

Review Article

The Role of the Protocol Division in Supporting the Activities and Performance of Regional Leaders

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Abstract: This study aims to analyze the role of the Protocol Division in supporting the activities and performance of regional leaders, particularly from the functional and interpersonal aspects in local government administration. The study employs a qualitative approach using Qualitative Secondary Analysis (QSA) through a review of literature, policy documents, and relevant previous research on protocol functions within government organizations. The analysis is grounded in organizational role theory and managerial role concepts. The results indicate that the Protocol Division plays a strategic role in supporting the effectiveness of regional leaders' duties through two main dimensions. First, the functional role, which includes managing the regional leader's activity agenda, organizing protocol-related events, arranging official ceremonies, and coordinating with regional apparatus and relevant institutions to ensure smooth implementation of government activities. Second, the interpersonal role, which encompasses acting as a communication liaison between the regional leader and various stakeholders, facilitating inter-agency working relationships, and supporting the representative function of the regional leader in official and community social events. The findings suggest that the successful execution of regional leaders' activities is influenced not only by the leaders' own leadership capacity but also by the effectiveness of organizational support from units that assist leadership, such as the Protocol Division. This role contributes to enhancing coordination effectiveness, ensuring smooth implementation of government activities, and strengthening the image and authority of regional leaders in performing their leadership functions. Therefore, strengthening institutional capacity, improving human resource competencies, and utilizing information technology in managing leadership activities are crucial factors in optimizing the role of the Protocol Division in local governance.

Keywords: Government Protocol; Organizational Role; Protocol Division; Public Administration; Regional Leader Performance.

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1. Introduction

The administration of local government requires effective and professional administrative support to assist the regional head in carrying out their duties as the leader of local governance. Regional leaders hold various strategic functions, including acting as public policy decision-makers, coordinating regional development, and representing the government in official activities and inter-agency relations. The execution of these functions is closely tied to administrative apparatus that can ensure government activities are conducted in an orderly, coordinated manner and in compliance with applicable governance regulations.

One important element in local government administration is the Protocol Division or Leadership Protocol and Communication Unit, which operates within the Regional Secretariat. This unit is primarily responsible for organizing official ceremonies, scheduling activities, coordinating the regional leader's programs, and managing communication and documentation of the leader's activities. Through these functions, the Protocol Division acts as a facilitator to ensure that all official activities of local government run smoothly, effectively, and in accordance with government protocol norms.

In Indonesia, protocol is regulated under Law No. 9 of 2010 on Protocol. According to this law, protocol refers to a series of activities related to rules in state or formal activities, including arrangements of space, ceremonial procedures, and forms of respect appropriate to the position and/or role within the state, government, or society. State activities are organized and conducted by a central committee and typically involve the President and/or Vice President, state officials, and other invited guests.

The duties of the Protocol Division include preparing and managing each event, overseeing public services, arranging ceremonies, setting up venues, handling accommodations, and acting as a liaison between local and central government. Protocol officers must be adept not only in internal coordination but also in external communication. Fundamentally, protocol also governs human relations, so the behavior of protocol officers must adhere to norms applicable in interpersonal communication.

In government administration practice, the activities of regional leaders extend beyond policy-making to include ceremonial events, inter-agency coordination, reception of state or local guests, and other public engagements. Therefore, the existence of a Protocol Division is essential to manage these activities systematically and professionally. The division is responsible for preparing the leader's agenda, coordinating official events, arranging venue and ceremonial procedures, and ensuring appropriate forms of respect in line with government protocol.

Organizationally, the Protocol Division assists the Regional Secretary in implementing policies related to protocol, leadership communication, and documentation of the leader's activities. Its functions include preparing the leader's agenda, coordinating official events, managing information on local government activities, and facilitating relations between the regional leader and various stakeholders. Consequently, the Protocol Division does not only serve as a ceremonial organizer but also as a unit supporting smooth communication and coordination for leadership in governance.

The government protocol function holds a highly strategic position. Protocol services regulate formal interactions involving executive leaders, institutionalize symbolic authority, and ensure procedural consistency in various high-level government activities. As such, this function contributes to the legitimacy, coherence, and effectiveness of executive governance. However, despite its practical significance, the protocol function is often marginalized in academic studies and is frequently perceived merely as ceremonial or technical activity, rather than as an integral part of administrative capacity (Mahdavia et al., 2025).

From a public administration perspective, effective administrative support is a critical factor in enhancing the performance of government leaders. According to the concept of administrative support in public management, a leader's success in executing duties is heavily influenced by the quality of organizational support systems, including coordination, agenda management, and the provision of accurate and timely information. Without adequate administrative support, leadership functions may face obstacles such as disorganized activities, weak inter-agency coordination, and suboptimal communication of policy to the public.

Previous studies indicate that the Protocol Division plays a strategic role in organizing the regional leader's agenda and ensuring that leadership activities are executed effectively. Well-managed agendas serve as guidelines for policy implementation, inter-agency coordination, and evaluation of leadership performance in governance tasks. However, optimizing the role of the Protocol Division often faces challenges such as limited human resources, weak coordination among local government units, and suboptimal utilization of technology in managing leadership agendas (Pramudita et al., 2025).

In the modern governance era, which demands transparency, efficiency, and professionalism, the protocol function is no longer seen merely as managing ceremonial events but as an integral part of the government management system supporting effective regional leadership. Proper management of leadership activities can enhance the image of local government, strengthen institutional relationships, and ensure that government operations are conducted in an orderly manner in accordance with the principles of good governance.

Nevertheless, in practice, local government administration still encounters various challenges in executing protocol functions, such as insufficient coordination among local government units, suboptimal agenda management systems, and limited competency of personnel in protocol management. These conditions may affect the effectiveness of the regional leader in performing government and public service functions.

Based on the description above, it can be understood that the Protocol Division plays a highly strategic role in supporting the activities and performance of regional leaders. Therefore, research on the role of the Protocol Division in supporting the execution of the regional leader's duties is crucial to understand the extent to which protocol functions can enhance the effectiveness of local government leadership.

2. Literature Review

Role Concept

The term role, according to the Kamus Besar Bahasa Indonesia (Indonesian Dictionary), has meanings including: an actor in a play or film, a comedian in a makyong performance, or a set of expected behaviors for a person holding a position in society. According to Soekanto (2002), a role is a dynamic aspect of a status; when someone exercises their rights and obligations in accordance with their position, they are fulfilling a role. In essence, a role represents the dynamic aspect of the status a person holds, whereas status refers to the collection of rights and obligations possessed by an individual. When someone carries out their rights and obligations according to their status, they perform a function.

Essentially, a role can also be defined as a sequence of specific behaviors generated by holding a particular position. A person's personality also influences how the role should be performed. Fundamentally, roles do not differ based on hierarchy; whether played by top-level, middle, or lower-level leaders, the role itself remains the same.

A role is an action or behavior carried out by someone occupying a position within the social status system. According to Levinson, as cited in Soekanto (2002), roles encompass three aspects:

- a. Roles as norms: These are norms associated with an individual's position or place in society. In this sense, a role is a set of rules guiding someone in social life.
- b. Roles as concepts: A role represents a concept of what an individual can do within society as part of an organization.
- c. Roles as behavior: A role can also be seen as individual behavior that is important for the social structure of the community.

The concept of role is a key concept in the social sciences, particularly in sociology, organizational studies, and public administration. Roles are related to a set of behaviors expected from individuals or groups based on their position or status within a social system or organization. In other words, roles indicate how a person acts in accordance with the position they hold within the social structure.

From an organizational perspective, roles are a set of expected behavioral patterns for someone occupying a specific position within a social unit. In organizations, roles are crucial because they determine how individuals perform tasks, carry responsibilities, and interact with other members of the organization (Robbins & Judge, 2017).

Biddle (1986) further explains that role theory views individual behavior as a result of social expectations attached to a particular position. Therefore, roles are shaped not only by the individuals performing them but also by the expectations of the social environment regarding that position. In the context of public organizations, role theory is used to understand how government officials carry out administrative functions, public services, and policy coordination. This is because every position in the bureaucracy comes with a defined set of tasks, authority, and responsibilities established through organizational regulations.

In public administration practice, roles can be understood through several main dimensions related to the functions of government organizations. According to Robbins & Judge (2017), roles in organizations encompass several important dimensions, including:

- a. Structural Role

A role related to a formal position within the organizational structure. In government bureaucracy, each position has specific authority and responsibilities as regulated by organizational rules.

- b. Functional Role

A role related to the execution of the core duties and functions of the organization. In public administration, this role is reflected in the delivery of public services, governmental administration, and policy implementation.

c. Interpersonal Role

A role related to relationships between individuals within the organization. Government officials must be able to build coordination and cooperation with various parties, both internal and external to the organization.

d. Decision-Making Role

A role related to the ability of public officials to formulate policies, solve organizational problems, and determine strategic steps in governance..

Protocol

Etymologically, the term protocol in English is referred to as protocol, in French as protocole, in Latin as protocoll(um), and in Greek as protocollon. According to the Oxford English Dictionary, "Protocol is the code of ceremonial forms or courtesies used in official dealings, as between heads of state or diplomats." Meanwhile, the term protocol according to the Kamus Umum Bahasa Indonesia (General Dictionary of Indonesian) refers to: (a) official documents containing the results of negotiations or agreements, (b) ceremonial regulations in the State Palace, and (c) matters related to welcoming state guests (W.J.S. Poerwadarminta, 2003). Protocol does not refer to a person but is a "system" or "set of rules." The Kamus Besar Bahasa Indonesia (KBBI) defines protocol as ceremonial regulations in the state palace or regarding the reception of state guests, and internationally accepted procedures in diplomatic relations.

The word protocol originates from the Greek protos and kolla. In the form protocollum, it means "the first sheet placed," and over time, it developed into the word protocol, which refers to the first sheet attached to an international agreement document, containing the order of events. The term protocol was first introduced in Indonesia by the Dutch and British, and over time evolved into the protocol recognized today (Aryati, 2004).

Every institution or organization requires protocol officers for each event or activity, especially because protocol relates to respect and honor toward each individual or entity involved in an event. The position of protocol is considered so important that it is regulated by law, namely Law No. 9 of 2010 on Protocol, which governs seating arrangements, ceremonial procedures, and honors, as well as Government Regulation No. 62 of 1990 concerning Protocol Provisions on Seating, Ceremonial Procedures, and Honors (Dewi et al., 2020).

Protocol consists of customs and regulations related to formality, procedural order, and diplomatic etiquette in determining rank, which serves as a reference for all government institutions and is universally applied. The execution of state events requires experts who fully master the ceremonial procedures to be conducted. These experts are called protocol officers. A protocol officer is someone who organizes and manages the execution of an event, whether within an official context or for the public (Febriandi et al., 2022).

There are several important elements in protocol: procedures, etiquette, and specific rules. Procedures dictate that every ceremony must be conducted solemnly, orderly, and smoothly. Every action during a ceremony follows established rules or customs that must be strictly observed by participants. Etiquette requires that in every ceremony, appropriate and polite language is used according to the rank of the officials involved and the nature of the event. Specific rules indicate that the conduct of a ceremony is strictly bound by established procedures (Laksmi, 2011).

Protocol is necessary to ensure the quality of event organization and to generate satisfaction among all parties involved. As a staff element, protocol assists leadership in preparing tasks and activities, from planning to execution, so that events run orderly and smoothly. Protocol plays an important role in organizing an event to ensure it proceeds successfully. Generally, protocol officers manage and prepare all activities to be conducted by an organization or institution so that the event is carried out effectively. In protocol terminology, a protocol officer is a philosophical designation for someone who receives protocol duties and executes them according to proper regulations, while the term also applies to activities that implement protocol provisions, including rules regarding seating, ceremonial procedures, and honors (Puput, 2017).

Public Administration

Public administration is a branch of science that studies how government organizations implement public policy, manage state resources, and provide services to society effectively and efficiently. Public administration is not only concerned with managerial aspects within bureaucracy but also involves political processes, policy-making, and governance. According to Waldo (1984), public administration is the process of organizing and managing people and resources within government to implement state policies and achieve public objectives. Waldo emphasizes that public administration cannot be separated from the political dimension because administrative activities are always related to the formulation and implementation of public policy.

Meanwhile, Henry (2013) defines public administration as a combination of theory and practice in managing government organizations aimed at executing public policy effectively and efficiently. Henry explains that public administration is a field that continues to evolve alongside changes in governance paradigms and society's demands for quality public services. Another perspective is offered by Wilson (1987), considered a pioneer of modern public administration. Wilson stated that public administration is the detailed execution of public policies established by the government. In his view, public administration functions as an instrument to realize state policy through a professional and efficient bureaucratic organization.

Essentially, public administration is a management process within government organizations that involves planning, organizing, directing, and supervising public resources. According to Terry (2009), administration is a process consisting of planning, organizing, actuating, and controlling activities to achieve established objectives. In the context of government, these functions are applied to ensure that public programs and policies can be implemented effectively.

According to Anderson (2011), public administration is an essential part of the public policy process because it translates policies into programs and concrete actions within government. Without a sound administrative system, public policy cannot be implemented effectively. A similar view is expressed by Rosenbloom (...), who stated that public administration is a management activity within government organizations aimed at executing public policies through administrative, political, and legal approaches.

The development of modern public administration paradigms positions public service as one of the core functions of government. Public administration not only focuses on bureaucratic efficiency but also on improving the quality of services provided to society. According to Denhardt & Denhardt (2015), public administration should be citizen-oriented through the New Public Service approach, a paradigm that positions citizens as partners in governance. The government not only acts as an organizational manager but also as a facilitator helping the public achieve shared interests.

From a broader perspective, public administration is also understood as a system of governance involving various actors, including government, the private sector, and civil society. According to Peters (2010), modern public administration no longer focuses solely on government bureaucracy but also encompasses networks of cooperation among different institutions in governance. This approach is known as governance, a model of managing government that emphasizes collaboration among actors in achieving development goals and delivering public services.

3. Materials and Method

This study uses a qualitative method with a Qualitative Secondary Analysis (QSA) approach, which involves analyzing qualitative data through the use and re-analysis of existing secondary data (Greenwood, 2020). Data were collected from various sources, including previous research findings, working papers, conference proceedings, mass media, and other documents relevant to the research topic. The data collection process was conducted systematically, using clear selection criteria such as relevance to the research questions, source credibility, and completeness of the information presented.

The data analysis process was carried out in three main stages according to the descriptive approach: data reduction, data presentation, and drawing conclusions (Miles and Huberman, 2009). In the data reduction stage, information from various documents was filtered and selected according to the research focus, eliminating irrelevant or low-quality data. The reduced data were then presented in the form of thematic narratives or visualizations, such as tables or diagrams, to support the analysis. The final stage was drawing conclusions, where the synthesized findings were used to answer the research questions in an integrated manner.

To ensure the validity of the data in this study, source triangulation was conducted. Triangulation involved comparing information from various documents originating from different sources to identify consistency, gaps, or discrepancies in the data. This step aimed to reduce bias, enhance the reliability of the findings, and strengthen the basis of the analysis. By applying the Qualitative Secondary Analysis approach, the study focuses on an in-depth evaluation of secondary data..

4. Results and Discussion

a. The Structural Role of the Protocol Section in Supporting the Activities and Performance of Regional Heads

One of the primary structural roles of the Protocol Section is to manage the ceremonial arrangements and activity agenda of regional heads in a systematic and coordinated manner. Based on an analysis of official activity documents from several local governments, the Protocol Section is responsible for preparing the schedule of activities, ensuring the smooth execution of official events, and organizing the sequence of activities in accordance with national protocol standards.

This role is crucial because the orderly management of a regional leader's agenda affects the effectiveness of decision-making and governmental coordination. According to Moekijat (2008), from a public administration perspective, managing a leader's agenda is part of administrative functions aimed at maintaining organizational efficiency and order. In the context of Indonesian government protocol, this responsibility is also regulated under formal legal frameworks such as Law No. 9 of 2010 on Protocol, which stipulates that protocol functions to regulate seating arrangements, ceremonial procedures, and honors in state and government activities. Analysis results indicate that when this function is performed well, the activities of regional heads can proceed more orderly, coordinated, and symbolically meaningful in governance.

The Protocol Section also acts as an internal coordinator among various local government units involved in the activities of regional heads. In the implementation of official events such as coordination meetings, work visits, or ceremonial activities, the Protocol Section integrates multiple organizational units to ensure activities proceed according to plan. According to Mintzberg (1979), coordination is a key element in organizational structure because it enables various units to work harmoniously toward organizational goals. In the context of local government, the Protocol Section carries out this function by coordinating with the regional secretariat, technical government units, and vertical agencies.

Document analysis of local government activities shows that the Protocol Section often serves as an administrative liaison between the regional head and other government units. This indicates that the role of protocol is not merely ceremonial but also has a managerial function in organizing government activities. Structurally, the Protocol Section also supports the leadership performance of regional heads through efficient and organized management of activities. With a well-managed agenda, regional heads can optimize their time to carry out government, development, and public service functions.

From the perspective of administrative capacity, Rhodes (1997) explains that a government organization's ability to support political leaders significantly determines the effectiveness of public policy. The Protocol Section is part of this administrative capacity because it ensures that leadership activities are conducted in alignment with the goals of government organizations.

b. The Functional Role of the Protocol Section in Supporting the Activities and Performance of Regional Heads

The protocol, in general, serves as an operational element that organizes the events of government officials, ensuring that all activities are carried out in a more directed and effective manner. The protocol team of the Lebong Regency government is one of the units responsible for preparing coordination materials, providing services for regional government officials, and managing visits from important guests. Protocol plays a dominant role, so its personnel must be skilled, responsive, and professional in organizing events. They must be able to coordinate and manage all supporting aspects of an event so that it runs smoothly, orderly, safely, and comfortably. This is because protocol officers act as intermediaries or bridges between officials and people in the field. Activities typically handled by the protocol section include inaugurations and handovers, ceremonies, and visits from central or regional government officials.

The protocol section is an organizational unit within the Regional Secretariat responsible for organizing protocol activities for the regional head and deputy regional head. Institutionally, this unit operates under the coordination of the Regional Secretary and functions to prepare the implementation of policies, coordinate, and evaluate the protocol activities of regional leadership.

Protocol plays a crucial role in ensuring that events run properly. Generally, protocol officers are responsible for managing and preparing all activities to be carried out by the organization or institution, ensuring that events proceed smoothly, while also guiding the administration of government activities (Leksono and Hadiati, 2022).

As companions to the regional head, protocol officers participate in all activities conducted and also manage the head's schedule, seating arrangements, and ceremonial procedures. For scheduling activities, both within and outside the region, the protocol must prepare and report directly to the leadership. Similarly, research by Rhapsodyla and Hernawati (2022) explains that protocol officers play an important role in organizing activities and are tasked with serving, facilitating, and accompanying the leadership's activities.

Functionally, the Protocol Section has several important roles in supporting the activities and performance of the regional head, as follows:

1) Manager of the Regional Head's Agenda and Activities

One of the main functions of the Protocol Section is to organize and prepare the agenda of the regional head. This agenda includes scheduling official activities, coordinating events, and synchronizing activities with other regional government units. Agenda management by the Protocol Section plays an important role as a guideline for the implementation of government activities and serves as the basis for coordination among regional government organizations (Pramudita et al., 2025). With a systematic agenda, the regional head can carry out activities in a planned and efficient manner, supporting the effectiveness of government performance.

2) Organizer of Ceremonial and Protocol Activities

The Protocol Section functions to prepare and implement the ceremonial arrangements of official regional government events, such as state ceremonies, official government meetings, working visits, and the reception of state guests or important officials. Additionally, the Protocol Section organizes seating arrangements, honors, and ceremonial procedures for each official event. This ensures that activities run orderly and comply with applicable protocol regulations.

3) Facilitator of Coordination Among Regional Government Units

The Protocol Section also serves as a liaison for coordination between the regional head and government units, other governmental institutions, and external parties. In carrying out the regional head's activities, the Protocol Section coordinates with various agencies to ensure event readiness, from arranging venues, preparing agendas, to executing the activities. This coordination role is crucial to ensure that the regional head's activities run smoothly without administrative or technical obstacles.

4) Provider of Administrative and Leadership Information Support

The Protocol Section also functions to provide various administrative support services for the regional head, such as preparing speeches or addresses, supplying meeting materials, managing documentation of leadership activities, and handling information related to the regional head's activities. This administrative support assists the regional head in making decisions and performing leadership functions effectively.

5) Organizer of Regional Government Guest Services

In government activities, the regional head often receives visits from state officials, government delegations, or other official guests. The Protocol Section is responsible for preparing the reception of official guests, arranging the sequence of visits, and coordinating guest services. Proper guest services reflect the professionalism of the regional government and strengthen inter-institutional cooperation.

The functional role of the Protocol Section provides an important contribution to improving the performance of the regional head, including:

- 1) Enhancing the effectiveness of the regional head's time management through systematic agenda organization.
- 2) Ensuring the smooth execution of government activities through orderly protocol arrangements.
- 3) Strengthening coordination among regional government units in the implementation of government activities.
- 4) Supporting the leader's decision-making by providing information and administrative support for activities.
- 5) Improving the image and authority of the regional government in official events and inter-institutional relations.

Thus, the Protocol Section does not only function as an executor of ceremonial events but also plays a strategic role in supporting the effectiveness of the regional head's leadership..

c. Interpersonal Role of the Protocol Section in Supporting the Activities and Performance of the Regional Head

In the administration of regional government, the success of the regional head's duties is determined not only by policy-making and managerial capacity but also by the administrative and coordination support from supporting units, one of which is the Protocol Section. In addition to performing technical protocol functions, the Protocol Section also plays a crucial interpersonal role in establishing communication, coordination, and collaboration between the regional head and various stakeholders.

The interpersonal role involves the ability of an individual or organizational unit to build social relationships, communicate, and interact effectively with others both inside and outside the organization. In the context of regional government, this role is critical because the regional head interacts with numerous parties, such as government officials, community leaders, legislative bodies, and official state guests.

The Interpersonal Role of the Protocol Section in Supporting the Activities and Performance of the Regional Head includes:

1) As a Liaison between the Regional Head and Stakeholders

The Protocol Section serves as a communication link between the regional head and various parties, such as central and regional government agencies, legislative bodies, community leaders, civic organizations, and honorary guests.

2) Building Harmonious Working Relationships

The Protocol Section also functions to establish harmonious working relationships between the regional head and all parties involved in government activities. Through intensive interaction with regional apparatus, security personnel, event committees, and invited guests, the Protocol Section ensures that the regional head's activities proceed smoothly without communication barriers. Good interpersonal relationships increase trust and strengthen cooperation among government institutions.

3) Supporting the Symbolic Role of the Regional Head

In official government activities, the regional head often acts as the symbolic representative of the local government in state events, community activities, or inter-regional cooperation forums. The Protocol Section ensures that the regional head can perform this symbolic role optimally through the arrangement of event programs, seating, and protocol procedures in accordance with formal regulations. According to Soekanto (2002), an individual's social role within an organization is closely related to their position and the expectations set by society or their social environment. In this context, the Protocol Section helps ensure that the social role of the regional head as a local leader is carried out appropriately.

4) Facilitating Communication between the Regional Head and the Public

The Protocol Section also facilitates communication between the regional head and the community, both in official and social activities. By organizing activities such as working visits, public dialogues, community ceremonies, and meetings with community leaders, the Protocol Section helps the regional head convey policy messages and directly listen to public aspirations. Effective interpersonal communication enhances the legitimacy of leadership and strengthens the relationship between the local government and the community.

5) Maintaining Ethics and the Leadership Image of the Regional Head

The Protocol Section is also responsible for safeguarding the ethics of communication and the leadership image of the regional head in various official activities. This is achieved through the management of decorum during official events, handling interactions with honorary guests, and overseeing the implementation of protocol procedures. According to Katz & Kahn (1978), organizational roles are not only related to formal duties but also encompass norms, values, and social expectations that must be maintained in organizational interactions. By upholding ethics and the leadership image, the Protocol Section helps enhance the authority and credibility of the regional head in performing government duties.

Protocol does not merely serve as a master of ceremonies or an officer who ushers guests. Furthermore, protocol officers are trained to master proper communication techniques, create personal branding, and maintain personal grooming, ranging from professional appearance to appropriate behavior at events. Another role of a protocol officer is not only to coordinate for themselves in conducting an official event but also to coordinate with all related parties, so a protocol officer must be able to establish effective communication with multiple stakeholders (Setiono et al., 2022).

Cahyono (2012) argues that protocol plays a very vital role in managing the central figure within a government organization, namely the leader or regional head. This requires the readiness of protocol officers. If mistakes occur, protocol officers must be prepared to be corrected. Therefore, strong teamwork is essential, avoiding blame among team members. Moreover, any negative image that arises can be difficult to remove. It is further explained that in urgent or critical situations, protocol officers must be able to act swiftly.

The interpersonal role of the protocol section has a positive impact on the performance of the regional head, including:

- 1) Enhancing the effectiveness of communication between the regional head and various stakeholders.
- 2) Strengthening coordination among government institutions in organizing regional activities.
- 3) Improving the image and authority of the regional head in official activities and inter-agency relations.
- 4) Reinforcing the relationship between the local government and the community.
- 5) Supporting the smooth implementation of the regional head's agenda.

Thus, the interpersonal role of the protocol section becomes a crucial element in supporting the success of the regional head's leadership and the effectiveness of regional governance.

5. Conclusion

Structurally, the protocol section also plays a role in supporting the leadership performance of the regional head through the efficient and organized management of activities. With well-planned agenda management, the regional head can optimize time to carry out governmental, developmental, and public service functions. One of the main structural roles of the protocol section is to systematically and coordinately manage the schedule and agenda of the regional head's activities. Based on an analysis of activity documents from several local governments, the protocol section is responsible for preparing the activity schedule, ensuring the smooth execution of official events, and organizing the sequence of activities in accordance with national protocol standards.

The functional role of the Protocol Section in local government is crucial in supporting the activities and performance of the regional head. These functions include managing the leader's agenda, organizing protocol activities, coordinating between agencies, providing administrative support, handling official guest services, and monitoring leadership activities. Through the professional and coordinated execution of these functions, the protocol section

is able to create effective, orderly governance of activities that supports the successful implementation of the regional head's duties.

The interpersonal role of the Protocol Section is also an essential aspect in supporting the activities and performance of the regional head. Through its function as a communication liaison, builder of working relationships, supporter of the symbolic role of the regional head, facilitator of communication with the public, and guardian of leadership ethics and image, the protocol section helps create effective and harmonious organizational interactions. Therefore, the presence of the protocol section is not only limited to performing ceremonial activities but also serves as a strategic actor in supporting the success of the regional head's leadership.

The findings of this study contribute to the development of public administration research, particularly in studies concerning the role of leadership support units within government organizations. This study broadens the perspective in public administration research, showing that work units often considered ceremonial, such as the Protocol Section, actually have a strategic function in supporting the effectiveness of governance and the performance of regional leaders.

Practically, the study provides several recommendations for local governments to enhance the effectiveness of the Protocol Section. Local governments need to strengthen the institutional capacity of the Protocol Section by improving human resource competencies in protocol management, organizational communication, and government event management. They should also develop the use of information technology in managing the leader's activity agenda, documenting events, and facilitating communication between units, so that coordination processes can be conducted more quickly and accurately.

This study has several limitations that should be considered when interpreting the results. It uses a qualitative secondary data analysis approach, so the data are limited to documents, literature, and previous research findings. This restricts the ability to directly describe empirical conditions in the field. The study emphasizes a conceptual analysis of the role of the Protocol Section and does not deeply examine other factors that may influence the effectiveness of its functions, such as organizational culture, bureaucratic leadership, and human resource capacity. Therefore, future research is recommended to employ an empirical approach through field studies, interviews with protocol officers, and comparative analysis between local governments to obtain a more comprehensive understanding of the Protocol Section's role in supporting the performance of regional heads.

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