



COORDINATION MANAGEMENT ANALYSIS BETWEEN THE PROTOCOL DIVISION AND REGIONAL GOVERNMENT ORGANIZATIONS IN THE IMPLEMENTATION OF THE REGIONAL HEAD'S OFFICIAL AGENDA IN CENTRAL LAMPUNG REGENCY

M. Zuliyah Wahyu Dinata¹, Agus Purnomo²

¹ Master of Public Administration Study Program, Universitas Bandar Lampung,
Bandar Lampung, Indonesia

² Master of Public Administration Study Program, Universitas Bandar Lampung,
Bandar Lampung, Indonesia

Email : zuliyahwahyu247@gmail.com¹, agus.purnomo@ubl.ac.id²

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Abstract :

Effective coordination between the Protocol Division and Regional Government Organizations (OPDs) is essential for ensuring the successful implementation of official governmental agendas and maintaining the quality of public administration. However, the increasing complexity of governmental activities often creates coordination challenges related to communication, task synchronization, and institutional collaboration. This study aims to analyze the coordination management between the Protocol Division and OPDs in implementing the official agendas of the Regional Head in Central Lampung Regency. A qualitative approach with a case study design was employed to obtain an in-depth understanding of coordination practices within the local government. Data were collected through in-depth interviews, direct observations, and document analysis involving protocol officers and representatives from relevant OPDs. The data were analyzed using the interactive model of data reduction, data display, and conclusion drawing, while data credibility was ensured through source, method, and time triangulation, as well as member checking. The findings reveal that coordination management is implemented through four interconnected stages, namely planning, implementation, supervision, and evaluation. The Protocol Division serves as the central coordinating unit responsible for integrating the roles and responsibilities of multiple OPDs to ensure the orderly execution of official governmental activities. Effective coordination is supported by leadership commitment, competent human resources, intensive inter-agency communication, and collaborative working relationships. Nevertheless, coordination remains constrained by sudden schedule changes, limited human resources, inconsistent understanding of protocol procedures, and insufficient documentation of evaluation results. This study concludes that strengthening institutional coordination mechanisms, standardizing operational procedures, enhancing staff capacity, and optimizing digital communication systems are essential for improving the effectiveness, responsiveness, and sustainability of protocol management within local government.

Keywords : Coordination, Protocol Section, OPD, Official Agenda, Regional Government.

INTRODUCTION

The implementation of official regional leadership agendas constitutes a fundamental element of public administration, as it is closely associated with governmental image, institutional legitimacy, and the effectiveness of public



communication (Utami & Kusnadi, 2023). The Protocol Division is not merely responsible for administrative functions but also plays a strategic role in ensuring that official events comply with institutional norms while facilitating effective coordination among Regional Government Organizations (Organisasi Perangkat Daerah/OPDs). Inadequate synchronization between the Protocol Division and OPDs may result in scheduling delays, overlapping responsibilities, and technical disruptions during official governmental events. Such circumstances necessitate a comprehensive analysis of coordination management to ensure that governmental activities are conducted in a professional, efficient, and accountable manner (Hair et al., 2019). Consequently, examining the coordination mechanisms between the Protocol Division and OPDs is highly relevant within the context of the Central Lampung Regency Government.

The Protocol Division is responsible for scheduling official activities, organizing ceremonial procedures, managing official receptions, and supervising the technical implementation of governmental events. These responsibilities require intensive communication and continuous collaboration with various OPDs (Sari & Wijaya, 2022). Previous studies conducted in different regional governments have identified several best practices while simultaneously revealing persistent challenges, including communication breakdowns and inconsistent implementation of Standard Operating Procedures (SOPs). Coordination failures generally occur during the planning stage and the allocation of responsibilities, highlighting the necessity for systematic and measurable coordination mechanisms. Public management literature consistently emphasizes that well-established SOPs, formal communication channels, and comprehensive documentation systems significantly reduce operational risks in organizing official government events (Aqsa et al., 2025). Therefore, investigating the enabling and constraining factors affecting coordination is essential for improving the effectiveness of protocol functions.

Inter-organizational relationships within public administration frequently encounter coordination challenges arising from bureaucratic fragmentation and differing institutional priorities among OPDs (Rahmawati & Fauzan, 2023). Several empirical studies have demonstrated the existence of a **silo mentality**, which inhibits collaboration, particularly in the implementation of regional leaders' official agendas. Since the Protocol Division depends substantially on technical OPDs for operational support, horizontal coordination becomes a critical determinant of successful event implementation. Strategies such as regular inter-agency coordination meetings, the establishment of cross-functional teams, and the appointment of event coordinators have been recommended to strengthen institutional integration and align organizational objectives. Furthermore, the utilization of information technology for planning, scheduling, and monitoring activities has the potential to accelerate approval processes while minimizing communication failures.

The implementation of regional autonomy has generated variations in institutional capacity across local governments, thereby influencing the effectiveness of administrative coordination (Putra & Maulida, 2021). Regulatory

inconsistencies and disparities in employees' competencies frequently affect the execution of official events that require strong inter-organizational collaboration. Regional governance literature emphasizes that regulatory quality, institutional capacity, and accountability mechanisms are key determinants of successful coordination among governmental units. Therefore, any comprehensive analysis of coordination should incorporate regulatory frameworks, employees' competencies, and reporting structures to better understand variations in the performance of protocol services. Such an approach is expected to generate practical policy recommendations for improving coordination within the Government of Central Lampung Regency.

The performance of the Protocol Division is strongly influenced by employees' competencies, the availability of supporting infrastructure, and the clarity of internal work procedures (Novalia, 2021). Recent studies indicate that excessive workloads and limited technological support reduce the effectiveness of protocol officers in performing their responsibilities. These conditions negatively affect the quality of official event management while increasing the likelihood of administrative errors that may undermine the public image of local government institutions. Therefore, organizational performance improvement should prioritize human resource development, continuous refinement of SOPs, and investment in adequate technological infrastructure. Accordingly, this study evaluates the relationship between internal organizational factors and the effectiveness of coordination within the Protocol Division.

Previous research on local government governance consistently demonstrates that weak coordination is primarily attributable to ineffective communication systems and ambiguous role distribution among organizational units. These conditions often lead to communication failures, duplication of responsibilities, and delays in decision-making, particularly during official regional leadership activities that require rapid responses and accurate information. Within the Protocol Division, these challenges become more apparent when information provided by OPDs is delivered inconsistently or modified outside predetermined schedules. Such circumstances indicate that coordination issues extend beyond operational concerns and are closely related to information management quality and organizational commitment among OPDs. Consequently, this research examines the extent to which organizational culture and adaptive institutional capacity influence coordination effectiveness in Central Lampung Regency.

Protocol administration is closely associated with compliance with technical regulations and official administrative guidelines that serve as the legal basis for inter-agency coordination (Lestari & Pratama, 2022). Inconsistent implementation of regulatory provisions or the absence of standardized procedural guidelines frequently results in different interpretations between the Protocol Division and technical OPDs. Standardization of official documentation, approval workflows, and the implementation of electronic administration (e-administration) have been recognized as effective strategies for harmonizing interdepartmental work processes. Local government studies further indicate

that digital administrative systems accelerate document preparation while reducing procedural errors. Accordingly, this study investigates the influence of regulatory and administrative factors on the effectiveness of coordination within the Protocol Division.

Studies on optimizing protocol functions suggest that risk-based planning and systematic resource management substantially improve the success of public events (Kurniawan & Setiawati, 2020). Event management approaches encompassing operational planning, risk communication, and post-event evaluation provide practical frameworks for strengthening governmental protocol services. Previous research identifies stakeholder mapping, clear allocation of responsibilities, and structured feedback mechanisms as essential components in organizing large-scale public events. These recommendations are particularly relevant to the Government of Central Lampung Regency, which frequently conducts official activities involving high levels of organizational complexity. Therefore, this study adopts this conceptual framework to evaluate coordination practices between the Protocol Division and OPDs.

Preliminary findings indicate that coordination between the Protocol Division and several OPDs involved in official governmental activities has not yet reached an optimal level. These initial observations are summarized in Table 1 to illustrate the coordination aspects requiring further improvement.

Table 1. Preliminary Overview of Coordination Between the Protocol Division and Regional Government Organizations (OPDs)

No.	Coordination Aspect	Preliminary Findings	Impact
1	Activity Planning	Differences in perceptions regarding task allocation and technical requirements	Delays in preparing the event rundown
2	Communication of Instructions	Instructions from the Protocol Division are frequently delivered to OPDs at short notice	OPDs are insufficiently prepared for field implementation
3	OPD Confirmation and Response	OPDs often provide delayed confirmations to the Protocol Division	Difficulties in finalizing event preparations
4	Field Synchronization	Potential overlap of responsibilities among OPDs	Less organized implementation of official events
5	Coordination Mechanism	Lack of a systematic and consistent coordination framework	Ineffective cross-departmental collaboration

The preliminary findings indicate that coordination between the Protocol Division and several OPDs in Central Lampung Regency remains suboptimal, particularly during the planning stage and the allocation of responsibilities. Initial information obtained through interviews and field observations revealed differing perceptions regarding task distribution, especially concerning technical requirements and operational readiness before official events. Several OPDs reported receiving instructions at very short notice, whereas the Protocol Division experienced difficulties obtaining timely confirmations from relevant agencies. These irregular communication patterns resulted in delays in preparing event rundowns and increased the likelihood of overlapping responsibilities during implementation. Such conditions underscore the necessity of establishing a more systematic and consistent coordination mechanism.

Furthermore, the preliminary investigation revealed that regulatory compliance and the utilization of information technology have not yet been fully optimized to support effective inter-organizational coordination. Although Standard Operating Procedures have been established, they are not uniformly understood or consistently implemented across all OPDs, resulting in procedural variations. Communication processes continue to rely predominantly on conventional manual methods without integrated information systems. Consequently, communication documentation remains inadequately digitized, increasing the risk of miscommunication and information inconsistency. Overall, these findings emphasize the importance of strengthening regulatory compliance, enhancing coordination competencies, and expanding the application of digital information systems.

Moreover, a preliminary assessment of twelve official governmental events conducted over the previous three months identified several significant administrative challenges. Approximately 42% of the events experienced delays in distributing official invitations, while 33% required last-minute revisions to the event agenda. Interviews with eight protocol officers revealed that limited human resources and inconsistent information exchange among organizational units constituted major obstacles to effective coordination. In addition, a survey involving fifty event participants indicated that 68% perceived the sequence of activities as inadequately structured, whereas 24% reported that event-related information frequently changed without formal notification. Internal documentation further demonstrated scheduling inconsistencies in approximately 30% of the observed events. Collectively, these findings reinforce the urgent need to improve coordination systems and event management practices to achieve greater effectiveness, efficiency, professionalism, and accountability in the implementation of official governmental activities.

RESEARCH METHOD

Methodology

This study employed a qualitative approach using a case study design, with the Protocol Division of the Central Lampung Regency Government serving as the primary unit of analysis. A qualitative case study was selected because it

enables an in-depth exploration of coordination dynamics, the roles of key actors, organizational mechanisms, and interrelationships among Regional Government Organizations (Organisasi Perangkat Daerah/OPDs) in implementing the official agendas of the Regent within a specific institutional context (Creswell & Poth, 2018). The research adopted a descriptive and naturalistic orientation, allowing data to be collected in real-world settings without researcher intervention. This approach was intended to provide a comprehensive understanding of coordination practices, organizational challenges, and supporting factors influencing protocol management within the local government (Sugiyono, 2022).

Data were collected from both primary and secondary sources to ensure the comprehensiveness and credibility of the findings. Primary data were obtained through in-depth interviews and direct observations involving officials and staff members of the Protocol Division, as well as representatives from relevant OPDs. These methods were employed to capture participants' experiences, perceptions, and actual coordination practices in the implementation of official governmental activities (Miles, Huberman, & Saldaña, 2018). Secondary data consisted of official institutional documents, including protocol Standard Operating Procedures (SOPs), organizational structures, activity reports, meeting minutes, applicable regulations, and relevant academic literature. These documentary sources served to complement and strengthen the interpretation of the empirical findings (Bungin, 2020).

Three complementary data collection techniques were utilized: interviews, observation, and document analysis. Semi-structured interviews were conducted to explore participants' perspectives regarding communication patterns, task allocation, interdepartmental coordination strategies, and challenges encountered during official event management. Direct observations enabled the researcher to examine work processes, coordination practices, and interactions among stakeholders throughout the planning, preparation, and implementation stages of official governmental events. In addition, documentary analysis provided authentic evidence to support and verify information obtained through interviews and observations, thereby enhancing the credibility of the collected data (Moleong, 2019).

To ensure the trustworthiness of the research findings, several validation strategies were employed, including source triangulation, methodological triangulation, time triangulation, and member checking. Source triangulation involved comparing information obtained from different categories of informants, whereas methodological triangulation integrated multiple data collection techniques to examine the consistency of the findings. Time triangulation was conducted by collecting information at different periods to assess the stability of participants' responses and observed phenomena (Denzin, 2017). Furthermore, member checking was undertaken by presenting the preliminary interpretations to selected participants to confirm that the findings accurately reflected their experiences and the actual conditions within the research setting.

Data analysis followed the interactive model proposed by Miles, Huberman, and Saldaña (2018), consisting of data condensation, data display, and conclusion drawing and verification. During the data condensation stage, information relevant to protocol coordination, communication processes, institutional collaboration, and organizational constraints was systematically selected, categorized, and refined. The organized data were subsequently presented through descriptive narratives, matrices, and simple visual displays to facilitate the identification of patterns, relationships, and emerging themes. Finally, conclusions were drawn based on recurring patterns and thematic relationships identified throughout the analysis. These conclusions were continuously verified through triangulation procedures and member checking to enhance the credibility, dependability, confirmability, and overall trustworthiness of the research findings.

FINDINGS AND DISCUSSION

Institutional Context of Protocol Coordination

The Protocol Division of the Regional Secretariat of Central Lampung Regency functions as the coordinating unit responsible for ensuring the orderly implementation of official governmental activities involving the Regent, Deputy Regent, and other regional officials. Its responsibilities encompass activity scheduling, protocol arrangements, guest reception, preparation of ceremonial procedures, and coordination with Regional Government Organizations (OPDs). The findings indicate that the increasing number and complexity of governmental activities require an integrated coordination system capable of accommodating various institutional interests while maintaining administrative efficiency. In this context, protocol management has evolved from a ceremonial function into a strategic organizational process that supports government performance and institutional credibility (Diputra et al., 2024).

Field observations revealed that every official agenda requires the active participation of multiple OPDs with different institutional responsibilities. Consequently, the Protocol Division must ensure that all participating institutions receive accurate information regarding schedules, technical arrangements, and operational responsibilities before the implementation of each activity. Informants explained that coordination generally begins several days before the event through coordination meetings and official correspondence, followed by continuous communication to accommodate changes in governmental priorities. The diversity of institutional roles requires the Protocol Division to function not only as an administrative organizer but also as a facilitator capable of integrating different organizational perspectives into a unified implementation plan.

The study further found that institutional coordination is strongly influenced by the organizational structure of local government. Each OPD possesses specific authority and administrative procedures that must be accommodated throughout the planning process. Consequently, protocol officers are expected to understand institutional characteristics, communication

channels, and organizational hierarchies in order to facilitate effective collaboration. These findings demonstrate that protocol coordination is fundamentally an inter-organizational management process requiring institutional commitment, mutual understanding, and continuous communication among participating agencies.

Coordination Management Practices

The coordination process implemented by the Protocol Division consists of several interconnected stages beginning with agenda planning, followed by task allocation, implementation, supervision, and evaluation. During the planning stage, protocol officers identify the objectives of each governmental activity, determine participating institutions, prepare tentative schedules, and formulate preliminary operational arrangements. Coordination meetings are subsequently organized to clarify technical responsibilities, discuss logistical requirements, and establish implementation priorities. This planning process enables participating institutions to understand their respective responsibilities while reducing uncertainty before the event is conducted (Kim, 2021).

The implementation stage requires intensive interaction among protocol officers and representatives of relevant OPDs. Throughout this process, communication occurs continuously to confirm attendance, coordinate venue preparation, adjust ceremonial arrangements, and anticipate operational changes. Informants emphasized that schedule modifications frequently occur because of changes in governmental priorities or urgent administrative needs. Under such circumstances, the Protocol Division is expected to respond rapidly while maintaining effective communication with all participating agencies. The findings suggest that organizational flexibility has become an essential characteristic of protocol management because successful implementation depends largely on the ability of institutions to adapt without disrupting the overall sequence of official activities.

Supervision is conducted throughout the implementation process to ensure that all technical arrangements comply with the established plan. Protocol officers continuously monitor venue readiness, participant attendance, ceremonial procedures, and supporting facilities while simultaneously coordinating immediate responses whenever unexpected situations arise. Following the completion of official activities, internal evaluations are conducted to identify operational strengths and weaknesses. However, the findings indicate that evaluation practices remain largely experience-based and are not consistently documented in a structured manner. Consequently, opportunities to transform operational experience into institutional knowledge remain limited, reducing the organization's capacity for continuous improvement.

Factors Influencing Coordination Effectiveness

The effectiveness of coordination is influenced by several organizational factors that either facilitate or constrain collaboration among government institutions. One of the most significant supporting factors identified in this study is leadership commitment. Direct involvement of regional leaders encourages participating OPDs to prioritize protocol activities and accelerates

decision-making during urgent situations. Experienced protocol officers also contribute substantially to coordination quality because their practical knowledge enables them to anticipate operational challenges, communicate effectively with multiple stakeholders, and implement immediate corrective actions whenever necessary (Kårtvedt, 2024).

Communication quality represents another important determinant of coordination effectiveness. The findings indicate that the utilization of digital communication platforms has significantly improved information exchange among participating institutions by enabling rapid dissemination of schedules, technical instructions, and operational updates. Nevertheless, informants acknowledged that communication effectiveness depends not only on technological availability but also on the responsiveness and commitment of individual institutions. Delayed responses frequently require protocol officers to revise operational arrangements within limited timeframes, thereby increasing workload and reducing implementation efficiency.

Despite these positive conditions, several organizational constraints continue to affect protocol coordination. Frequent changes in official schedules remain the most commonly reported challenge because they require immediate adjustments to logistical preparation, personnel deployment, and ceremonial arrangements. Limited human resources within the Protocol Division further increase operational pressure, particularly during periods characterized by multiple governmental events. Variations in institutional understanding of Standard Operating Procedures also create inconsistencies in task implementation, while incomplete administrative documentation limits opportunities for organizational learning and future planning. These findings indicate that improving coordination effectiveness requires strengthening both organizational capacity and institutional commitment.

The findings demonstrate that protocol coordination within the Central Lampung Regency Government represents an adaptive management process in which organizational communication, institutional collaboration, and leadership commitment collectively determine implementation effectiveness. Although formal coordination mechanisms such as Standard Operating Procedures, coordination meetings, and official correspondence provide an administrative framework, practical implementation relies heavily on continuous interaction among protocol officers and participating OPDs. This reflects the dynamic nature of protocol management, where operational flexibility becomes essential for responding to rapidly changing governmental priorities without compromising institutional accountability (Nabatchi & Emerson, 2020).

Furthermore, this study highlights that effective protocol management depends not only on procedural compliance but also on the capacity of public institutions to develop collaborative relationships based on mutual trust and shared objectives. Strong interpersonal communication facilitates faster problem-solving, while institutional commitment encourages participating agencies to coordinate proactively rather than reactively. These findings indicate that strengthening organizational culture is equally important as improving

administrative procedures because sustainable coordination requires both structural support and behavioural commitment from all stakeholders involved in official governmental activities.

From a practical perspective, the study suggests that the Protocol Division should strengthen digital coordination systems, standardize communication procedures, improve documentation practices, and institutionalize post-event evaluations. These initiatives would enhance organizational learning, reduce information inconsistencies, and improve coordination efficiency across OPDs. By integrating managerial innovation with standardized administrative procedures, local governments can improve the quality of protocol services while strengthening public trust in governmental performance.

CONCLUSION

This study concludes that the coordination management between the Protocol Division and Regional Government Organizations (OPDs) in implementing the official agendas of the Regional Head in Central Lampung Regency has generally been carried out through a structured process encompassing planning, implementation, supervision, and evaluation. The Protocol Division plays a central coordinating role in integrating the responsibilities of various OPDs, thereby ensuring that official activities are conducted in accordance with protocol regulations and organizational objectives. The findings indicate that effective coordination is supported by leadership commitment, competent human resources, and continuous communication among participating institutions. However, several challenges remain, including sudden changes in official schedules, limited human resources, and variations in the understanding and implementation of protocol procedures. These issues influence the efficiency of coordination and require continuous organizational improvement. Overall, the coordination mechanism has functioned effectively but requires further strengthening to enhance institutional responsiveness, adaptability, and sustainability in managing increasingly dynamic governmental activities.

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