



Optimizing the Role of Protocol in Supporting the Success of the Regional Head Agenda of East Java Province

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ABSTRACT

This study raises the issue of the role of the Protocol Section of the Administrative Bureau of the Regional Secretariat of East Java Province in supporting the success of the Regional Head's agenda, as well as the factors that hinder the optimization of this role. The purpose of this study is to analyze the contribution of the Protocol Section in implementing the agenda and identify the obstacles faced. The approach used is a qualitative method, with data collection through in-depth interviews and direct observation of ongoing protocol activities. The results of the study indicate that the Protocol Section has a very vital role in organizing events, receiving guests, and managing effective communication, all of which contribute to the positive image of the local government and the success of official activities. However, there are two main factors that hinder the optimization of this role, namely the lack of adequate human resources and the high intensity of activities and sudden agendas that often occur. The lack of human resources has an impact on the ability of the protocol team to carry out their duties effectively, while the high intensity of activities can cause excessive pressure on staff, which has the potential to reduce the quality of service and coordination in each event.

INTRODUCTION

The development of reform in all aspects of life and government as well as increasingly improving democratization has brought consequences on the demands for the implementation of government and development that are increasingly transparent and accountable. The community is increasingly understanding, critical, dynamic and aspirational towards the implementation of government, therefore government institutions are increasingly required to be better and closer to the community. The implementation of government that adheres to the principles of good governance will also demand communication between the government and the community (Khairudin, 2021). Basically, the Regional Government is a servant to the community, the government in the region is held to serve the community and create conditions that allow each member of society to develop their abilities and creativity in order to achieve common progress, not held to serve themselves. The main task and function of the Regional Government is to optimize services and development as an effort to improve the welfare of the local community (Hendrawati, 2015).

A regional head and also a regional secretary have the ability to lead regional growth and development which is led through the services and agencies under their leadership (Taufik, 2019). A regional head and regional secretary usually have an office in the regional secretariat which consists of several sections or bureaus within it which are led by the section head (Arnold, 2023). The Administrative Bureau of the Leadership of the Regional Secretariat of East Java Province is one of the important institutions in the regional government structure that is tasked with supporting the performance of regional leaders through efficient administrative services. The organizational structure of the Administrative Bureau of the Leadership consists of several sections, each with specific tasks and functions. Among them are the Planning and Personnel Section which is tasked with planning human resource needs and employee management, the Material and Communication Section of the Leadership which focuses on delivering information and communication between regional leaders and the community, and the Protocol Section which is responsible for organizing events and guest services.

In the Administration Bureau of the Leadership of the Regional Secretariat of East Java Province, there is one important section that plays a role in maintaining the image of the regional head and is one of the determining factors for the success of the regional head's performance, this section is the Protocol Section. The implementation of protocol activities for regional heads in Indonesia is regulated by several important legal bases to ensure that every official event can take place in an orderly manner and in accordance with applicable provisions. One of the laws that is the main reference is Law Number 9 of 2010 concerning Protocol (Prasetyo, 2022). This law regulates various aspects of protocol, including procedures for holding official events, venue arrangements, and respect for officials present. In addition, the implementation of protocol activities is also regulated in Government Regulation Number 18 of 2016 concerning Regional Apparatus. The regulation provides guidelines for each regional government agency in carrying out protocol duties and functions,

including regulations regarding the organizational structure and responsibilities of the protocol section in each region (Jufrialkatiri, 2021).

The position of protocol is very important in public institutions, even a law has been created as a legal basis for protocol activities as in Law Number 9 of 2010 concerning Protocol, where Article 1 paragraph (1) regulates protocol activities, namely: venue arrangements, ceremonial arrangements and respect arrangements (Lupitasari Novi, 2023). The Law also regulates state events or official events, State Officials, Government Officials, and Community Figures, namely if in an official event certain state invitees do not receive respect and protocol treatment according to their position, then this is a violation and is considered to have insulted the position. Protocol officers must pay attention to this in organizing an event because Protocol is a profession that can bring positive renewal to a government agency (Rauf, 2018).

The Protocol Section of the Administration Bureau of the Regional Secretariat of East Java Province has a very vital role in the structure of regional government. As part of a larger bureau, the main function of the Protocol Section is to organize and carry out all official activities involving regional leaders, including the Governor, Deputy Governor, and VVIP guests. With this great responsibility, the Protocol Section functions as a liaison between the government and the community, ensuring that every event takes place in accordance with applicable protocol provisions. In carrying out its duties, the Protocol Section is responsible for preparing and managing state events and other official activities. These duties include preparing coordination materials, field rehearsals, and arranging the layout and ceremony. All of these aspects are very important to create a formal and respectful atmosphere, which reflects a positive image of the regional government.

The Protocol Section of the Administration Bureau of the Regional Secretariat of East Java Province faces various problems and challenges in carrying out its duties. One of the main challenges is the lack of adequate protocol personnel. With the high frequency of official activities and events, especially those involving state officials and VVIP guests, the limited number of protocol officers is an obstacle in providing optimal service. In addition, coordination between the provincial protocol division and the center often experiences difficulties. This is especially the case for sudden activities, where the necessary information and preparation cannot be carried out properly. This uncertainty can disrupt the smooth running of the event and create a negative impression of the implementation of the protocol.

The lack of human resources (HR) in the regional government protocol department can have a significant impact on the implementation of the regional head's work agenda. Protocol has an important role in ensuring that every official event, be it a visit, meeting, or other public event, runs smoothly and in accordance with established procedures. One direct impact of the lack of HR in protocol is the hampered coordination between the various parties involved in an event. Protocol is responsible for organizing all aspects of the event, from scheduling, guest placement, to providing the necessary facilities. With a limited number of HR, this coordination becomes difficult, so that errors often occur in

the placement of invited guests or event arrangements that are not in accordance with the plan. In addition to the lack of HR in the Protocol Department, surprise official visits by central officials are often a significant challenge for protocol staff in government agencies. When these visits are not well planned, this can create an impression of being unprofessional from the protocol side. Protocol staff have the responsibility to ensure that every event, including surprise visits, runs smoothly and in accordance with established standards.

Considering the many tasks of the Governor and Deputy Governor of East Java Province in running the government, especially regarding activities such as events/ceremonies, leadership trips or working visits, and receiving VVIP guests from the Central Government and other Regional Governments that must be arranged to be scheduled as a reference for the Head of the East Java Province in carrying out activities, the role of the Regional Secretariat Protocol is needed to support these tasks, the results of which will provide convenience and smoothness of the Governor's activities as the Head of the Region in every activity carried out, whether it has been scheduled or not.

LITERATURE REVIEW

Public Management

Public management is part of the branch of public administration that studies the restructuring of social organizations, budgeting systems, resource management and program evaluation. According to Nor Ghofur (2014) Public management is defined as government management, which means that public management also intends to plan, organize, and control public services. Public management is closely related to Bureaucratic Reform, where reform is a drastic change for improvement (in social, political, or religious fields) in a society or country. Then, according to Sedarmayanti, reform is a process of systematic, integrated, comprehensive efforts aimed at realizing good governance. Based on this, it can be understood that reform is an effort to realize good governance, has an impact on national life, and is beneficial to society. So that in order to realize good governance, there needs to be reform in the bureaucracy because it concerns the organization of the state to realize improvements in public services (Sedarmayanti, 2016).

Institutional Concept

Institutions, in general, are more directed towards organizations, containers or institutions. Organizations function as containers or places, while the definition of institutions also includes rules of the game, ethics, codes of ethics, attitudes and behavior of a person or an organization or a system. Institutions can be divided into two types, namely formal and non-formal institutions. Formal institutions are groups of two or more people who have rational working relationships and have common goals, usually have a clear organizational structure. Non-formal institutions are groups of two or more people who have common goals and usually only have a chairman. Formal institutions have a structure that explains the relationship of authority, power, accountability and responsibility and how communication channels take place with tasks for each

member. Formal institutions are planned and durable, because they emphasize rules so they are not flexible. In non-formal institutions, it is usually difficult to determine for real time a person to become a member of the organization, even the goals of the organization are not clearly specified. Non-formal institutions can be converted into formal institutions if the activities and relationships that occur within are carried out in a structured manner or have a complete and formulated organizational structure.

Role of Protocol

According to Soekanto (2012), role is a dynamic aspect of a person's position or status. Role can be interpreted as a process when a person carries out his rights and obligations according to his position. Meanwhile, according to Sarwono (2013:224), states that role is a series of formulations that limit the behaviors expected of certain position holders. Roles in an institution are related to tasks and functions, namely two things that cannot be separated in the implementation of work by a person or institution. Tasks are a set of areas of work that must be done and are attached to a person or institution according to the functions they have (Setiyono et al., 2022).

Protocol studies are basically closely related to public relations activities (Public Relations). Linggar Anggoro (2005:1) states that public relations are all efforts that are carried out in a planned and continuous manner and maintain good intentions and mutual understanding between an organization and all its audiences (Maulidia, 2020). Protocol arrangements are made by each leader with 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 are implemented by the protocol officer (Syahputra, 2019). The tasks of the protocol section such as inauguration and handover of office, visits by central and regional government officials and as a host. Activities that are the main tasks and functions of the protocol, have been running and carried out well (Hernani, 2014:89-90). In addition to organizing the inauguration event, work visits must also be arranged properly so that they are carried out effectively and efficiently. From the number of participants in the work visit, the length of the work visit, to the achievement of the objectives of the work visit must be considered by this section. Not much different from the inauguration of officials, during the work visit activities, a team from the protocol is also formed to oversee from start to finish. Arrange the agenda of activities per day, per week, or many work visits in one day. All of this is for the sake of implementing a work visit that has improvements to every work in the government environment and the work visit is right on target (Lupitasari Novi, 2023).

The role of the protocol is not only the 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 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. In addition, a 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 organizes the course of activities well. A protocol must of course coordinate with all parties involved (Rupidin et al., 2023).

METHODOLOGY

The approach method used by researchers in research on Optimizing the role of protocol in supporting the success of the agenda of the Head of the East Java Province is to use qualitative methods. Qualitative research is research to explore problems that exist in society so that researchers have an active role in planning research, processes and implementation which are factors in conducting research (Sugiyono, 2013). The focus of this study is to explain and analyze the role of the Protocol Section of the Administration Bureau of the Regional Secretariat in supporting the success of the agenda of the Head of the East Java Province and to identify and analyze the inhibiting factors in optimizing this role. In explaining and analyzing how the role is carried out by the protocol section, the researcher describes it in 3 protocol roles, namely the role of the protocol as an event organizer, the role of the protocol as an organizer of work visits, and the role of the protocol as a receptionist.

The data sources used are primary and secondary. Primary data is obtained directly through interviews and observations, while secondary data is obtained through literature studies or documentation (Sukirman, 2021). Data collection techniques through interview, observation and documentation processes (Sugiyono, 2014). The selection of interview informants who are considered competent to provide information that is in accordance with the research focus is carried out using the purposive sampling method (Creswell, 2008). The data analysis used is interactive analysis by Milles and Huberman where the data analysis process begins with data reduction, data presentation and drawing conclusions (Sugiyono, 2013). Data collected from the observation, interview, and documentation processes are tested for data validity using data source triangulation techniques. where data from the interview, observation, and documentation processes are presented so that conclusions can be drawn (Moleong, 2014). Triangulation of data sources involves using multiple sources of information to verify the findings obtained (Elia & et al., 2023). By comparing data from interviews, observations, and documentation, researchers can ensure that the information collected is consistent and accurate. This helps reduce bias that may arise from a single source of data (Sahir, 2022).

RESULTS AND DISCUSSION

The Role of Protocol in Supporting the Success of the Agenda of the Head of the Province of East Java

Law Number 9 of 2010 concerning protocol or abbreviated as UUK, explains the meaning of protocol. Concretely as stated in article 1 number 1 states that protocol is a series of activities related to the rules in state events or official events which include Venue Arrangements, Ceremonial Arrangements, and Honor Arrangements as a form of respect for someone according to their position and/or standing 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 community figures must be given special treatment, different from ordinary citizens in general.

The role of Protocol is very much needed in every important or formal event that will be held by every institution or agency, even the government. The role of protocol can be said to be a milestone in the success of an event that is being held. The world of Protocol has mastered how to run an event according to the time, place and respect that should be. The Protocol Regulations of each agency or institution are indeed different, the applicable rules are made according to the circumstances and interests needed in 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.

The Protocol Section of the Administration Bureau of the Regional Secretariat has a very crucial role in supporting the success of the agenda of the Head of the East Java Province. As an event organizer, the Protocol Section is responsible for planning and implementing all official activities involving regional leaders, including arranging the venue, ceremony procedures, and preparing coordination materials. In addition, the Protocol Section also acts as an organizer of work visits, where they organize all aspects related to the visit of officials, both from the central and regional governments. This task includes scheduling, arranging transportation, and providing facilities needed during the visit. In addition to acting as a receptionist, the protocol staff is tasked with welcoming and serving guests well, ensuring that they feel appreciated and comfortable while at the event. The following is an analysis of the discussion of these roles according to the research results.

1. The Role of Protocol as Event Organizer for the Head of the East Java Province

The Protocol Section of the Administration Bureau of the Regional Secretariat of East Java Province has a very important role in supporting the success of the Regional Head's agenda. As event organizers, they are responsible for ensuring that every official activity takes place in an orderly manner and in accordance with applicable protocol provisions. These duties include arranging guest placement, providing facilities, and coordinating the logistics needed to create a formal and respectful atmosphere.

The role of the protocol as an event organizer can be analyzed through the concept of role expressed by Soekanto (2012), namely the active role of the organization. In the context of the role, the active role is clearly seen when the protocol staff is responsible for managing all aspects of the event, from scheduling to arranging the venue. The protocol section of the Administration Bureau of the Leadership of the Regional Secretariat of East Java Province must ensure that every element of the event, such as guest placement and provision of facilities, is carried out carefully and in accordance with applicable protocol provisions.

The active role of the protocol also includes the ability to adapt to various situations that may arise during the event. Protocol staff must have attention to

detail and the ability to handle small elements that can affect the overall event. Thus, the protocol section not only functions as an organizer in the event, but also as a creator of a formal and respectful atmosphere, which is very important in building a positive image of the local government. This shows that their role is not only limited to administrative aspects, but also includes important social and emotional dimensions in interactions with invited guests.

One important aspect of the role of the protocol officer in organizing the Regional Head's event is scheduling and arranging the venue. The protocol officer must ensure that all elements of the event, from guest placement to welcoming, are carried out carefully. This is very important, especially for guests with VVIP status where their respect and comfort are the main priorities. Coordination with various related agencies is also an integral part of the preparation process, which reflects dedication and professionalism in carrying out protocol duties.

The protocol staff plays a role in organizing all supporting aspects of the event attended by the Regional Head. This shows that protocol activities are not only limited to formalities, but also play a role in building effective communication and maintaining a positive image of the regional government. This responsibility includes managing communication between the regional government and the media, as well as delivering accurate and timely information to the public. Overall, the role of the protocol as an event organizer reflects dedication and professionalism in carrying out their duties. By ensuring that every element of the event runs according to the established protocol, the Protocol not only ensures the smooth running of the event, but also contributes to the positive image of the regional government. Therefore, the role of the Protocol Section in supporting the Regional Head's agenda is very important, and it can be concluded that they are one of the main pillars in the regional government structure.

2. The Role of Protocol as a Regulator of Working Visits of Regional Heads of East Java Province

The Protocol Section of the Administration Bureau of the Regional Secretariat of East Java Province has a very important role in supporting the success of the Regional Head's agenda. In the context of arranging work visits, this role becomes even more vital because work visits are often a strategic moment to build relationships between the regional government and the community, as well as other related parties. The Protocol is responsible for ensuring that every official activity runs smoothly and in accordance with applicable provisions.

One of the main tasks of the Protocol Section is to prepare a visit agenda that includes the time, location, and activities to be carried out. This careful planning is very important to ensure that every aspect of the visit can run smoothly. Without good planning, the possibility of errors or inconvenience for invited guests will increase, which can damage the government's image in the eyes of the public. In addition, the arrangement of the place and the order of respect are also important elements in creating a formal and respectful

atmosphere, reflecting the government's image in the eyes of guests and the public.

The role of protocol as a work visit organizer can be analyzed through the role concept expressed by Soekanto (2012), namely an active role. An active role is seen when protocol staff are responsible for preparing the visit agenda and arranging the layout and rules of respect. Protocol staff must be able to create an atmosphere that supports effective communication between government officials and invited guests. With attention to detail and the ability to adapt, they can identify and handle various small elements that can affect the overall event. In carrying out their duties, protocol staff are also responsible for managing logistics, including accommodation and transportation for VIP and VVIP guests. Good logistics management is essential to ensure that all aspects of the visit run smoothly. Uncertainty in planning can disrupt the smooth running of the event and create a negative impression of the implementation of the protocol. In carrying out their duties, protocol staff must pay attention to small details that can affect the overall event. This includes preparing coordination materials, arranging the layout, and managing the schedule. All of these elements contribute to the smooth running and success of the work visit. The success of the Protocol Section in carrying out this task not only contributes to the positive image of the government, but also to the effectiveness of the implementation of the work agenda. This is the main objective of protocol activities. Thus, the role of the protocol is not only limited to technical aspects, but also includes the ability to communicate and coordinate with various parties.

3. The Role of Protocol as a Guest Receptionist

The Protocol Section of the Administration Bureau of the Regional Secretariat of East Java Province has a very important role in supporting the success of the Regional Head's agenda. The protocol task in the context of receiving guests is not just a formality, but is also an integral part of efforts to create a conducive and pleasant atmosphere in every official event. This is important to build a positive image of the East Java Provincial government in the eyes of the public. Protocol staff are responsible for welcoming, directing, and providing services in accordance with established protocols, including preparing the place and arranging the schedule.

Attention to detail is key in ensuring that every guest, especially VVIPs, feels valued and cared for. Protocol staff must be able to create a pleasant atmosphere during the event, as well as adapt to various situations that may arise. The ability to handle small elements that can affect the overall guest experience is essential. In doing so, they serve not only as receptionists, but also as atmosphere creators that support effective communication between government officials and invited guests.

Effective coordination with other agencies is also a key pillar in carrying out the duties of the Protocol Section. For example, when receiving guests from the central government, coordination with the Transportation Agency for transportation and security arrangements is very important. Without good coordination, chaos can occur which will impact the image of the local

government. Challenges faced by the Protocol Section, such as lack of human resources and difficulties in coordination, can disrupt the smooth running of events. Therefore, it is important to increase the number and quality of human resources in the protocol section, as well as develop clear standard operating procedures (SOPs).

Security arrangements for VVIP guests also require cooperation with the local police. The Protocol Section's duties are not only limited to administrative aspects, but also include very important dimensions of security and safety. Failure to coordinate well can result in costly mistakes, both for guests and for the reputation of the local government. After the reception is complete, evaluation and monitoring are carried out to identify areas that need improvement, so this evaluation process is very important to improve the quality of service and ensure that every event runs successfully.

Dedication and professionalism in managing aspects of guest reception are essential to building trust and good relations between the government and the community. A comfortable and professional atmosphere not only increases guest satisfaction but also reflects the integrity of the local government. Therefore, the development of communication skills and training for protocol staff is very important. The Protocol Section also acts as a liaison between the government and the community, ensuring that events take place in an orderly manner and in accordance with applicable regulations. Overall, the role of the Protocol Section in organizing official and state events is not only limited to technical aspects, but also includes social and emotional dimensions that are important for building good relations between the government and the community. Through good cooperation, the Protocol Section can carry out its function as a liaison between the government and the community, as well as increase public trust in the government. Thus, the role of the protocol as a receptionist is an integral part of efforts to create a conducive and pleasant atmosphere in every official event, which in turn will improve the positive image of the local government in the eyes of the public.

Inhibiting Factors in Optimizing the Role of Protocol in Supporting the Success of the Agenda of the Head of the Regional Government of East Java Province

Optimizing the role of the Protocol Section of the Administration Bureau of the Regional Secretariat in supporting the success of the agenda of the Head of the East Java Province is hampered by two main factors: lack of human resources (HR) and the high intensity of activities and sudden agendas. These two factors interact with each other and affect the effectiveness of the protocol team in carrying out their duties.

Lack of human resources in the Protocol Section is a significant obstacle in optimizing the role of protocol. Human Resource Management (HRM) theory emphasizes the importance of effective human resource management to achieve organizational goals. When human resources are limited, the ability to carry out protocol tasks properly is hampered, which has an impact on the quality of service and coordination in every official event. Unbalanced workload can cause

stress and decreased motivation among staff, which in turn reduces their effectiveness.

The quality of service to guests is also affected by the lack of human resources. In formal events, guests are expected to have a pleasant and professional experience. If there are not enough protocol staff to handle all the guests, some guests may feel neglected, which can damage the image of the local government. In addition, effective coordination with various agencies becomes difficult, which can disrupt the relationship between the government and the community.

The high intensity of activities and last-minute agendas also pose challenges for the protocol team. When the Regional Head has many agendas to attend, excessive pressure can reduce attention to important details in each event. Last-minute agendas create their own challenges, where the team must quickly make adjustments and re-plan, often without enough time or resources. Effective coordination with various parties becomes more difficult when last-minute agendas arise. Effective communication is often neglected, which can lead to misunderstandings and chaos in the implementation of the event. The uncertainty resulting from last-minute agendas can also affect the morale and motivation of protocol staff, potentially reducing their performance.

Logistics management becomes more complicated when dealing with last-minute events. Protocol staff are responsible for arranging accommodation, transportation, and other logistical needs. When time is limited, proper logistics management becomes difficult, which can disrupt the smooth running of the event. The quality of service provided to guests can also be affected, which can damage the image of the local government and reduce public trust. Inability to adapt quickly to changes can also hinder the performance of the protocol team. In situations that require a quick response, protocol staff must be adaptable and have good communication skills. Training and skills development are essential to improve the team's ability to deal with last-minute situations.

Overall, it can be concluded that the lack of human resources and the intensity of activities and sudden agendas are significant inhibiting factors in optimizing the role of protocol in supporting the success of the agenda of the Head of the East Java Province. Therefore, it is important for the local government to increase the number and quality of human resources in the protocol section and develop effective strategies to manage the intensity of activities and minimize the impact of sudden agendas. Thus, the protocol team can carry out their duties more effectively and efficiently, which in turn will support the success of the local government agenda and strengthen its positive image in the eyes of the public.

CONCLUSION AND RECOMMENDATION

Conclusions

From the description of the analysis of the discussion of the research results above, the author can draw the conclusion that the role of the protocol in supporting the success of the agenda of the Head of the East Java Province is very crucial in ensuring that every official activity runs orderly and in accordance with

applicable provisions. The success of the Regional Head's agenda is greatly influenced by the professionalism and dedication of the protocol staff in carrying out their duties.

The role of the protocol officer as the event organizer for the Regional Head includes arranging guest placement, providing facilities, and coordinating the logistics needed to create a formal and respectful atmosphere. The protocol staff is responsible for ensuring that every element of the event, from scheduling to arranging the venue, is carried out carefully. With attention to detail, they can create an atmosphere that supports effective communication between government officials and invited guests, which in turn contributes to the smooth running of the event. As the organizer of the working visit, the role of the protocol officer becomes even more vital. They are responsible for preparing the visit agenda that includes the time, location, and activities to be carried out. Careful planning is essential to ensure that every aspect of the visit can run smoothly. Without good planning, the possibility of errors or inconvenience for invited guests will increase, which can damage the government's image in the eyes of the public. In the context of receiving guests, the protocol officer plays an important role in creating a conducive and pleasant atmosphere. Their duties are not just a formality, but also an integral part of efforts to build a positive image of the local government. By welcoming, directing, and providing services in accordance with established protocols, the protocol staff ensures that every guest feels appreciated and comfortable, which is key to building good relations between the government and the community.

The inhibiting factors for optimizing the role of the Protocol Section of the Administrative Bureau of the Regional Secretariat in supporting the success of the agenda of the Head of the East Java Province are influenced by two fairly central factors, namely the lack of human resources in the Protocol Section and the intensity of massive impromptu activities and agendas. The quality and quantity of human resources in the Protocol Section greatly affect their ability to carry out protocol tasks. The lack of human resources hinders the effectiveness of service and coordination in official events, which in turn can harm the image of the regional government. The high intensity of activities and frequent impromptu agendas are significant challenges for the protocol team. This can cause excessive pressure on staff, reduce attention to detail, and potentially result in errors in event implementation. The inability to adapt quickly to change can also disrupt team performance.

Recommendations

To optimize the role of protocol in supporting the success of the agenda of the Head of the East Java Province, several policy recommendations can be proposed. First, the local government needs to implement a continuous training program for protocol staff that includes aspects of event management, communication, and interpersonal skills. This training should be designed to improve staff's ability to deal with various situations that may arise during the event, so that they can be more adaptive and responsive to the needs of invited guests.

Second, it is important to build a more effective coordination system between the protocol department and other related agencies. This can be done by establishing clear standard operating procedures (SOPs) for each type of event and work visit. With SOPs, each element of the event can be better coordinated, reducing the risk of errors, and ensuring that all parties involved understand their roles and responsibilities. Third, the use of information technology in managing events and work visits must be optimized. Local governments can develop integrated event management applications, which allow protocol staff to plan, organize, and monitor every aspect of activities efficiently. With this technology, logistics, scheduling, and communication with guests can be done more easily, thereby improving the guest experience and strengthening the positive image of the local government.

ADVANCED RESEARCH

The effectiveness of protocol management in supporting the agenda of the Head of East Java Province is intrinsically linked to the professionalism, adaptability, and resource allocation within the Protocol Section. As the frontline facilitators of official events, protocol officers play a pivotal role in ensuring seamless coordination, fostering a positive governmental image, and enhancing diplomatic engagement. However, structural inefficiencies, particularly in human resource capacity and the increasing frequency of impromptu agendas, pose significant operational challenges. Addressing these issues requires a multi-dimensional approach, combining continuous competency development, the establishment of robust Standard Operating Procedures (SOPs), and the strategic integration of digital event management systems. Implementing advanced training programs focusing on crisis management, cross-cultural communication, and high-pressure decision-making will enhance the agility of protocol officers in navigating dynamic event scenarios. Furthermore, strengthening inter-agency coordination through institutionalized communication frameworks can mitigate scheduling conflicts and ensure procedural consistency. Leveraging technology—such as AI-driven scheduling tools and real-time logistics monitoring—will not only streamline event execution but also enhance data-driven decision-making for future protocol improvements. A long-term strategy for workforce expansion, coupled with competency-based recruitment and rotational staffing mechanisms, is imperative to alleviate workload pressures and sustain performance quality. By institutionalizing these strategic reforms, the East Java Provincial Government can reinforce the resilience of its protocol infrastructure, ensuring operational excellence in official engagements and enhancing public trust in regional governance.

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