

## The Role of Protocol Section in Streamlining the Activities of Regional Heads (A Study at the Regional Secretariat of Padang Sidempuan City)

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### Abstract

*The role of the regional head in every event or activity of the regional government is very important, because the regional head is the highest leadership position in a region. The regional head as the highest leader in the region concerned must have control over all government activities, including all events held in the region. Protocol duties in the regions are carried out by the Protocol and Communication Section of the Regional Secretariat of Padangsidempuan City. Therefore the authors are interested in conducting research in the form of a thesis with the title Role of the Protocol Section in Facilitating the Activities of Regional Heads (Studies at the Regional Secretariat of Padangsidempuan City). The problems in this study are how the role of the protocol section in facilitating the activities of regional heads and the factors that become obstacles faced by the protocol in smoothing the activities of regional heads in Padangsidempuan City. This study uses a qualitative approach, namely a problem-solving procedure that is investigated by describing the current state of the subject of the research object based on visible facts. The task of the regional protocol is to facilitate the implementation of regional government activities, namely planning activities, coordinating activities, carrying out activities and managing protocol documentation related to the activities of the regional head, in this case the Mayor of Padangsidempuan. Meanwhile, the obstacle factors faced by the protocol section of the regional head's activities in the City of Padangsidempuan are the lack of employee compliance with work discipline, the existence of a culture of unfair competition among employees, a poor evaluation system, and indecisive sanctions for violating regulations. It is suggested that the leadership of the protocol section need to emphasize to employees the importance of working time discipline so that it can support the smooth running of the activities of the regional head, which is accompanied by the provision of disciplinary sanctions for any violations.*

### Keywords

the role of the protocol;  
streamlining ; activities  
of regional heads



## I. Introduction

The Unitary State of the Republic of Indonesia is divided into Provinces and Provinces are divided into Regencies and Cities. Provincial, Regency, and City Regional Governments regulate and manage their own government affairs according to the principles of autonomy and co-administration, which have a Regional People's Representative Council whose members are elected through general elections. For Widjaja (2012:8) Regional development as an integral part of national development cannot be separated from the principle of regional autonomy. As an autonomous region, the region has the authority and responsibility to carry out the interests of the citizens based on the

principles of openness, citizen participation and accountability to citizens. In supporting the implementation of regional autonomy, broad authority is needed.

The regional autonomy given to the region is considered as an opportunity as well as a challenge for the progress of the nation (see Wasistiono, 2010: 126); Sarman and Makarao, 2011: 13). Called an opportunity because with broad powers accompanied by various resources that have been handed over, the region has the freedom to carry out creations and innovations. These resources can be in the form of natural resources, human resources, and socio-cultural resources. Called a challenge because in order to achieve progress, the region is required to work hard and work smart to utilize the various capitals they have, both capital in the form of money (money capital), intellectual capital (intellectual capital) or social capital (social capital) to achieve the welfare of local residents in particular, and the nation in general.

Based on Law No. 23 of 2014 concerning Local Government stated that the regional head is someone who given a mandate or task by central government for run a government in an area. Term of office of regional head is for 5 years counted from the inauguration and after that can be selected back in his post in job title only for 1 term of office. District head before assuming his position will first sworn in by taking an oath or promise guided by officials' who inaugurate.

The government has the task of managing the government system, as well as making various policies to be implemented in achieving state goals. Broadly speaking, there are 4 functions carried out by the government, namely the service function, then the regulatory function, the development function, and finally the community empowerment function. All of these functions must be carried out in a balanced manner to improve the welfare of the community.

In the context of administering government as mentioned above, the government often holds events, both state and official events. Events held can be in the form of inauguration of officials, awarding of service marks to certain people, commemoration of national holidays, welcoming visits from officials, inauguration, seminars and work meetings or coordination of work between government agencies. In practice, each event has different objectives according to the type of event. However, basically all the events that are held are intended to show the existence and activities of the government. According to Markum (2012:108) that the implementation of the event must prioritize the interests of the nation and state, both from the place and time of the event, in terms of the arrangement of the event,

Likewise, local governments very often hold official events, such as official inauguration events, inauguration events, welcoming visits by state officials, and other events related to local government administration. Official events in the area in question can be aimed at coordinating work, directing, serving, or events in the context of public relations. The point is that the event is an official activity of the local government in connection with the administration of local government. Hanif (2010:24) if the regional government refers to an organization that leads in the implementation of regional government activities, in this case in Indonesia it refers to the regional head and the Regional People's Representative Council.

The role of the regional head in every event or activity of the regional government is very important, because the regional head is the highest leadership position in an area. The regional head as the highest leader in the region concerned must be in control of all government activities, including all events held in the region. Without the role of the regional head, it is difficult to expect an activity to run smoothly so that everyone hopes that in every activity there is a regional head as much as possible.

But in running the government, regional heads have very many activities. These activities can be inside the office or outside the office. His activities in the office can be in the form of receiving visits from state officials or receiving various reports from subordinates in connection with the administration of regional government. Activities outside the office can be in the form of visiting certain areas in order to conduct reviews, inauguration, or other events related to local government. The activities of regional heads are so dense that arrangements must be made so that all activities can be carried out smoothly and well. The function of organizing events or activities of the regional head is carried out by the protocol.

The word protocol is a term that is very well known among citizens from the level of small to large organizational groups. For Nasution (2016: 157) the origin of the word "protocol" comes from the Greek "protos" and "colla" meaning the initial adhesive. Universally, protocol is a set of rules regarding the method of receiving and assigning formal guests. For Nasution (2016: 157) the interpretation of the protocol is also interpreted as a formal report on what happened and what was done, and bonuses in an agreement that has been attempted or a ceremony regarding the meeting of representatives of various countries. Law No 9 of 2010 concerning Protocol explains that protocol is a series of activities related to the rules in a state event or official events which include Placement, Ceremonial Procedure, and Respect as form of respect for someone in accordance with the position and/or position in the country, government, or Public.

In Indonesia, the protocol is regulated in Law no. 9 Year 2010 about protocol. By definition the law states that the protocol is a series of activities associated with event rules state or event official covering place, ceremony, and respect as form of respect for someone according to position and/or position in state, government, or society. State event is an arranged event and implemented by the committee the country centrally, attended by President and/or Vice President, as well as Officials Country and invitation other. The official event is organized events and implemented by the government or state institutions in carry out certain tasks and functions and attended by official's state and/or government officials as well as another invitation. Thus the difference main between events state with events official is that the show officially organized by the government center while event can officially be held by the central government and regional government. Country events in arranged and executed by state committee, while the event officially set by the protocol officer who is part of government agencies.

Padangsidempuan City is one of the cities in the administrative area of North Sumatra Province. Protocol tasks are carried out by the Protocol and Communication Section of the Padangsidimpuan City Secretariat Leader.

## **II. Research Methods**

The research approach used in this study is a qualitative approach, namely problem solving procedures investigated by describing the current state of the subject of the research object based on visible facts. The nature of this research is descriptive explanatory that is providing a detailed description of the background, nature and character of the case under study. Data collection techniques used in this study was interviews and observation. For data analysis using data reduction, data presentation and drawing conclusions.

### III. Results and Discussion

#### 3.1 The Role of the Protocol Section in Streamlining the Activities of Regional Heads

The task of regional protocols is to facilitate the implementation of government activities in the regions, namely planning activities, coordinating activities, carrying out activities and managing protocol documentation related to regional head activities, which in this case is the Mayor of Padangsidempuan. The discussion of the role of protocol in this study is based on the role theory proposed by Biddles and Thomas, which consists of hope, norm, form behavior, and assessment and penalty. Broadly speaking, it can be explained that the role begins with the expectations or goals expected from the role, which is then followed by the formation of norms or regulations that must be guided in achieving expectations (see Soekanto, 2014: 212; Ichak Adizes in Thoha, 2013: 264). Implementation of the established norms will encourage the realization of behavior and the achievement of something expected. Then the results achieved are assessed, whether the behavior has been realized in accordance with expectations. Deviations that occur if they are considered as a mistake must also be sanctioned according to the level of error committed in behavior. Further elaboration of the role of protocol in the Regional Secretariat of Padangsidempuan City can be explained as follows.

##### a. Hope

Hope is a desire that must be realized and encourages a person to go through difficult circumstances. The stronger the expectation, the higher the positive drive to achieve expectations. Likewise in the protocol section, the expectation of achieving goals is a key factor to shape and encourage behavior, both by setting norms and by realizing norms in the form of behavior. The expectations in question consist of expectations for the smooth running of the mayor's activities, expectations for leadership behavior, and expectations for the behavior of protocol employees.

##### 1. Hope for the Smooth Activities of Regional Heads

The main hope from the role of protocol in Padangsidempuan City is that every event attended by the mayor must take place successfully, and every mayor's trip must be smooth to the destination. The protocol is also expected to be able to maintain the authority and image of the mayoral government by placing the mayor in accordance with his position. This is because the protocol section is a supporting function for the mayor's activities, namely the section that specifically plans activities, makes thorough preparations and carries out the activities in question until they are well documented. Such expectations certainly become very important to encourage all personnel in the protocol section to show behavior or roles to support the mayor's activities.

##### 2. Expectations of Leadership

The main expectation of the leadership in relation to the internal affairs of the protocol section is wise in making decisions if there are problems that must be overcome, so that subordinates feel more comfortable taking shelter in the organization. A good attitude to subordinates is also important by not showing partiality and having a strong stance in the sense that his speech is consistent or does not change. But the most important thing that is expected from the leadership in the protocol department is to have a broad understanding of all areas of protocol duties, so that they are able to play a role in giving the right direction for the implementation of daily tasks.

The expectation of the leadership in external affairs is to be able to bring the interests of the organization to a higher organizational level so that all needs for the implementation of the protocol can be met properly. The head of the protocol section must also be able

to coordinate with other agencies outside the Regional Secretary, so that the interests of the mayor can be placed in such a way at every event that will be held outside the region. Another hope for the leadership role is to be able to act as a source of information, especially information for internal parties of the organization, namely by collecting information, and distributing it to all who need the information in question.

The leadership is a process that affects organized groups which direct to achieve organizational objectives as the appropriate base to measure leadership construction. (Sabri et al., 2011) used eight indicators to measure leadership construction which called Leadership Effectiveness Index such as: competence, fair treatment, work climate, superior ideas, attention, subordinate involvement, cooperation, and opportunity to interact. Organizational communication is satisfaction of organizational member toward several communication aspects occurs within organization. Variable indicator of organizational communication would include organization perspective, personal feedback, organizational integration, direct superior communication, communication climate, horizontal communication, media quality and subordinate communication. (Syakur et al, 2020)

### 3. Expectations of Protocol Officers

Expectations for the level of discipline of the protocol section employees are very high and more specific than in other sections, because many of the protocol activities cannot be postponed, where these activities are activities intended for the implementation of events that have been set on the day of implementation. Thus, it is highly expected that the protocol department employees understand the importance of employee discipline regulations, and prioritize the implementation of work over other matters that have nothing to do with protocol office affairs. The success of each event that will be held is highly dependent on the level of discipline of the staff in the protocol department who plays a role in managing the entire event.

## **b. Norm**

Norms are rules that are instructions or guidelines for correct and appropriate behavior in carrying out their roles when doing work and interacting with other people. Norms are basically set so that they can change or limit or direct individual behavior to achieve common goals that are expected to be realized within the organization. In the organizational field of protocol, cultural norms that have been formed within the organization, and have been understood by individual organizations as values that must be respected. In addition, the existing norms also include disciplinary regulations and standard operating procedures in carrying out daily work, as explained below.

### 1. Organizational culture

The protocol section already has an organizational culture as part of the shared norms that employees must adhere to. However, the organizational culture in question may actually be inappropriate but still in a conducive condition and can be handled.

### 2. Disciplinary Rules

The protocol section of the Padangsidempuan City Secretariat has work regulations consisting of work time discipline regulations and prohibitions that employees should not do while working and also have additional time to work according to the schedule from the leadership. In addition, directives from superiors are also part of disciplinary regulations, where superiors often emphasize the importance of attendance according to working hours as well as orders or other directives to encourage employees to be more obedient to all disciplinary rules that have been set in the protocol section. With the existence of disciplinary regulations, it is expected that employees are present at every

set working hour to be able to play an active role in carrying out work by avoiding restrictions while carrying out office work.

### 3. Standard Operating Procedure

The protocol section has norms or rules in the form of standard operating procedures that must be guided in carrying out the work. For example, that according to the SOP, all event materials must be prepared well in advance of preparing the venue and decorations. The documentation system must also be prepared based on the material of the event by prioritizing documentation of events related to the mayor. The parts of the event must be documented in such a way that it can highlight the presence of the mayor at each event that will be held.

## c. Behavioral Form

The form of behavior is an attitude and action that is very influential on efforts to achieve the expected goals. The form of behavior is thus the things that are done by individual members of the organization, as well as the results obtained from the behavior or actions taken by the individual organization concerned. in accordance with the established rules, as well as the level of achievement of the implementation of the work as planned. The form of this behavior includes leadership behavior, employee compliance, as well as protocol performance and overall organizational performance as will be explained below.

### 1. Leadership Behavior

The leadership behavior in the protocol section has been carried out in accordance with the applicable rules, especially the rules regarding tasks and work discipline which is quite high. In addition, the leadership has also tried to present itself as a good role model for subordinates and strives to be wiser in handling any problems that arise in the protocol.

### 2. Protocol Compliance

The best compliance in the protocol section is compliance with superiors, where protocol personnel have high compliance with superior orders so that every superior's order will be carried out immediately in accordance with the directions given. However, the supervisor's compliance with each other's work time discipline is relatively lacking, but this is still tolerable considering the very flexible working hours that sometimes work until the night. While compliance with SOPs has been carried out well, it often happens that the existing SOPs cannot be applied in the field (especially where the event will be held) so that employees make decisions to carry out work with different procedures.

### 3. Protocol Officer Performance

The performance of the protocol employees has been quite good, it can be seen from all the efforts made from the preparation of the event to the end of the event, where all the protocol employees work well so that every event is held successfully in accordance with the objectives of the event procurement. Protocol strives to appear confident and always maintain the good name of the protocol profession, both within the government and in the community. The obstacle found is if the event is held by involving agencies from other regions, in which case coordination becomes more difficult to do. Thus it can be concluded that the performance of employees has not fully played a role in providing support to facilitate the activities of the Mayor of Padangsidimpuan.

### 4. Organizational Performance

The organizational performance of the protocol section has not been fully in line with expectations. The protocol section is able to maintain the image of the mayor's

government by placing the mayor according to his position at events held in the internal environment, but at events held in other local government circles, it is rather difficult to put the mayor in a better position. The poor performance of the protocol section can also be seen from the punctuality of the mayor arriving at the event venue or other meeting, where the mayor is sometimes late so that the event can't even start. The delay is due to the many mayors' schedules making it difficult to arrange or adjust the time. As a result, there may be a schedule that seems forced to implement.

#### **d. Evaluation and Sanction**

Evaluation is a step to assess the level of success of the organization in achieving its goals, as well as finding solutions to the causes of the lack of success of the organization's performance. The evaluation must also be accompanied by sanctions if a violation is found that causes the achievement of organizational goals to be less successful, as described below.

##### **1. Performance Evaluation**

Performance evaluation in the protocol section of the Padangsidimpuan City Secretary is still less objective in the sense that it is not based on field facts. In addition, the results of performance appraisals are also rarely evaluated as an effort to improve performance, so that the results of the assessment carried out are less successful in changing employee work behavior, or less successful in improving the factors that cause low performance. Likewise, employees in the protocol section, it is not easy to accept the faults that are on them as the cause of the less successful implementation of the event, but it is easier to blame other people as the cause of the event that is not smooth. Thus it can be concluded that the performance evaluation is still less instrumental in facilitating the activities of the Mayor of Padangsidimpuan.

##### **2. Evaluation of Norms**

Evaluation of applicable regulations or norms is rarely carried out, so that if there are rules that are less supportive in carrying out work, employees will find it difficult to adjust them to the rules in question, including rules in the form of orders or directives from superiors. The absence of an evaluation of the norm is due to the superiors assuming that the failure of the event is more dominant due to non-compliance with regulations. Thus it can be concluded that the evaluation of norms or regulations is still less instrumental in supporting the smooth activities of the Mayor of Padangsidimpuan.

##### **3. Sanctions for Violations**

Firmness in enforcing regulations is still not firm, so regulations are often ignored by protocol employees, especially regarding disciplinary regulations. The existence of an approach causes sanctions to be too loose to be applied, on the grounds that the application of sanctions should not cause psychological disturbances. Imposing sanctions that are not firm will certainly have an unfavorable impact on the implementation of the work, because it can cause the organization's goals to not be achieved to facilitate the activities of the mayor. Thus it can be concluded that the provision of sanctions is still less instrumental in supporting the smooth activities of the Mayor of Padangsidimpuan.

##### **4. Corrective action**

Corrective actions for various causes of problems or lack of achievement of the expected results are not followed up, so that the same mistakes are often repeated, and cause performance not to be achieved as expected. This has become one of the causes of the failure of several events held, especially events involving other parties outside the mayor's circle. Many regulatory deviations are actually considered minor by superiors,

so they are ignored without any corrective action. This condition is certainly a bad thing in the implementation of the protocol to support the activities of the Mayor of Padangsidempuan. Thus, it can be concluded that remedial action has not played a role in supporting the smooth activities of the Mayor of Padangsidempuan.

### **3.2 The Factors That Became Obstacles Faced By the Protocol in Facilitating the Activities of Regional Heads in Padangsidempuan City**

The protocol section has not been fully able to play a role in facilitating the activities of the Regional Head in Padangsidempuan City. This is due to the various obstacles faced by the protocol division organization as described below:

#### **a. Lack of Employee Compliance with Work Discipline**

Employee compliance with each work discipline is classified as poor, especially compliance with working hours. Employees often arrive late at work, there are even protocol employees who are late for the event to be held. Without adherence to good working time discipline, it will certainly be difficult to complete the work on time. The use of time for the protocol department is very important, because almost all protocol activities are activities that cannot be postponed due to the time set for the event. Therefore, the head of the protocol section needs to emphasize to employees the importance of working time discipline so that it can support the smooth activities of the regional head.

#### **b. Difficult to Coordinate**

Sometimes there are several opd or hosts who hold events that do not follow the predetermined flow or SOP. Where the SOPs that have been determined are as follows: the incoming letter through the Administration, followed by Mr. Sekda to know, then if the letter is shown to the Mayor, the letter will be returned to the Administration to be addressed to enter the Mayor's room, then if he has agreed to be able to attend the event, eat a letter out of the father's room with the answer acc and proceed with scheduling. However, if you are unable to attend, the letter will be re-dispositioned to another, for example to the Deputy Mayor, Secretary, or Assistants. However, many also do not want to wait with this flow.

#### **c. Poor Evaluation System**

Performance evaluation in the protocol section of the Padangsidempuan City Secretariat is still less objective in the sense that it is not based on field facts. The results of performance appraisals are also rarely evaluated as an effort to improve performance, so the results of the assessments carried out are less successful in changing employee work behavior, or less successful in improving the factors that cause low performance. Evaluation of applicable regulations or norms is rarely carried out, so that if there are rules that are less supportive in carrying out work, employees will find it difficult to adjust them to the rules in question, including rules in the form of orders or directives from superiors. Corrective actions for various causes of problems or lack of achievement of the expected results are rarely followed up, so that the same mistakes are often repeated, and cause performance is not achieved as expected. This has become one of the causes of the failure of several events held, especially events involving other parties outside the Padangsidempuan Regional Government. Therefore, the evaluation system in the protocol section needs to be improved so that it can play a greater role in facilitating the activities of regional heads.

#### **d. Indecisive Sanctions**

Sanctions for any violations are a very important part of enforcing applicable rules, including disciplinary enforcement. Without clear and firmly enforced sanctions, it is certain that the rules will also be less adhered to. Based on the information obtained, the firmness in enforcing regulations is still not firm, so regulations are often ignored by protocol employees, especially regarding disciplinary regulations. The existence of an approach causes sanctions to be too loose to be applied, on the grounds that the application of sanctions should not cause psychological disturbances. Imposing sanctions that are not firm will certainly have an unfavorable impact on the implementation of work, so that it can cause the organization's goals to not be achieved to facilitate the activities of the mayor.

### **IV. Conclusion**

Based on research data that has been described in the discussion, some conclusions were made as follows:

1. The protocol section of the Padangsidempuan City Secretary has not been fully able to play a role in accordance with expectations in facilitating the mayor's activities. The protocol section is able to maintain the image of the mayor's government by placing the mayor according to his position at events held in the internal environment, but at events held in other local government circles, it is rather difficult to put the mayor in a better position. The poor performance of the protocol section can also be seen from the frequent delays of the mayor arriving at the event venue or other meetings, where the mayor is sometimes late so that the event cannot start. The delay was due to the large number of mayor's schedules where the protocol section had not been able to better manage the schedule.
2. The constraining factors faced by the regional head activity protocol in Padangsidempuan City are: lack of employee compliance with work discipline, the existence of a culture of unhealthy competition among employees, a poor evaluation system, and unequivocal sanctions for violating regulations.

#### **Suggestion**

Based on the conclusion above, then we can make some suggestions as follows:

1. The head of the protocol section needs to emphasize to employees the importance of working time discipline so that it can support the smooth running of the regional head's activities, which is accompanied by the provision of disciplinary sanctions for any violations.
2. The evaluation system in the protocol section needs to be improved so that it can play a more role in facilitating the activities of regional heads, where evaluation of performance needs to be carried out objectively accompanied by an evaluation of applicable norms or regulations.
3. Leaders need to create a good organizational culture so that employees can conduct healthy competition, by avoiding unfair competition.

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