



ANALYSIS OF STRATEGIES TO IMPROVE THE EFFECTIVENESS OF PROTOCOL AND EXECUTIVE COMMUNICATION FUNCTIONS AT THE REGIONAL SECRETARIAT OF BANDAR LAMPUNG CITY

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Abstract:

The research method used is descriptive qualitative research. This method is used to describe the analysis of strategies to improve the effectiveness of protocol and leadership communication functions at the Bandar Lampung City Regional Secretariat. All data were obtained directly from informants in the field using interviews and document studies. The results of the study indicate that, based on the five dimensions of organizational effectiveness, it can be concluded that improving the effectiveness of protocol and leadership communication functions at the Bandar Lampung City Regional Secretariat requires a comprehensive and integrated approach. Clarity of objectives, availability and management of resources, effectiveness of internal processes, adaptability to the environment, and strengthening of organizational values and culture are key interrelated factors.

Keywords: Strategy, Effectiveness, Function, Protocol

INTRODUCTION

The Regional Secretariat of Bandar Lampung City plays a central role in supporting the implementation of local government functions, particularly in the aspects of coordination, administration, and services to regional leaders, both the Mayor and the Deputy Mayor. One of the important functions within the Regional Secretariat is the implementation of protocol duties and executive communication. This function contributes significantly to building the image, authority, and effectiveness of regional leadership through the organization of official government activities and the delivery of strategic messages to the public and other stakeholders.

The effectiveness of implementing protocol and executive communication functions within the Regional Secretariat of Bandar Lampung City still faces various challenges. These include limitations in human resources with specific competencies in protocol and public communication, suboptimal cross-departmental coordination, and the absence of an integrated communication and event management system. These conditions often result in inconsistencies in procedures for organizing official events, technical errors in protocol arrangements, and suboptimal delivery of leadership messages to the public in an effective and targeted manner.



These strategies must include enhancing the capacity and professionalism of human resources, strengthening coordination systems among departments, developing adaptive standard operating procedures (SOPs) for protocol activities, and optimizing the use of media and communication technologies. With the implementation of these effectiveness improvement strategies, it is expected that the Regional Secretariat of Bandar Lampung City can achieve more orderly, communicative, and authoritative governance practices, while strengthening relationships between regional leaders, the public, and partner institutions.

In addition to coordination issues, the human resource aspect is also a crucial factor. The limited number of protocol officers with certification and professional experience in protocol affairs, along with the uneven capability of staff in managing technology-based public communication, has resulted in suboptimal task performance. In today's digital era, executive communication should not rely solely on conventional media but must also utilize social media, digital platforms, and more interactive government information systems. This requires strategic transformation and continuous capacity building of human resources.

These conditions indicate the need to formulate a directed and systematic strategy to improve the effectiveness of protocol and executive communication functions within the Regional Secretariat of Bandar Lampung City. Such a strategy should not only focus on technical improvements in event management and information delivery but also include data-driven communication planning, strengthened cross-departmental coordination, and innovation in the use of technology to support protocol and government communication tasks.

Through the implementation of appropriate strategies, it is expected that protocol and executive communication functions within the Regional Secretariat of Bandar Lampung City will become more effective, efficient, and adaptive to changes in the strategic environment. Ultimately, this will contribute to improving the professionalism of government officials, strengthening the positive image of regional leaders, and creating responsive, transparent, and high-quality public service-oriented governance.

Thus, improvements can be made through the development of integrated SOPs, strengthening cross-departmental coordination, enhancing human resource capacity, and developing information systems and digital media management so that the implementation of administrative, protocol, and executive communication tasks can be carried out more effectively, accurately, and responsively. In the implementation of protocol and executive communication functions within the Regional Secretariat of Bandar Lampung City, the problems can be identified as follows:

1. Protocol and executive communication strategies have not been well coordinated among the Protocol Division, Public Relations Division, and other regional apparatuses, resulting in overlapping activities or delays in information dissemination.

2. Limited human resources with professional competencies in protocol and government communication, particularly in public communication skills, event management, and mastery of protocol ethics and procedures.
3. Insufficient utilization of information technology and modern communication media to support the rapid, accurate, and effective dissemination of information regarding regional leaders' activities to the public.
4. The lack of an effective, integrated, and well-directed executive communication strategy that can adapt to the dynamics of public opinion and the information needs of society.

Based on the identified problems, the research questions in this study can be formulated as follows:

1. How can strategies be developed to improve the effectiveness of protocol and executive communication functions within the Regional Secretariat of Bandar Lampung City?
2. What factors support and hinder the strategy for improving the effectiveness of protocol and executive communication functions within the Regional Secretariat of Bandar Lampung City?

RESEARCH METHOD

The research design is a plan or framework developed by the researcher as a guideline for conducting the study in order to obtain data relevant to the research objectives. This study employs a qualitative approach using a descriptive method. According to Sugiyono (2019), qualitative research aims to understand phenomena in depth through the collection of data in the form of words, actions, and meaningful documents.

This approach is chosen because the researcher seeks to describe and analyze in depth the strategies for improving the effectiveness of protocol and executive communication functions based on field realities, rather than merely relying on numerical or statistical data. Through a descriptive approach, the researcher attempts to reveal the strategies, constraints, and improvement efforts undertaken by the Protocol and Executive Communication Division within the Regional Secretariat of Bandar Lampung City in enhancing the effectiveness of its duties.

FINDINGS AND DISCUSSION

1. Goal Approach

At the Regional Secretariat of Bandar Lampung City, the Protocol and Executive Communication Division has a strategic objective to support the smooth implementation of the duties of regional leaders through orderly and professional protocol functions, as well as effective, informative, and public-oriented executive communication. These objectives serve as the primary foundation for planning, implementing, and evaluating protocol and executive

communication activities. Based on an interview with the Head of the Protocol and Executive Communication Division, it was stated:

The objectives of the Protocol and Executive Communication Division have basically been established to support the smooth duties of the Mayor and Deputy Mayor. However, these objectives remain general and normative, so their implementation tends to focus more on completing activities rather than achieving measurable outcomes. Therefore, it is necessary to refine these objectives to make them more operational and aligned with the performance targets of regional leaders. (Interview Results, December 2025)

The goal approach emphasizes that the effectiveness of protocol and executive communication functions can be improved through the formulation of clear, realistic objectives aligned with the strategic goals of the Bandar Lampung City Government. These objectives should not only focus on the smooth execution of events or information delivery, but also on the quality of protocol services, consistency of leadership messages, and the impact of communication on public understanding and trust. Based on an interview with the Head of the Protocol Subdivision, it was stated:

The division's objectives have been used as guidelines in daily task implementation; however, they have not been fully translated into clear performance indicators. As a result, activities are still carried out based on situational leadership agendas rather than measurable performance targets. (Interview Results, December 2025)

Therefore, strategies to improve effectiveness should focus on strengthening the goal dimension, including translating general objectives into operational goals, establishing measurable performance indicators, and aligning the objectives of the Protocol and Executive Communication Division with regional planning documents such as the RPJMD, the Regional Secretariat Strategic Plan, and performance agreements. With clearly defined and measurable objectives, all protocol and executive communication activities can be objectively evaluated based on the level of goal achievement. Based on an interview with Staff Member 1 in the division, it was stated:

In general, they understand the main objective of their duties, which is to support the smooth implementation of activities and leadership communication. However, this understanding remains general and focuses more on technical task execution rather than achieving the organization's strategic goals. (Interview Results, December 2025)

Furthermore, the goal approach requires alignment between formulated objectives and actual outcomes achieved. In this context, the objectives should not be limited to administrative aspects, such as the successful implementation of leadership activities, but must also reflect strategic added value to leadership performance and the image of the Bandar Lampung City Government.

2. Resource Approach

Organizational effectiveness is not only determined by the clarity of objectives but also by the organization's ability to manage and optimally utilize its resources. From the resource approach perspective, an organization is

considered effective if it can acquire, allocate, and use resources efficiently to support goal achievement. Based on an interview with the Head of the Division, it was stated:

In general, resources are available to support task implementation; however, there are still limitations, particularly in human resource competencies and the utilization of information technology. High workloads and the dynamic nature of leadership agendas require more adequate resource support to enhance effectiveness. (Interview Results, December 2025)

This approach emphasizes that effectiveness is measured not only by outputs but also by how well inputs are strategically managed. In this context, suboptimal resource management may lead to delays in activity implementation, inconsistency in leadership communication, and limited reach and quality of public information dissemination. Based on an interview with the Head of the Protocol Subdivision, it was stated:

Existing resources are not fully sufficient, particularly in terms of both the quantity and competence of personnel. Supporting facilities and technology-based work systems also need improvement to ensure more effective and efficient task execution. (Interview Results, December 2025)

Therefore, strategies to improve effectiveness should focus on strengthening organizational resource capacity. This includes enhancing personnel competencies through training in protocol and public communication, improving and modernizing facilities and infrastructure, optimizing budget utilization, and strengthening technology-based work systems.

3. Internal Process Approach

The internal process approach views organizational effectiveness as the result of smooth, integrated, and consistent internal work processes. An effective organization has clear mechanisms, strong coordination, standardized procedures, and internal control systems that ensure quality task execution. Based on an interview with the Head of the Division, it was stated:

Internal processes have generally followed established mechanisms, from planning to implementation and evaluation. However, coordination among subdivisions and performance evaluation still need strengthening to make processes more structured, responsive, and service-oriented. (Interview Results, December 2025)

This approach highlights that effectiveness depends not only on resource availability but also on how processes are designed and implemented. In this context, planning, decision-making, coordination, and evaluation mechanisms are critical elements affecting service quality. Based on an interview with the Head of the Protocol Subdivision, it was stated:

Internal workflows have been established, but in practice often require adjustments due to sudden changes in leadership agendas. This condition demands rapid and flexible coordination, although it sometimes affects documentation and evaluation processes. (Interview Results, December 2025)

Thus, strengthening internal processes is a key pillar in improving effectiveness.

4. Strategic Constituencies Approach (Environmental Adaptation)

This approach views effectiveness as the organization's ability to identify, understand, and meet the expectations of key stakeholders. An organization is effective if it can adapt to both internal and external environments. Based on an interview with the Head of the Division, it was stated:

The division is required to be adaptive to environmental changes, including policies, societal dynamics, and leadership needs. Adjustments are made through improved coordination and communication media utilization, although system strengthening is still needed for faster and measurable responses. (Interview Results, December 2025)

This approach emphasizes adaptation to political, social, and technological changes. In local government, regulatory changes and social media developments require continuous adjustment of communication strategies. Based on an interview with the Head of the Protocol Subdivision, it was stated:

The subdivision strives to adapt through intensive coordination and flexibility, but rapid changes in leadership agendas and diverse external interests often require sudden adjustments that may affect effectiveness. (Interview Results, December 2025)

5. Value and Organizational Culture Approach

The value approach emphasizes that effectiveness is also determined by organizational values and culture. These values guide behavior, work ethics, and interaction patterns. Based on an interview with the Head of the Division, it was stated:

Values such as professionalism, discipline, responsibility, and loyalty serve as the foundation for task implementation. These values have been applied but still require strengthening to create more consistent and service-oriented work patterns. (Interview Results, December 2025)

This approach highlights that effectiveness improvement must begin with strong and consistent values. Key values include loyalty, communication ethics, openness, and teamwork. Based on an interview with the Head of the Protocol Subdivision, it was stated:

Value internalization is carried out through role modeling and guidance, but differences in employee backgrounds mean that it has not yet been evenly achieved, requiring continuous development efforts. (Interview Results, December 2025)

With strong organizational values and culture, the division is expected to improve performance sustainably and strengthen its professional and public-oriented identity.

CONCLUSION

Based on the five dimensions of organizational effectiveness, it can be concluded that improving the effectiveness of the protocol and communication functions of leaders at the Bandar Lampung City Regional Secretariat requires a comprehensive and integrated approach. Clarity of objectives, availability and management of resources, effectiveness of internal processes, adaptability to the

environment, and strengthening of organizational values and culture are key interrelated factors.

Inhibiting Aspects: (1) The Goal Approach dimension has not been fully formulated in a specific and measurable manner; (2) The Resource Approach dimension: Limited staff competency, infrastructure support, and utilization of information technology; (3) The Internal Process Approach dimension: Work processes that are not yet fully organized, SOPs that are not consistently implemented; (4) The Strategic Constituencies Approach dimension: The organization's ability to understand and respond to the needs of strategic stakeholders; (5) The Values and Organizational Culture dimension: Internalization of the values of professionalism, integrity, and service orientation is not yet evenly distributed.

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