office inauguration events, work visits must also be arranged appropriately so that they are held effectively and efficiently. Of the number who attended the work visit, The length of time of the work visit, until the goal of the work visit is achieved, must be taken into account by this section. Not much different from official inauguration events, during work visits a protocol team is also formed to oversee it from start to finish. Organize an agenda for daily, weekly activities, or many work visits in one day. This is all for the sake of carrying out working visits that improve every work in the government environment and that working visits are right on target. Protocol activities include inauguration and handover of employee positions. The protocol committee takes turns rotating. In implementing protocols in local government, we have never made a mistake. Because the activities and coordination between

all employees are carried out well. A protocol has important aspects in terms of place settings, ceremonial procedures and respect.

Problem Solving Process Facilitator (Problem Solving Process Facilitator)

Protocol is part of the management team to assist organizational leaders both as advisors and in taking decision-making actions in overcoming problems or crises that are being faced rationally and professionally. The role of protocol practitioners in the problem solving process is part of the management team. It is intended to assist organizational leaders both as advisors and taking execution actions (decisions) in overcoming problems or crises that are being faced rationally and professionally. For further clarity regarding the Problem-Solving Process Facilitator specified in the Role of the Protocol Section in Managing Wajo Regency Government Activities, it can be seen from the results of the following interview: What are the efforts made by the protocol in resolving problems in preparing the agenda for the secretariat of the Wajo Regency DPRD? The following is the response from the protocol staff at the Wajo Regency DPRD secretariat based on an interview conducted on May 10 2023 with stating that:

"In carrying out activities that have been previously planned, it is not certain that they can be carried out 100%, therefore during the planning, we from the protocol side had anticipated the activities so that there would be no problems in the activities of the Wajo Regency DPRD secretariat."

This response was confirmed by the protocol staff stating that:

"In anticipating problems in the regional head's activities, we first coordinate with the parties involved regarding the certainty of the activities that will be carried out, the time and place for them to be carried out, making it easier to prepare the next agenda."

Likewise with as protocol staff stated that:

"We have tried our best to organize the regent's agenda every month, but there are still several obstacles due to unexpected events. This is what causes many activity agendas to not be carried out optimally. If these problems still occur, we will rearrange activities so that subsequent activities can be carried out well."

Based on the interview above, it is known that the Wajo district DPRD secretariat protocol always tries to carry out its duties well, such as arranging the agenda of the Wajo district DPRD secretariat in such a way as to maintaining good relations with the community, this is proven by the Protocol always providing information to the public related to Wajo Regency government activities through good reporting, both mass media and online media.

Based on the response from the Head of the Protocol Section of the Wajo district DPRD secretariat on May 11 2023 regarding the Expert Prescriber (Expert Advisor) indicator in the Role of Protocol in the agenda of the Wajo district DPRD secretariat, he stated that:

"The role of the protocol in setting the agenda for the secretariat of the Wajo Regency DPRD is carrying out each activity agenda, ensuring that the event or activity runs smoothly during the activity visit. So far we have done our best in carrying out our duties, but there are several things that are beyond our control, namely if there is an event that suddenly or a sudden change in the activity agenda so we have to rearrange the activities so that there are no clashes with each other."

His party has worked optimally in setting the agenda for government activities, until now the biggest problem is if there are activities outside the agenda that have been set, this makes the regional head's agenda uncontrollable so the protocol staff has to rearrange the regional head's agenda. Based on responses from staff on the WAJo DPRD Secretariat protocol, they have

coordinated with the community regarding problems that require aspirations from the community. If not, they only coordinate with staff and protocol leaders. The role of the Protocol in the Problem Solving Process Facilitator indicator includes administrative guidance, facilitation, preparation of guidance materials and providing considerations in the areas of coverage, documentation, publication, print and electronic media information and protocols; Controlling, evaluating and reporting on policy implementation in the areas of coverage, documentation, publication, print and electronic media information and protocols; Preparing reports on budget realization and program performance for the Protocol and Protocol Section; Carrying out other tasks assigned by superiors in accordance with their duties and functions.

Protocol is an implementing element that organizes events, so that all activities can be carried out more focused and effective. Moreover, considering developments regarding the increasingly busy duties of the Regent, the presence of protocol officers is very necessary. Especially with regard to ceremonial activities such as ceremonies or official and unofficial events, which must meet protocol standards in accordance with the rules regarding protocol regulated in law. The results of the observations show that some of the problems that arise are not just practical negligence of protocol, but include changes in the regent's schedule, unpreparedness of the protocol apparatus in the field, the wishes of the leadership, lack of protocol competence, conditions at the event venue and other factors. However, due to the alertness and good coordination so far, the gaps that have occurred can be resolved and do not cause significant problems. When visiting a region, what needs to be considered is the ease and difficulty of getting to the destination. Therefore, it is necessary to determine the number of protocol staff on duty. Sometimes in some areas to reach the destination there is no representative accommodation available, but this condition must of course be understood by the leadership, including the problem of limited transportation in the area. Protocols must be able to determine which routes are considered easy and smooth and carry little risk. Of course, in such situations the protocol can consider the logical consequences that might occur. Seeing the phenomenon that occurs regarding the role of protocols as organizers of work visits to several areas, it is necessary to consider them appropriately, considering the geographic location which is full of risks, of course it is necessary to prepare adequate transportation facilities, both in terms of capacity and safety of leaders and other officials so that they can get to their destination safely. According to their duties in the field, the protocol directs, organizes and controls the journey to the destination or event implementation. As stated by Baumeister et al. (2006) that the success of an activity will be determined by a person's ability to direct, regulate and control. Therefore, in every activity, someone is needed who is able to direct, organize and control the supporting factors so that the planned goals can be achieved as expected.

Communications Technician

The protocol is also a journalist in resident who only provides technical communication services or is known as the method of communications in organizations. With this role, the protocol is expected to be the eyes and ears, bridge and right hand for the top management of the organization. The eyes are interpreted so that they can see clearly the problems that must be handled immediately and solutions for their resolution. The role of this communication technician makes Public Relations practitioners journalists in resident who only provide technical communication services or are known as the method of communication in organizations. For more clarity regarding the Communications Technician (Communication Technician) as stipulated in the Role of the Protocol Section in compiling the agenda of the Wajo Regency DPRD secretariat, it can be seen from the following interview results: Can the protocol section be a good public relations? The following is the response from the protocol

staff at the Wajo Regency DPRD secretariat based on an interview conducted on May 10, 2023 stating that:

"The protocol position is a supporter of achieving the goals set by government management, as a profession a protocol must have the art of communicating with the public, uniting, building, mutual understanding avoiding misunderstandings and arranging activity agendas so as not to clash with each other."

This response was confirmed by the protocol staff stating that:

"A protocol is required to have good communication skills, because in carrying out activities it is required to coordinate with various agencies so that a protocol is expected to have good communication techniques"

Likewise with the response protocol staff stated that:

"The role of the protocol is not only the host or officer who invites guests, but is trained in good and correct communication techniques, how to be an effective person about personal grooming, namely the procedure for appearing in the professional world, another role of a protocol figure is of course not only being a coordinator for himself in running official events. "

Meanwhile, the response of the Head of Protocol Sub-Division on May 10, 2023 revealed that:

"Personally, the role of protocol is very large in the activities and agendas of the regional government, protocol is the main guard in organizing the activity agenda. Basically, the role of protocol is not only to serve the government but also to serve guests who visit their place. In essence, the protocol section is one of the mainstays that is interested in developing an area that is under its protocol."

Based on the interview above, it is known that the Protocol of the Wajo Regency DPRD Secretariat always tries to carry out its duties well, such as organizing the activity agenda in such a way as to maintain good relations with the community, this is evidenced by the Protocol always providing information to the public regarding the activities of the Wajo Regency government through news, both mass media and online media. Based on the response from the Head of the Protocol Section of the Wajo Regency DPRD Secretariat on May 11, 2023, it was stated that:

"The role of the protocol in managing the agenda of the Wajo Regency DPRD Secretariat is to carry out every activity agenda, ensure that the event or activity runs smoothly in carrying out its activity visits, so far we have done our best in carrying out our duties, but there are some things that are beyond our control, namely if there is a sudden event or a sudden change in the activity agenda so that we have to rearrange the activity so that there is no clash with one another. Based on the response from the Head of the Protocol Section, it is known that his party has worked optimally in managing the regional government activity agenda, until now the biggest problem is if there are activities outside the predetermined agenda, this makes the regional head's agenda uncontrollable so that the protocol staff must rearrange the agenda of the Wajo Regency DPRD Secretariat."

The following is the response of the Secretary of the Wajo Regency Council, stated that:

"Until now we have seen that the performance of the protocol section has been quite good, every agenda of the regional head's activities has been carried out well and however in the case of unexpected activities, the protocol staff must be ready to manage the activities so as not to interfere with other agendas"

Overall, the protocol has provided facilities to the local government in scheduling every activity of the Wajo Regency DPRD secretariat. Protocol activities include inauguration and handover of employee positions. The protocol committee is rotated. In implementing the protocol in the local government, we have never made any mistakes. Because the arrangement of activities and coordination between all employees is carried out properly. A protocol officer has important aspects in terms of the arrangement of the place, the procedure for the ceremony, and the procedure for respect. The role of the protocol is not only as an event host or officer who welcomes guests, but is also trained in good and correct communication techniques, how to be an effective person and about personal grooming, namely the procedure for appearing in the professional world. Another role of a protocol officer is of course not only as a coordinator for himself in running an official event, but also with all related parties. In addition, a protocol officer must be able to communicate with several related parties. A protocol officer must also act as a mediator and coordinator. However, the role of a protocol officer is actually more than that, a protocol officer must be able to act as a manager who manages the course of activities well. A protocol officer must of course coordinate with all parties involved.

The protocol activity schedule takes turns with fellow employees being given tasks evenly. The obstacle that is often faced is the initial planning time that has been set but can not run as planned. The majority is caused by invited guests. In terms of the planned event time, the event team is often overwhelmed when the event starts because they are waiting for the arrival of important guests such as high-ranking officials. However, there is no problem that does not have a solution. Usually the event team gives additional time to wait for important invited guests by providing entertainment before the event, so that those who have attended first do not feel bored or tired. The order is given by the Head of Section, while the protocol staff directly from the Head of the Sub-Section to provide guidance to all of their staff. The protocol assignment is the same for employees and takes turns getting the overall task. The obstacle is caused by the lack of a common perception in the arrangement of the event between fellow employees. In the implementation of activities, are employees given tasks evenly? In the implementation of activities, are employees given tasks evenly, if employees make mistakes in the way they work on an activity or me, they clearly get a warning for the mistakes I made. This is a revision of my performance evaluation in order to improve the results of my future performance. The risk that is obtained if an error occurs during the activity, subordinates will be reprimanded by the superiors of the employees. The protocol activities of the regional government are carried out outside of working hours, employees need supervision when carrying out activities so that employees can see whether the employees are really carrying out their main duties. The protocol in the regional government environment at level I has been running well. Based on the results of observations made by researchers in the field, it is known that the performance of the Wajo district protocol has been running well, this can be seen from every activity of the regional head being carried out well, the protocol in carrying out activities always coordinates with the agencies involved before carrying out activities. As well as preparing everything related to the implementation of activities, starting from planning activities, making preparations, supervising the implementation of activities to evaluating activities, in general every protocol activity has been carried out well.

The obstacles that the protocol encounters include: not all media can publish information provided through press releases/websites, the intensity of VVIP guest visits is difficult to predict, there is no common nomenclature in the Regency and City, there is still no common perception in event arrangements and the number of qualified personnel is still limited. The problem-solving solutions to the protocol obstacles that we do are things like: optimizing coordination with the Regency or City, maximizing existing personnel and recruiting new personnel as needed and improving coordination with the Center. The role of the protocol is

not only to host or welcome guests but also to be trained in good and correct communication techniques, how to be an effective person and about personal grooming, namely the manner of appearance in the professional world. Another role of a protocol figure is of course not only to be a coordinator for himself in running an official event, but with all related parties. The protocol must be able to establish communication with several related parties. A protocol must also act as a mediator and coordinator. However, the role of a protocol is actually more than that, a protocol must be able to act as a manager who regulates the course of activities.

Conclusion

Based on the results of field research on the Role of the Protocol and Communication Section of the Secretariat Leadership in Preparing the Agenda of the DPRD Secretariat, it can be concluded that the role of the protocol and communication section is not good and really needs to be improved, especially in the indicators of Problem Solving Process Facilitator and Communications Technician. Several problems that arise are not practically negligence of the protocol alone, but also due to changes in the regent's schedule, unpreparedness of protocol officers in the field, the wishes of the leadership, lack of protocol competence, conditions at the event venue and other factors. However, due to the alertness and good coordination so far, the gaps that occur can be resolved and do not cause significant problems. The protocol section has not been able to innovate in preparing the agenda, such as when carrying out sudden official visits or receiving and welcoming guests or officials who visit suddenly, which causes the protocol staff to appear unprofessional and lack coordination in prioritizing public service activities. The use of the protocol budget is not yet efficient because many events are not in accordance with the prepared agenda, such as agendas that are postponed or canceled due to not being well coordinated even though preparations have been made using a fairly large budget. The ability of protocol staff to coordinate the agenda to anticipate all possible obstacles and challenges is not yet effective, so that protocol tasks have not been carried out effectively and efficiently.

References

- Agranoff, R., & McGuire, M. (2003). *Collaborative public management: New strategies for local governments*. Georgetown University Press.
- Amalia, A., Latif, A., & Murizal, I. (2021, March). The Influence Of Leadership And Organizational Culture On Sharia-Based Business Development In Washliyin In North Sumatera. In *First International Conference On Science, Technology, Engineering And Industrial Revolution (Icsteir 2020)* (pp. 273-276). Atlantis Press. <https://doi.org/10.2991/assehr.k.210312.043>
- Asogwa, B. E. (2013). Electronic government as a paradigm shift for efficient public services: Opportunities and challenges for Nigerian government. *Library Hi Tech*, 31(1), 141-159. <https://doi.org/10.1108/07378831311303985>
- Baumeister, R. F., Gailliot, M., DeWall, C. N., & Oaten, M. (2006). Self-regulation and personality: How interventions increase regulatory success, and how depletion moderates the effects of traits on behavior. *Journal of personality*, 74(6), 1773-1802. <https://doi.org/10.1111/j.1467-6494.2006.00428.x>
- Briffault, R. (1995). The local government boundary problem in metropolitan areas. *Stan. L. Rev.*, 48, 1115. <https://doi.org/10.2307/1229382>
- Irawan, A. (2023). Performance Professionalism Employee Secretariat Regional People's Representative Council (DPRD) Cimahi City. *Jurnal Sosial Sains dan Komunikasi*, 1(02), 93-102.

- Layne, K., & Lee, J. (2001). Developing fully functional E-government: A four stage model. *Government information quarterly*, 18(2), 122-136. [https://doi.org/10.1016/S0740-624X\(01\)00066-1](https://doi.org/10.1016/S0740-624X(01)00066-1)
- Liu, C., Dou, X., Li, J., & Cai, L. A. (2020). Analyzing government role in rural tourism development: An empirical investigation from China. *Journal of Rural Studies*, 79, 177-188. <https://doi.org/10.1016/j.jrurstud.2020.08.046>
- Muthahhari, M. R. (2020). Jaringan Komunikasi Politik yang Dipilih Kepala Daerah dalam Proses Perumusan RAPBD Kota Banjarbaru Tahun 2019. *ETTISAL: Journal of Communication*, 5(1). <https://doi.org/10.21111/ejoc.v5i1.3948>
- Nugroho, K., & Windyastuti, D. (2021). Analysis of patron-client political communication in building a network of political power in the village community. *Jurnal Studi Komunikasi*, 5(1), 110-133. <https://doi.org/10.25139/jsk.v5i1.3099>
- Rahayu, A. S. (2022). *Pengantar Pemerintahan Daerah: kajian teori, hukum dan aplikasinya*. Sinar Grafika.
- Rasyid, A., Satispi, E., & Samudra, A. A. (2022). The Performance Of Legislative Secretariat Services: Perspective Of The New Public Service. *Jurnal Administrasi dan Kebijakan Publik*, 7(2), 145-159. <https://doi.org/10.25077/jakp.7.2.145-159.2022>
- Wandi, J. (2023). *Kewenangan Presiden Memberhentikan Kepala Daerah Menurut Undang-undang Nomor 23 Tahun 2014 Tentang Pemerintahan Daerah Ditinjau Dari Perspektif Fiqh Siyasah* (Doctoral dissertation, UIN Ar-Raniry Banda Aceh).
- Yusmahendra, A. (2021). *Peran Bagian Protokol Dan Komunikasi Pimpinan Sekretariat Daerah Dalam Menyusun Agenda Kepala Daerah Kabupaten Rokan Hulu* (Doctoral dissertation, Universitas Islam Riau).