



IMPLEMENTATION OF PROTOCOL SERVICES IN SUPPORTING THE ACTIVITIES OF THE ENREKANG REGENT

Slamet Briutli^{a1}, Nurlinah^{b2}, Kurniaty^{c3}

^{abc}Regional Planning and Development Study Program, Universitas Hasanuddin, Makassar
¹briutlimalik@gmail.com; ²mnurlinah@yahoo.com; ³kurniaty@pasca.unhas.ac.id

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ABSTRAK

Abstrak: Tujuan penelitian ini adalah untuk mengetahui upaya pemerintah Kabupaten Enrekang dalam memaksimalkan aspek keprotokolan untuk mensukseskan setiap kegiatan dan acara resmi Bupati Enrekang Tahun 2022. Metode penelitian yang digunakan adalah dengan menggunakan pendekatan metode campuran. Populasi penelitian adalah penerima layanan protokol. Sampel penelitian sebanyak 78 responden. Hasil penelitian menunjukkan bahwa sumber daya, mandat, dan fungsi protokol merupakan aspek yang krusial dalam pelaksanaan pelayanan protokol dalam mendukung kegiatan Bupati Enrekang. Meskipun demikian, studi ini menemukan hasil penilaian terhadap implementasi yang teridentifikasi kurang optimal. Ada beberapa aspek yang berpengaruh, antara lain masalah sumber daya manusia, komunikasi, dan pengelolaan kegiatan keprotokolan. Kecenderungan ini membutuhkan tindakan yang akomodatif, yaitu evaluasi kinerja oleh pimpinan protokol. Evaluasi dapat dilakukan untuk mengantisipasi dan meminimalisir kesalahan yang sama yang mungkin terjadi di kemudian hari. Hal tersebut juga diperlukan untuk terus mendukung setiap kegiatan Bupati Enrekang.

Abstract: The purpose of this study was to find out the efforts of the Enrekang Regency government in maximizing protocol aspects to succeed in every activity and an official event of the 2022 Enrekang Regent. The research method is to use a mixed methods approach. The research population is the recipients of protocol services. The research sample found as many as 78 respondents. The research results show that resources, mandates, and protocol functions are crucial aspects in the implementation of protocol services in supporting the activities of the Regent of Enrekang. Nonetheless, this study found the assessment results on the implementation identified as less than optimal. There are several influential aspects, including human resources issues, communication, and management of protocol activities. This tendency requires accommodative action, namely performance evaluation by the protocol leadership. Evaluation can be done to anticipate and minimize the same errors that may occur in the future. This is also necessary to continue to support every activity of the Regent of Enrekang.



INTRODUCTION

Errors may occur in implementing the protocol for official events, including those involving official government activities. Several examples of cases can be identified, such as when the Regent of North Toraja, Kalatiku Paembonan, could have run optimally due to a protocol error that handed over the leadership of the ceremony to the Regional Secretary (Rante, 2016). The protocol is an important issue to support the smoothness and effectiveness of official government activities (Lubis, 2014). Based on Law number 9 of 2010 stated that the scope of the protocol includes the layout, proper procedures, and respect procedures. Official event protocols are carried out by protocol officers who are part of the secretariat of state institutions or government agencies (DPR, 2010).

Law Number 9 of 2010 Concerning Protocol, or UUK for short, explains the meaning of protocol. Concretely as stated in Article 1 Number 1 states that protocol is a series of activities related to rules in state events or official events, which include Place Arrangements, Ceremonial Procedures, and Respect Procedures as a form of respect for someone according to their position and position in the state, government or society. All persons occupying strategic positions or positions in the state, starting from the center to the regions, all state institutions along with their symbols and officials, including certain community leaders, must be given special treatment, different from ordinary citizens in general (DPR, 2010).

Several activities that are commonly held by regional governments involving regional heads are carried out in detail by discussing issues regarding guests, and audiences, signing cooperation agreements, leadership meetings, inauguration events, inauguration, formal and non-formal events, work visits, leadership trips, receiving government guests, and other activities. A protocol always regulates these activities (Hidayatullah, Putra, & Jumaddil, 2022; Asmaria, Akbar, & Sumantri, 2020). Activities based on directives and protocol provisions aim to ensure that the overall activities can be carried out properly and smoothly. The smooth running of an event can show the readiness of a government organization to hold an official event where the implementation procedure is already a regulated provision (Febrinaldi, Firman, & Badaruddin, 2022; Konggoro, Valentine, & Destriani, 2022).

Some of the results of previous studies explain that the role of the protocol can contribute to building the image of local government (Nada, Rembang, & Onsu, 2018; Hasmarini, Yanto, & Asnawati, 2020). The government's image is formed through the protocol's success in carrying out government activities, providing excellent service to the public, and mastery of the knowledge of the protocol apparatus regarding the standard rules of protocol activities and the protocol code of ethics (Hidayatullah et al., 2022). Daily activities are also an important issue that is considered by the protocol (Rosseti & Hernawati, 2022). The results of other studies explain the implementation of regional head protocol policies on protocol coordination functions to realize the effectiveness of regional head protocol tasks. Proper implementation of protocol policies can be done by improving protocol coordination (Pathuloh, 2017). The difference between previous studies and this study lies in the uniqueness of using mixed methods. It helps this study to analyze the preparation of human resources, duties, and protocol functions more profoundly and simultaneously conduct an assessment of protocol implementation services. It is considered to help understand in-depth the implementation of protocol services.

Government duties by heads of state or heads of regions, such as ceremonial activities such as events, ceremonies, leadership trips, work visits, and receiving government guests, also indicate the time density of heads of state or regional heads. This situation can be maximized with the role of the protocol. The existence of roles and efforts carried out by the protocol in every governmental activity carried out by officials or regional heads can influence the success and smoothness of each scheduled work plan. All

local governments need a protocol role to support performance, including the Enrekang District government.

The many tasks of the Regent of Enrekang Regency in carrying out the wheels of government, especially about ceremonial activities such as events, ceremonies, leadership trips or work visits, and receiving local government guests, require the protocol role of the Regional Secretariat in supporting these tasks the results of which will provide convenience and smoothness of the activities of the Regent as the regional head. Meanwhile, if viewed from the main tasks and functions, the protocol section not only carries out the preparation of materials, policies, and coordination but also guidance, guidance, and controls the reception of regional government guests, ceremonies, and official travel of the leadership and bureau administration.

The selection of case studies in Enrekang Regency is due to empirical facts. Empirical facts show that protocol implementation could be more optimal based on existing operational standards. In this case, it was found that there were errors in the working visit schedule of the Regent and Deputy Regent; once there was an error in information relating to the schedule and place of a working visit, and one time, there was an error in coordination related to a cross-agency protocol event (Wardy, Hasan, Nilwana, & Ahmad, 2018). This tendency influences this research's position to further analyze the protocol problems in the Enrekang Regency, especially in supporting the activities of the Enrekang Regent in 2022. In addition, the choice of Enrekang as a case study is due to the demographic similarity factor. This factor can accommodate researchers to explore more. To reduce the tendency of subjectivity, the researchers rely on mixed methods at once.

The purpose of this study was to find out the efforts of the Enrekang Regency government in maximizing protocol aspects to succeed in every activity of the 2022 Enrekang Regent. Some research questions are described as follows; (1) How are the human resources prepared in the protocol aspect in Enrekang Regency in supporting the Regent's activities? (2) What are the duties and functions of the Protocol and Leadership Communications section? (3) How is the 2022 Enrekang Regent's protocol implementation service based on the respondents' assessment? From these three questions, it is possible to know the efforts based on the readiness of human resources, understanding of tasks, and public response to the performance, especially those dealing with protocol issues in supporting each activity of the 2022 Enrekang Regent.

METHODS

The research was conducted in Enrekang District. The research method uses a mixed methods approach. The qualitative approach is maximized by collecting data through searching documents and observations, while the quantitative approach is maximized by using questionnaires to see public responses or assessments. In particular, the population of this study, namely service recipients, was identified as 355 respondents. Determination of the sample of this study uses the following formula:

$$n = \frac{N}{1 + (N \times e^2)}$$

Information:

n = Sample size

N = Population size

e = Error rate 10%

The population of this study is the recipient of protocol services at the ceremonial event of the Regent of Enrekang Regency. The identified population is 355 respondents. After using the above formula, 78 respondents were found. Mapping of these respondents include; Religious, community, and youth leaders; the head of the village; sub-district head; Regional Military Command; Police; Political parties; Legislative council member; former regents and former deputy regents; regional work units; and the Regional Leadership Coordination Forum. The collected data is then visualized and analyzed to answer research questions.

RESULTS AND DISCUSSION

Resources in Protocol Aspects in Enrekang Regency

Resources are an important aspect of governance issues. In service governance, superior competence, technical skills, and mastery of the underlying regulations are needed (Hidir, Zunaidi, & Pattiasina, 2021). Supporting good governance also requires resources with the capacity to carry out duties and responsibilities, including protocol tasks. The condition of the Enrekang Regency protocol section employees based on Position, Education, and Employment Status is as follows:

Table 1
Resources in the Protocol Section and Leadership Communications

Number	Name	Position	Education Qualification	Status
1	Amirullah, Se, M.A.P	Head of Protocol and Leadership Communications Section	Master of Public Administration	Civil Servants
2	Muh. Kasim, S.Pd	functional	Bachelor of Education	Civil Servants
3	Rani Indah Sari, S.Ip, M.Ap	Head of General Affairs and Personnel Subdivision	Master of Public Administration	Civil Servants
4	Mardiana, S.Ap	Staff	Bachelor of Public Administration	Civil Servants
5	Cita Suci Auliah Abdullah	Staff	Bachelor of Communication Science	Civil Servants
6	Rahmatullah, Se	Staff	Bachelor of Economics	Honorary employee
7	Sitti Patimah Mahir	Staff	Bachelor of Education	Honorary employee
8	Hasmira	Staff	Midwifery Diploma (D3)	Honorary employee

9	Shabrina Nadzib	Staff	Bachelor of Education	Honorary employee
10	Imam Wahyudi Husain	Staff	Senior High School	Honorary employee
11	Ermelya Septiani S.Sos	Staff	Bachelor of Public Administration	Honorary employee
12	Abd Mukaddas Rahman	Staff	Senior High School	Honorary employee

Source: Processed by researchers, 2022

Table 1 shows that within the scope that deals with the protocol aspects of activities and ceremonies, the 2022 Enrekang Regent is led by Amirullah. Amirullah serves as Head of the Protocol and Leadership Communications Section in Enrekang Regency. Amirullah has a master's educational background and status as a civil servant. The other personnel formations involved also have diverse educational backgrounds and have at least completed high school. Educational background influences employee performance, although it is not a determining factor because there are other supporting factors (Ting, 1997; Atsa'am & Kuset Bodur, 2020). From the available resources, it is known that employees with a minimum undergraduate background will get a better position. This tendency is expected to influence performance in carrying out the duties and functions of the 2022 Enrekang Regent's protocol.

Duties and Functions of the Protocol and Leadership Communications Section

There are several duties and functions of the protocol section and leadership communication. These tasks and functions are based on the Regulation of the Regent of Enrekang Regency Number 150 of 2019 regarding the position, duties, functions, job descriptions, and work procedures of the Regional Secretariat, specifically in the Protocol and Leadership Communication Section in paragraph 2 of article 44 (Enrekangkab.go.id, 2018). The Protocol and Leadership Communications Section is led by a Section Head and has the task of carrying out some of the duties of the General Administration Assistant in carrying out the preparation of policy implementation, coordinating the implementation of regional apparatus tasks, monitoring and evaluating the implementation of regional policies in the field of protocol, leadership communication, and documentation. The functions of the Head of Protocol and Leadership Communications Section are described as follows:

- a. Preparation of policy implementation materials in the areas of protocol, leadership communication, and documentation;
- b. Preparation of materials for coordinating the implementation of regional apparatus tasks in the field of protocol, leadership communication, and documentation;
- c. Preparing materials for monitoring and evaluating the implementation of regional policies related to protocols, leadership communications, and documentation;
- d. Implementation of other functions given by the general administration assistant related to their duties;

- e. Prepare an activity plan for the protocol section and leadership communication as a guide in carrying out tasks;
- f. Distribute and give instructions on the implementation of tasks;
- g. Monitor, supervise, and evaluate the implementation of tasks within the leadership of the Protocol and Communication Section to find out the progress of task implementation;
- h. Drafting, correcting, initialing and/or signing official documents;
- i. Participate in meetings in accordance with their duties;
- j. Coordinating and organizing leadership communications and documentation of government and development activities in Enrekang Regency;
- k. Preparing materials, coordinating and formulating regional policies in the field of protocol and Leadership communication covering management administration, Regional Secretariat, Expert Staff, and Personnel, leadership communication and documentation;
- l. Preparing materials, organizing facilitation, and coordinating in the framework of developing leadership protocols and communications;
- m. Carrying out protocol affairs in order to support the smooth running of leadership activities;
- n. Coordinate and organize leadership communications and documentation of government and development activities in Enrekang Regency;
- o. Organizing coordination between the government, community institutions in the development of development information and government;
- p. Coordinate and carry out protocols for leadership events and reception of guests, ceremonies, and official meeting meetings;
- q. Carry out monitoring and evaluation of the implementation of regional policies in the field of protocol and leadership communication, including administrative leadership, Regional Secretariat, Expert Staff, and Personnel, leadership communication, and documentation;
- r. Carrying out coordination and consultation with governmental or non-governmental agencies in the context of carrying out tasks and functions;
- s. Assessing the performance of employees of the State Civil Apparatus following the provisions of laws and regulations;
- t. Prepare a report on the results of the implementation of the duties of the Head of Protocol and Leadership Communications Section and provide recommendations and considerations to superiors as material for policy formulation;
- u. Carry out other official duties ordered by superiors, following their duties to support the smooth implementation of tasks

In addition to the duties and functions carried out by the Head of Protocol and Leadership Communications Section, there are also duties and functions of the Head of Protocol Sub-section. Protocol duties are led by a Head of Subdivision who has the task of carrying out some of the duties of the Head of

the Protocol and Leadership Communications Section, namely coordinating the preparation and implementation of protocol arrangements within the Enrekang Regency government. The assignment function of the Head of the Sub-division is described as follows:

- a. Prepare activity plans for subsections of the protocol as a guide in carrying out tasks;
- b. Distribute and give instructions on the implementation of tasks;
- c. Monitor, supervise, and evaluate the implementation of tasks within the protocol subsection environment to find out the progress of task implementation;
- d. Drafting, correcting, drafting, and signing official documents;
- e. Participate in meetings following their duties;
- f. Carry out protocol procedures in the context of welcoming local government guests;
- g. Prepare event information material and activity schedule for the regent and deputy regent;
- h. Inform local government schedules and activities;
- i. Coordinating and facilitating the activities of the regent and deputy regent;
- j. Carry out coordination and consultation with government and non-government agencies in the framework of carrying out duties and functions;
- k. Assessing the performance of employees of the state civil apparatus following the provisions of laws and regulations;
- l. Compile reports on the results of the implementation of protocol subdivision tasks and provide recommendations and considerations to superiors as material for policy formulation;
- m. Carry out other official duties ordered by superiors following the field of duty to support the smooth implementation of tasks.

In addition to the duties and functions carried out by the Head of the Protocol and Leadership Communications Section, or the Head of the Protocol Sub-section described above, there are also the duties and functions of the Head of the Leadership Communications Sub-section. The Leadership Communications Subdivision is led by a Subdivision head who has the task of carrying out some of the duties of the Head of Protocol and Leadership Communications Section in communicating internally and externally with leaders, preparing event plans, and compiling welcome texts. The functions or job descriptions are described as follows:

- a. Prepare an activity plan for the leadership communication sub-section as a guide in carrying out tasks;
- b. Distribute and give instructions on the implementation of tasks;
- c. Monitoring, supervising, and evaluating the implementation of tasks within the leadership communication subdivision to find out the progress of task implementation;
- d. Drafting, correcting, initialing, and signing official documents;
- e. Participate in meetings according to their fields;

- f. Establish relationships with various parties related to the implementation of the spokesperson function for regional leaders;
- g. Provide input to regional leaders regarding the delivery of certain information;
- h. Provide information and explanations to related parties according to the needs and directions of the leadership;
- i. Collect and process important and urgent information according to the needs of the regent and deputy regent;
- j. Compile the text of remarks and speeches from the regent and deputy regent;
- k. Carry out coordination and consultation with governmental or non-governmental agencies in the framework of carrying out duties and functions;
- l. Assessing the performance of employees of the state civil apparatus following the provisions of laws and regulations;
- m. Compile a report on the results of the implementation of the duties of the leadership communication subdivision and provide advice and considerations to superiors as material for policy formulation;
- n. Carry out other official duties ordered by superiors following the field of duty to support the smooth implementation of tasks.

In addition to the tasks and functions described above, there are also duties and functions of the Head of the Leadership Documentation Subdivision. The Leadership Documentation Subdivision is led by a Subdivision head who has the task of carrying out some of the tasks of the Head of Protocol and Leadership Communications Section in preparing technical policy formulation materials, preparing facilitation and coordination materials. The functions or job descriptions are described as follows:

- a. Prepare an activity plan for the leadership documentation subdivision as a guide in carrying out tasks;
- b. Distribute and give instructions on the implementation of tasks;
- c. Monitoring, supervising, and evaluating the implementation of tasks within the leadership documentation subdivision to find out the progress of task implementation;
- d. Drafting, correcting, initialing, and signing the official document;
- e. Participate in meetings in accordance with their duties;
- f. Documenting the activities of the Regent and Deputy Regent;
- g. Compile the minutes of meetings of the Regent and Deputy Regent;
- h. Facilitating media coverage of the activities of the Regent and Deputy Regent;
- i. Carry out coordination and consultation with government or non-government agencies in the framework of carrying out duties and functions;
- j. Assessing the performance of employees of the State Civil Apparatus following the provisions of laws and regulations;

- k. Compile a report on the results of the implementation of the duties of the leadership documentation subdivision and provide suggestions and considerations to superiors as material for policy formulation;
- l. Carry out other official duties ordered by superiors following the field of duty to support the smooth implementation of tasks.

Given the many tasks of the Enrekang District Head in running the wheels of government, especially about ceremonial activities such as events/ceremonies, leadership trips or work visits, and receiving local government guests, a protocol role is needed for the Regional Secretariat in supporting these tasks. The results will provide convenience and smoothness of the Regent's activities as the region's head. Meanwhile, if viewed from the main tasks and functions, the protocol section not only carries out the preparation of materials, policies, and coordination but also guidance, guidance, and controls the reception of regional government guests, ceremonies, and official travel of the leadership and bureau administration.

Carrying out daily operations and activities, the Regent and government officials of Enrekang Regency have public relations management and protocols that are used as guidelines so that there is no offense, inequality, misunderstanding, and mutual respect for the dignity of leaders from one another. This public relations and protocol service must be managed properly because it involves services to the highest leadership during domestic and overseas activities. Especially if many high-ranking regional officials attend an event, operational standards regarding protocol must be applied without errors. From the trend of the data above, it is known that the duties and functions of the protocol field are very important and complex in supporting the smooth running of a plan, work agenda, activities, and other official ceremonies that support all activities involving regional heads, especially the Regent of Enrekang. At present, the task of the protocol field is considered a necessity that must exist in a government institution or organization (Marhaban, 2021).

Implementation of Protocol Services for the Regent of Enrekang in 2022

Implementations generally emphasize their basic reliance on command orientation (DeLeon & DeLeon, 2002). This is closely related to the duties and functions of an institution, institution, or other related. Implementation has also become an important area of inquiry to understand what goes into the evaluation of a program (Durlak, 2015). In the context of protocol services, implementation is explained as actions taken by individuals or government groups based on protocol rules or regulations to provide guidelines for achieving a goal outlined in a decision on the protocol. Protocol services are all service activities carried out by public service providers to meet the needs of service recipients in government events or official events (Rivanmeta, Isnaini, & Turnip, 2022; Irsandi, 2021).

Such activities are identified as one of the governmental activities, including the local government, which are generally carried out with ceremonies in the context of organizations, institutions, and social communities. These activities must contain elements of the protocol. In the context of the Enrekang

Regency, implementing the Enrekang Regent's protocol services can be observed from the several activities or official ceremonies. Some of these activities carried out in 2022 are described as follows:

Table 2
List of Enrekang Regency Protocol Activity Services for 2022

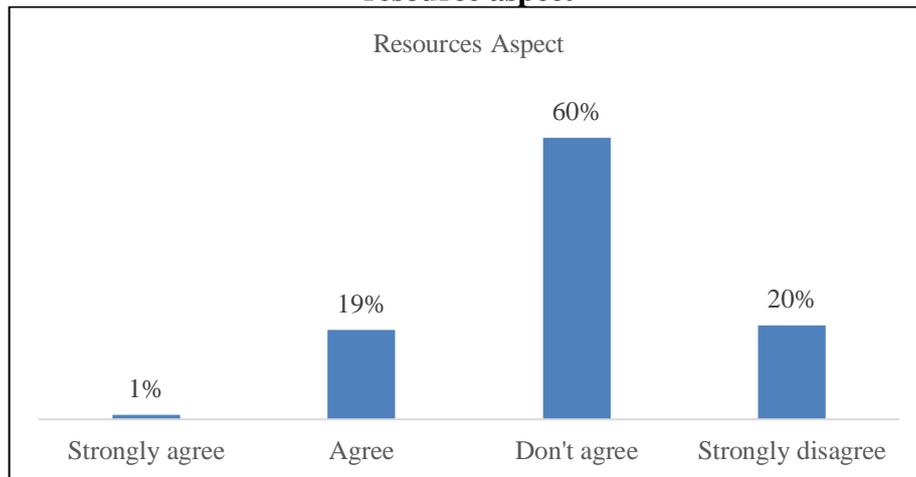
<i>Number</i>	<i>Activities or official events (Januari-Agustus)</i>
1	Welcoming and Gathering Old Officials and New Officials Head of Police Investigation and Military District Commander 1419 Enrekang
2	Inauguration of the Enrekang Regency Alumni Corps Regional Council (MD KAHMI) with the theme of accelerating regional development
3	Gorontalo Local Government Work Visit
4	Inauguration and Taking Oaths and Pledges of Primary High Leadership Officials
5	Inauguration and Tabligh Akbar Traditional Forum of Amar Ma'ruf Nahi Munkar, Enrekang Regency
6	Work Visit and Inauguration of the South Sulawesi Indonesian Employers' Association (APINDO)
7	Oath Taking and Inauguration of Supervisors within the Enrekang Regency Government
8	Inauguration and Inauguration of the Coordinator of the Zakat Collection Unit (UPZ)
9	Opening of the National Defense Camp
10	Facilitating the Taking of Oaths and Pledges for School Offices, Head of the Enrekang Regency Government Scope of the Education Office
11	Commemoration of the 62nd Anniversary of Enrekang Regency
12	Child Vaccination
13	Opening of the 38th MTQ Enrekang District Level
14	Inauguration of the Board of Directors of the Association of Indonesian Village Administration (Apdesi) Branch of Enrekang Regency
15	Release and Debriefing of Prospective Japanese Workers
16	Ceremony of Inauguration of Candidates for Civil Servants 2021
17	26th Commemoration of Regional Autonomy Day
18	Submission Event (Zakat) of Enrekang Regency
19	Halal Bi Halal event
20	Commemoration of the 205th Anniversary of Kebun Raya Bogor
21	Events to Commemorate Syawalan 1443 H

21	Enrekang Muhammadiyah University Graduation Ceremony
22	Launching of Signing of Memorandum of Understanding (MoU) between Tempe and Tofu Craftsmen in Enrekang Regency
23	Submission of a Government Employee Decree with a Work Agreement (PPPK) Phase I, Formation 2021, Enrekang Regency
24	Release of MTQ Participants at the Enrekang Regency Level
25	Enrekang Regency Government Integrated Corruption Eradication Program Coordination Meeting 2022
26	Commemoration of National Children's Day 2022
27	Indonesia's 77th Anniversary Commemoration Preparation Meeting
28	Opening of the Maiwa District Sports Competition
29	Inauguration of the Flag Raising Troops on Independence Day
30	Holy Reflection
31	Flag Ceremony in Commemoration of the 77th Indonesian Independence Day in Enrekang District Government
32	Enrekang Regency Level of Independence Proclamation Ceremony
33	Submission of General Remission for 2022 to Residents of the Enrekang Detention Center
34	Flag Lowering Ceremony
35	Friendly Evening Troops raising the flag

Source: Processed by researchers, 2022

Table 2 shows that during the 2022 period, several protocol services were implemented. These services are implemented to accommodate the management of activities to run smoothly and well. The success of an activity and work agenda also allows it to continue to be improved in the future, depending on the efforts and evaluations taken. Observing the trend of the data above, it is known that the density of events and the time of activities during the 2022 period show that the Agency responsible for protocol is an important aspect that needs serious attention. The presence of a protocol body that oversees every work agenda of the Regent of Enrekang also affects the government's image in society. The government's image also depends on public judgment. Public assessment can also change the government's perception in the future (Baharuddin, Jubba, Nurmandi, & Qodir, 2022; Klüver & Pickup, 2019). The results of the public assessment based on respondents' answers regarding the resource aspect related to the implementation of the Enrekang Regent's 2022 Regent Protocol are as follows:

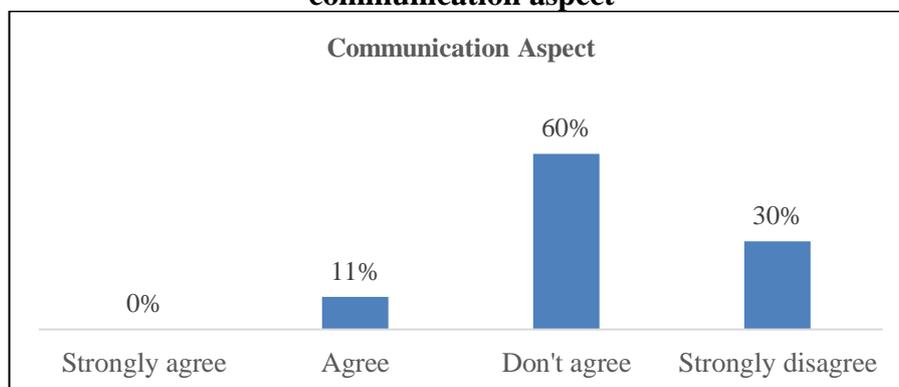
Figure 1
Respondents' assessment regarding the implementation of the Enrekang Regent's Protocol from the resource aspect



Source: Processed by researchers from a questionnaire, 2022

Figure 1 shows that the respondent's assessment regarding implementing the Enrekang Regent's protocol services in 2022 from the resource aspect is considered quite negative. The resource aspect includes several important points, including; readiness of Protocol Staff, having other resources, sufficiently distributed use of resources, and protocol resources have been placed in positions according to ability. From these points, it is known that the resource aspect is still considered less than optimal. It is necessary to improve the quality of resources to support better protocol services. Several efforts can be made to improve the quality of resources, namely, a good recruitment process, training, compensation, career development, job promotion, and transfer (Muda & Rafiki, 2014). Good human resources drive the effectiveness of governance (Davidescu, Apostu, Paul, & Casuneanu, 2020; Guo, Brown, Ashcraft, Yoshioka, & Dong, 2011). Apart from the resource aspect, there is also a public assessment of other aspects, namely the communication aspect. The public assessment based on the respondents' answers is described as follows:

Figure 2
Respondents' assessment regarding the implementation of the Enrekang Regent Protocol from the communication aspect

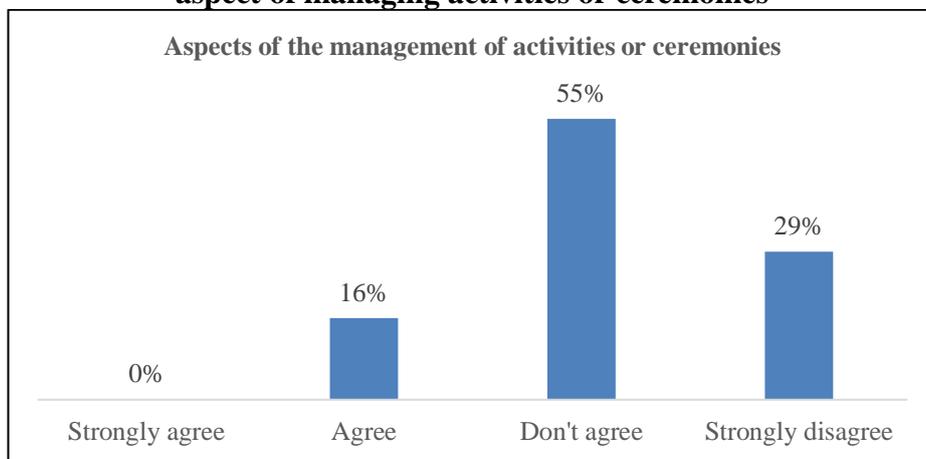


Source: Processed by researchers from a questionnaire, 2022

Figure 2 shows that respondents' assessments regarding implementing the Enrekang Regent's protocol services in 2022 from the communication aspect are also considered to experience a negative trend. The communication aspect includes several important points, including; delivery of clear protocol policies, clarity of policy implementers, clarity of information on protocol rules not causing conflict and different perceptions, timely protocol policies, and consistency of protocol implementation rules. From these several aspects, the dominant factor that influenced the respondents' ratings became negative, namely the problem of lack of clarity in information related to protocol rules which are still considered to cause conflict and different perceptions often.

This trend needs to be evaluated by the responsible party. In general, communication becomes an important aspect of running the government (Baharuddin, 2020; Androutsopoulou, Karacapilidis, Loukis, & Charalabidis, 2019; Thalib & Alkatiri, 2021). Thus, in the aspect of communication, an evaluation is needed from the Head of the Sub-Division of Leadership Communication in Enrekang Regency, especially minimizing the factors that previously influenced it. In addition to the communication aspect, respondents' assessments of other aspects, namely aspects of managing activities or ceremonies. The assessment is described as follows:

Figure 3
Respondents' assessment related to the implementation of the Enrekang Regent's Protocol from the aspect of managing activities or ceremonies



Source: Processed by researchers from a questionnaire, 2022

Figure 3 shows that the respondent's assessment of implementing the 2022 Enrekang Regent's protocol service from managing activities or ceremonies was also quite negative. This indicates that there is an assessment of respondents who consider that implementing the protocol for the activities of the Regent of Enrekang needs to be more optimal. In the aspect of managing activities or ceremonies, it includes several important points, including; timeliness, availability of supporting attributes, and invitations delivered effectively. The timing of activities could be better. There are inconsistencies in the implementation, and this needs to be evaluated for improvement. Evaluation of improvements also needs to be taken, especially on other aspects. The evaluations indicate that the government or agency overseeing the protocols related to the activities and activities of the Regent of Enrekang will be better in the future.

From the trend of the data above, it is known that the implementation of protocol services for the 2022 Enrekang Regent is still not optimal. An approach is needed that accommodates protocol issues such as the aspects of resources, communication, and activity management. Aspects of human resources need to pay attention to the quality of resources by conducting training for employees, placement of positions, awards, and the right recruitment to support the idea of better sustainability, work motivation, and performance (Yong et al., 2020; Azizi, Atlasi, Ziapour, Abbas, & Naemi, 2021). Communication requires coordination within the organization to ensure that all information can be accessed and distributed properly. This also supports the implementation of rules, tasks, and functions that are implemented to be more optimal. In addition to carrying out the rules, tasks, and functions set, the protocol party also requires a performance evaluation. The evaluation can only minimize aspects that affect the decrease in the quality of work. Internal evaluation is done by evaluating, controlling, budgeting, motivating, promoting, and learning. Evaluation is carried out and is needed to help achieve each goal, especially sustainability in the future (Behn, 2003; Leach, Pelkey, & Sabatier, 2002; Chakraborty & Biswas, 2019).

CONCLUSION

Protocol resources, duties, and functions are crucial aspects in the implementation of protocol services in supporting the activities of the Regent of Enrekang. Nonetheless, this study found the assessment results on the implementation identified as less than optimal. There are several influential aspects, including human resources issues, communication, and management of protocol activities. This tendency requires accommodative action, namely performance evaluation by the protocol leadership. Evaluation can be done to anticipate and minimize the same errors that may occur in the future. This is also necessary to continue to support every activity of the Regent of Enrekang. The limitation of this study lies in the research method, which only took and analyzed one case in Enrekang Regency, so further research is needed to conduct comparative studies by comparing several other cases. It is possible to see trends toward more complex problems.

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