



IMPLEMENTATION OF GOOD GOVERNANCE IN THE PROTOCOL AND LEADERSHIP COMMUNICATIONS DIVISION OF BANDAR LAMPUNG CITY IN OFFICIAL GOVERNMENT EVENTS

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Abstract:

The research method used is descriptive qualitative research. This method is used to describe the implementation of good governance in the Protocol and Communication Division of Bandar Lampung City Leadership During Official Events. All data was obtained directly from informants in the field using interviews and document studies. The results of the study indicate that, in general, the implementation of official events has been running smoothly, but not yet fully optimal. The communication dimension has supported the coordination of leadership activities, but still requires improvement in the clarity and consistency of information. The resource dimension indicates efforts to meet the needs of apparatus and work facilities, but this is not fully supported by adequate competence and facilities. In terms of disposition or attitude of implementers, some apparatus have demonstrated commitment and professionalism, although there are still differences in levels of discipline and responsibility. Meanwhile, the dimensions of the bureaucratic structure have provided a framework for task implementation, but still face challenges in flexibility and effective coordination.

Keywords: Implementation, Good Governance, Protocol, Communication

INTRODUCTION

The implementation of good governance in the Protocol and Leadership Communications Division of Bandar Lampung City has become increasingly important in response to growing public demands for professional, transparent, and responsive government services. Official government events are not merely routine administrative activities, but also serve as a representative image of local government performance, reflecting the quality of coordination, leadership credibility, and governmental commitment to public service values.

In modern governance, protocol functions are no longer understood solely as the management of events, seating arrangements, or official attendance. Protocol has evolved into an integral component of strategic government communication, aimed at ensuring that public messages are delivered effectively, government activities are conducted in an orderly manner, and interactions between government and society take place positively. Consequently, the effectiveness of the Protocol and Leadership Communications Division is highly dependent on the consistent application of good governance principles.



With increasing demands for excellent public service, higher professional standards in protocol management, and the rapid development of digital media, the implementation of good governance within the Protocol and Leadership Communications Division of Bandar Lampung City has become indispensable. An analysis of its implementation is necessary to assess the extent to which good governance practices have been applied, identify challenges encountered, and formulate recommendations to improve the quality of public service in the organization of official events.

Considering the complexity of tasks, rising public expectations, and advancements in information technology, the implementation of good governance within the Protocol and Leadership Communications Division of Bandar Lampung City is strategically significant. This research is highly relevant in providing an objective overview of current governance conditions, existing challenges, and improvement recommendations to ensure that official events are conducted in an orderly, transparent, professional, and accountable manner.

The Protocol and Leadership Communications Division of Bandar Lampung City faces several issues that affect the smooth execution of official events and the effectiveness of government public communication. These issues indicate that the implementation of good governance has not yet been fully optimized, particularly in aspects of coordination, effectiveness, responsiveness, and accountability.

The identified problems in the implementation of good governance in the Protocol and Leadership Communications Division of Bandar Lampung City during official events are as follows:

1. Issues related to punctuality and agenda coordination, as official events frequently do not begin on time.
2. Delays in the publication of activity documentation, resulting in the public receiving government information that is neither timely nor accurate.
3. Technical obstacles during event implementation, such as sound system failures or IT equipment disruptions, caused by inadequate pre-event checks and the absence of standardized technical SOPs.
4. Ineffective invitation administration, leading to delays in the delivery of official invitations and low participant readiness and attendance.
5. Inaccurate information from partner Regional Apparatus Organizations (OPDs), affecting event preparation, publication materials, and protocol arrangements.
6. Overlapping leadership agendas, forcing leaders to prioritize certain events while postponing or canceling others.
7. Limited coordination with local media, resulting in insufficient media coverage of official events.

8. Limited availability of trained protocol personnel, leading to errors in seating arrangements, event flow, and guest lists due to inadequate training and frequent staff rotation.

Based on these issues, the research questions are formulated as follows:

- a. How is good governance implemented in the Protocol and Leadership Communications Division of Bandar Lampung City during official events?
- b. What factors support and hinder the implementation of good governance in the Protocol and Leadership Communications Division of Bandar Lampung City during official events?

Literature Review

Concept of Implementation

In the era of modern governance, the application of good governance has become an urgent necessity in public administration. Good governance emphasizes not only transparency and accountability but also effectiveness, responsiveness, efficiency, and the government's ability to provide optimal public services. At the local government level, the implementation of good governance is increasingly important due to the close and frequent interaction between government and society.

Implementation represents a crucial stage in the policy cycle, as well-formulated policies will not produce meaningful outcomes if they are not translated effectively into action. In the context of local government administration, the implementation of policies related to official event management and leadership communication depends heavily on how bureaucratic actors understand, interpret, and execute existing regulations. According to Edward III, successful policy implementation is influenced by four variables: communication, resources, implementer disposition, and bureaucratic structure. These variables are highly relevant in examining good governance practices within the Protocol and Leadership Communications Division.

From a good governance perspective, effective implementation leads to public services that are more transparent, accountable, and efficient. Therefore, studying the implementation of good governance in the Protocol and Leadership Communications Division of Bandar Lampung City is essential to understand how policies are executed, assess consistency in applying good governance principles, and identify supporting and inhibiting factors.

Concept of Good Governance

Good governance is a central paradigm in modern public administration. It emerged as a response to traditional bureaucratic practices that were considered ineffective, slow, unaccountable, and unresponsive to public needs. In public administration, good governance refers to a set of principles guiding governments to deliver quality, transparent, participatory, and accountable public services.

The Protocol and Leadership Communications Division is one of the organizational units that requires strong implementation of good governance, as it represents the public face of government through official events, public

information dissemination, activity documentation, and communication between government and society. Without proper governance, official activities may be disrupted, information may become inaccurate, and public trust may decline.

This study adopts the theoretical framework proposed by George C. Edward III, which emphasizes four key variables influencing policy implementation: communication, resources, disposition, and bureaucratic structure. These variables are interrelated and determine whether policies are implemented as intended.

RESEARCH DESIGN

This study uses a qualitative research design focused on gaining an in-depth understanding of social phenomena and human behavior. The qualitative approach is employed to describe the implementation of good governance in the Protocol and Leadership Communications Division of Bandar Lampung City during official events by collecting and analyzing non-numerical data such as interviews, observations, and documents.

In recent years, qualitative research has been widely recognized as an appropriate approach for exploring complex social processes, particularly those related to governance, organizational behavior, and public administration. According to John W. Creswell (2018), qualitative research enables researchers to explore meanings, experiences, and perspectives of participants in their natural settings, allowing for a holistic understanding of social realities. Similarly, Cheryl N. Poth (2018) emphasizes that qualitative inquiry is particularly useful when researchers aim to interpret how individuals construct meaning within specific institutional contexts.

Furthermore, Uwe Flick (2018) argues that qualitative methods are essential for examining social interactions and organizational dynamics, as they provide flexibility in capturing emerging issues during the research process. This is especially relevant in the context of governance studies, where policies and practices are often influenced by human interactions and situational factors. In line with this, Johnny Saldaña (2021) highlights that qualitative data analysis allows for systematic interpretation of patterns, themes, and meanings derived from interviews and observations, thereby strengthening the depth and validity of research findings.

Recent perspectives also underline the importance of qualitative approaches in public sector studies. Norman K. Denzin and Yvonna S. Lincoln (2018) state that qualitative research is particularly suitable for studying governance practices because it captures values such as transparency, accountability, and participation from the perspective of actors involved. Moreover, Matthew B. Miles, A. Michael Huberman, and Johnny Saldaña (2019) emphasize that qualitative research provides robust frameworks for analyzing complex institutional processes through data condensation, data display, and conclusion drawing.

Thus, the use of a qualitative approach in this study is considered appropriate, as it enables a comprehensive exploration of how good governance is implemented in practice, particularly in the context of protocol and leadership communication activities during official events. Through this approach, the researcher can capture not only formal procedures but also informal practices, perceptions, and interactions that shape governance outcomes.

FINDINGS AND DISCUSSION

1. Communication

Communication in the implementation of leadership agendas has been carried out through both formal and informal mechanisms. Formally, communication occurs through coordination meetings, written directives, and structured forums involving relevant sub-divisions and regional agencies. Informally, direct interpersonal interactions among staff also play a role in accelerating information exchange and clarifying policy directions.

However, the effectiveness of communication remains suboptimal. Inconsistencies in message delivery and delays in information dissemination are still evident, potentially leading to differences in interpretation among implementers. Recent studies emphasize that effective policy communication must ensure clarity, consistency, and accuracy to prevent misinterpretation and resistance during implementation. Moreover, communication should not only focus on information transmission but also on building shared understanding among stakeholders, which is crucial for successful policy outcomes. Contemporary scholars further highlight the importance of digital communication systems and integrated information platforms in improving coordination and reducing fragmentation within public organizations. Therefore, strengthening communication systems through standardization, technological integration, and continuous feedback mechanisms is necessary to enhance implementation effectiveness.

2. Resources

Resources, including human resources and supporting facilities, have generally been utilized effectively in supporting organizational activities. Employees demonstrate adaptability and the ability to perform assigned tasks, while existing infrastructure supports operational needs.

Nevertheless, several limitations persist, particularly in terms of insufficient personnel, uneven competency levels, and limited equipment. These constraints become more apparent during large-scale activities that require intensive resource mobilization. Recent empirical findings suggest that resource adequacy encompassing staff capacity, information availability, authority, and infrastructure is a fundamental determinant of successful policy implementation. Furthermore, contemporary literature underscores that organizational performance is highly dependent on continuous human resource development through training and capacity-building programs. The availability of sufficient financial and technological resources is also critical to ensure sustainability and

effectiveness. Without adequate resources, policies risk remaining symbolic rather than being effectively implemented.

3. Disposition of Implementers

The disposition or attitude of implementers generally reflects a positive level of responsibility and commitment in supporting leadership agendas. Most personnel demonstrate willingness to carry out assigned tasks and maintain expected performance standards.

However, variations in discipline, initiative, and attentiveness are still evident among individuals. Some employees exhibit proactive behavior, while others tend to rely heavily on direct instructions. This variation indicates that policy implementation success is not solely determined by structural and resource factors, but also by the attitudes and motivations of implementers. Recent scholarly perspectives emphasize that implementer disposition such as commitment, responsiveness, and willingness to act is a critical factor influencing policy outcomes. A positive disposition supports alignment with policy objectives, whereas negative attitudes may create implementation gaps. Therefore, continuous supervision, performance evaluation, incentive systems, and capacity-building initiatives are necessary to align individual behavior with organizational goals.

4. Bureaucratic Structure

The existing bureaucratic structure provides a formal framework that guides task distribution and organizational responsibilities. Clearly defined roles and procedures contribute to accountability and operational order within the organization.

However, structural rigidity often limits flexibility in responding to dynamic leadership agendas. Cross-unit coordination has not yet been fully optimized, particularly in situations requiring rapid response and intensive collaboration. Recent research highlights that bureaucratic structure including standard operating procedures and task fragmentation plays a significant role in shaping policy implementation outcomes. At the same time, contemporary governance approaches emphasize the need for adaptive, flexible, and collaborative structures to address increasingly complex and evolving challenges.

Strengthening coordination mechanisms, simplifying bureaucratic procedures, and enhancing inter-unit collaboration are therefore essential steps. By fostering a more flexible and responsive organizational structure, institutions can better adapt to changing policy demands and improve overall governance effectiveness.

CONCLUSION

1. The implementation of good governance in the Protocol and Leadership Communications Division of Bandar Lampung City during official events has generally been carried out but has not yet reached an optimal level. Communication supports coordination but requires greater clarity and consistency; resources are partially adequate but limited in competence

and facilities; implementer disposition reflects commitment with varying discipline; and the bureaucratic structure provides a framework but lacks flexibility and effective coordination.

2. Inhibiting factors include unclear communication flows, limited human resource competence and facilities, differences in implementer commitment and discipline, and bureaucratic structures that remain hierarchical and less flexible.

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