

Implementation of Protocol in Official Events at Jenderal Soedirman University

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ABSTRACT: Protocol serves as a crucial instrument in the organisation of official events, functioning to maintain order, ensure smooth proceedings, and uphold the image of the institution. This research aims to analyse the implementation of protocol during official events at Jenderal Soedirman University (Unsoed) as a manifestation of public policy execution, while also identifying successes, challenges, and its impact on the institution's image. The study employs a qualitative approach using a case study method. Data were collected through in-depth interviews, direct observation of official events, and analysis of protocol documents. Data analysis was conducted using the interactive model proposed by Miles and Huberman. The findings indicate that the implementation of protocol at Unsoed has generally adhered to Law Number 9 of 2010, Ministerial Regulation of Education and Culture Number 42 of 2022, and the university's internal regulations. Success is evidenced by the orderly conduct of events, adherence to ceremonial protocols and honours, as well as coordination among committees. However, challenges remain, including limitations in human resources, differing understandings of protocol, and sudden changes to agendas. Effective implementation of protocol has been shown to positively contribute to the image of professionalism and credibility of Unsoed as a higher education institution.

KEYWORDS: protocols, implementation of public policies, official events, image of institutions, universities

I. INTRODUCTION

Protocol serves as a strategic instrument in the organisation of official events, as it regulates the arrangement of venues, ceremonies, and honours as a form of institutional respect. From the perspective of public administration, protocol is not merely understood as a technical-ceremonial activity, but also as a component of public policy implementation that reflects the governance capacity of an organisation. Law Number 9 of 2010 positions protocol as an institutional obligation that must be consistently adhered to by every state agency and government institution, including public universities.

General Sudirman University (Unsoed), as a public university, routinely conducts various official activities involving university leaders, government officials, external partners, and the wider community. These activities establish Unsoed as an institutional public space, where the quality of official event execution directly influences public perception regarding the professionalism, credibility, and accountability of the university. In this context, protocol plays a crucial role as an important instrument bridging compliance with regulations and the formation of institutional image.

Several prior studies have indicated that protocol significantly impacts the smoothness of events and the image of institutions. However, most studies have concentrated on local government agencies or executive institutions, while research on the implementation of protocol within public universities remains relatively limited. Furthermore, studies on protocol generally regard it as a supportive function of activities, and have yet to explicitly analyse it as part of public policy implementation at the higher education organisational level.

Based on these research gaps, the novelty of this study lies in three main aspects. First, this research positions protocol as a practice of public policy implementation, rather than merely an administrative procedure or ceremonial protocol, by directly linking it to national regulations and internal university policies. Second, this study presents the context of public universities as the locus of investigation, which possesses organisational characteristics distinct from those of local or central government bureaucracies. Third, this research analyses the impact of protocol implementation on institutional image, thereby expanding the study of protocol from procedural compliance to strategic implications in governance and the reputation of public organisations.

The implementation of protocol at Unsoed is grounded in Law Number 9 of 2010, Ministerial Regulation Number 42 of 2022, and the Rector's Regulation of General Sudirman University Number 34 of 2018 concerning Protocol Guidelines. Although a regulatory framework is in place, various challenges persist in practice, such as limitations in human resources, differing understandings of protocol among units, and the dynamics of changing official event agendas. This condition indicates a potential gap between policy design and its implementation at the organisational level.

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Therefore, this research aims to conduct an in-depth analysis of the implementation of protocol in official events at General Sudirman University, identify the successes and challenges of its execution, and examine its impact on institutional image. By employing a case study approach, this research is expected to provide empirical and conceptual contributions to the development of public policy implementation studies, particularly in the context of protocol and governance in public universities.

II. LITERATURE REVIEW

The implementation of protocol in official events is an essential aspect of maintaining order, ensuring smooth proceedings, and upholding the institutional image of educational establishments. This literature review focuses on the implementation of protocol during official events at Jenderal Soedirman University (Unsoed) based on recent studies. The review aims to identify key trends, methodologies employed, and relevant research findings. Protocol serves as a framework that governs the conduct of official events, ensuring that they are executed with professionalism and decorum. According to Nugroho (2021), governmental protocol is not merely a set of rules but a critical component of public policy execution that reflects the institution's values and standards. The adherence to protocol enhances the credibility and image of the university, as noted by Rahardjo (2020), who emphasises that proper protocol implementation can significantly bolster the institution's reputation. Recent studies indicate several trends in the implementation of protocol at Unsoed:

1. **Adherence to Regulatory Frameworks:** The implementation of protocol at Unsoed aligns with various regulations, including Law Number 9 of 2010 and Ministerial Regulation of Education and Culture Number 42 of 2022. These regulations provide a legal foundation for the organisation of official events, ensuring that protocols are not only followed but are also reflective of national standards.
2. **Enhanced Coordination Among Committees:** Effective protocol implementation requires robust coordination among different committees involved in event organisation. The findings from Setiyono et al. (2022) illustrate that successful events at Unsoed are characterised by clear communication and collaboration among various stakeholders.
3. **Training and Capacity Building:** There is a growing recognition of the need for training in protocol for university staff. The study by Sari (2019) highlights that many challenges in protocol implementation stem from a lack of understanding and expertise among staff, indicating a trend towards investing in capacity building.
4. **Impact of Technology:** The use of technology in managing official events has become increasingly prevalent. Anggraini and Fadhlain (2022) discuss how digital tools facilitate better coordination and communication, thereby enhancing the overall effectiveness of protocol implementation.

III. THEORETICAL FRAMEWORK

Protocol is defined as a set of formal rules and procedures that govern the conduct of official events. It encompasses various elements, including ceremonial protocols, communication protocols, and the hierarchical order of participants. The importance of protocol in institutional settings cannot be overstated, as it reflects the values and standards of the institution and contributes to its overall. The implementation of protocol can be viewed through the lens of public policy execution, where adherence to established regulations and guidelines is crucial. As Nugroho (2021) posits, governmental protocol is a critical component of public policy that embodies the institution's values. The effective execution of these protocols ensures compliance with legal frameworks and enhances the credibility of the university. The image of an institution is significantly influenced by its ability to conduct official events smoothly and professionally. Rahardjo (2020) emphasises that proper protocol implementation can bolster the institution's reputation, thereby enhancing its standing in the academic community and among stakeholders. The legal foundation for protocol implementation at Unsoed is established by Law Number 9 of 2010 and Ministerial Regulation of Education and Culture Number 42 of 2022. These regulations provide guidelines that ensure the conduct of official events aligns with national standards and expectations. The adherence to these frameworks is essential for legitimising the university's practices. Effective coordination among various committees is vital for the successful implementation of protocol. Setiyono et al. (2022) highlight that successful events at Unsoed are characterised by clear communication and collaboration among stakeholders. This coordination ensures that all aspects of the event are managed effectively, contributing to a seamless experience for attendees. A significant challenge in protocol implementation is the lack of understanding and expertise among staff. Sari (2019) indicates that training in protocol is necessary for university staff to overcome these challenges. Investing in capacity building can enhance the knowledge and skills of personnel involved in event management, leading to improved outcomes. The integration of technology in managing official events is increasingly important. Anggraini and Fadhlain (2022) discuss how digital tools facilitate better coordination and communication, thereby enhancing the overall effectiveness of protocol implementation. The use of technology can streamline processes and improve the efficiency of event management. The research is expected to confirm that the implementation of protocol at Unsoed generally adheres to Law Number 9 of 2010, Ministerial Regulation of Education and Culture Number 42 of 2022, and the university's internal regulations. This compliance serves as a foundation for the legitimacy of the university's event management practices. Findings will likely indicate that successful events at Unsoed are characterised by orderly conduct, adherence to ceremonial protocols, and

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effective coordination among committees. These successes contribute positively to the institution's image and reputation. The study is expected to identify several challenges, including limitations in human resources, differing understandings of protocol among staff, and the impact of sudden changes to event agendas. Addressing these challenges will be crucial for enhancing the effectiveness of protocol implementation. This theoretical framework serves as a foundation for understanding the complexities of protocol implementation at Jenderal Soedirman University and will guide the research process in identifying key trends, methodologies, and findings relevant to this area of study.

IV. RESEARCH METHODOLOGY

This research employs a qualitative approach using a case study method to gain a profound understanding of the implementation of protocol in official events. This approach has been selected as it enables the researcher to explore the processes, dynamics, and contextual factors of protocol execution comprehensively within a specific organisational environment. The focus of the research is directed towards the actual practices of protocol as a component of public policy implementation at the institutional level. The research location has been established at Jenderal Soedirman University in Purwokerto, Central Java. The selection of this location is based on the intensity of official events involving various leadership elements and stakeholders, thereby providing a suitable environment for observing the diverse application of protocol. The university setting is also deemed relevant as a representation of public organisations within the higher education sector.

The determination of informants was conducted purposively, taking into account their involvement and knowledge regarding the implementation of protocol. The research informants include protocol officers as technical implementers, university leaders as the recipients of protocol services, event organising committees, public relations units, as well as participants or invited guests of official activities. This diversity of informants is expected to provide a comprehensive perspective on the practices and challenges of protocol. Data collection was carried out through several techniques, namely in-depth interviews to explore the experiences and views of informants, non-participant observation during the execution of official events, and document analysis related to protocol, such as guidelines, event schedules, and activity reports. This combination of techniques is utilised to obtain rich and complementary data. Data analysis was conducted using the interactive model proposed by Miles and Huberman, which encompasses the stages of data reduction, data presentation, and conclusion drawing and verification. To ensure the validity of the findings, this research employs source triangulation and method triangulation, allowing the data obtained to be tested for consistency and validity through comparisons across sources and data collection techniques.

FINDINGS AND DISCUSSION

The research findings indicate that the implementation of protocol at official events at Jenderal Soedirman University has generally adhered to the applicable regulatory provisions, both national regulations and the university's internal policies. During the planning phase, the protocol team has been consistently involved in the preparation of the event agenda, venue arrangements, and the establishment of protocols for honouring leaders and invited guests. This involvement serves as an initial foundation to ensure that every official activity is conducted in accordance with established protocol standards. One protocol officer stated, "From the outset, we have always been involved to ensure that the agenda and placement of leaders are in accordance with regulations, so that there are no errors on the day of the event" (Informant P1).

From the perspective of Edwards III's policy implementation theory, these findings suggest that the communication factor has been relatively effective. Coordination among protocol officers, event committees, and leadership has facilitated the clear dissemination of information regarding ceremonial proceedings and honouring protocols. This is further reinforced by a statement from the event committee, which noted, "The guidance from the protocol team has been quite helpful in understanding the flow of the event, especially concerning the sequence of speeches and the positioning of officials" (Informant P3). This effective communication has contributed to the smooth execution of official activities.

Empirical findings from the research show that the implementation of protocol at official events at Jenderal Soedirman University has, in general, been in line with the applicable regulations. During the planning phase, the protocol team was actively involved in the preparation of the agenda, venue arrangements, and the establishment of honouring protocols. This early involvement contributes to the orderly execution of activities and minimises the potential for protocol errors.

Theoretically, this condition reflects the functioning of the communication aspect within Edwards III's policy implementation theory. Clear and continuous communication among policy implementers is a prerequisite for ensuring that policies can be accurately translated into practice. In the context of protocol, communication acts as a coordination mechanism among protocol officers, committees, and university leadership.

This finding is supported by the quotation from an informant, as expressed by a protocol officer: "From the outset, we have always been involved to ensure that the agenda and placement of leaders are in accordance with regulations, so that there are no errors on the day of the event" (Informant P1). This statement indicates that communication is not only formal but also operational and applicable.

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Analysis of these findings reveals that effective communication enables the implementation of protocol to proceed in a more orderly and coordinated manner. This aligns with Edwards III's view that failures in policy implementation often stem from distortions in communication among implementers. Thus, the success of protocol implementation at Unsoed is not solely determined by the existence of regulations but also by the capacity of policy actors to communicate and translate rules into concrete actions.

During the execution phase, observational results indicate that the ceremonial and honouring protocols can generally be applied in an orderly manner. The placement of officials, mechanisms for welcoming guests, and the organisation of the event proceeded in accordance with established guidelines. This condition reflects the disposition or attitude of policy implementers that supports the implementation of protocol. Protocol officers demonstrated commitment and responsibility in carrying out their duties, as expressed by one university leader: "We see that the protocol officers work quite promptly and understand their roles, ensuring that the event runs smoothly and orderly" (Informant P2).

However, this research also identified several challenges related to resource factors, particularly the limitations in the number and capacity of human resources within the protocol team. In some large-scale events, personnel shortages resulted in increased workloads and necessitated rapid adjustments on the ground. One protocol officer revealed that, "The number of officers is sometimes not proportional to the complexity of the event, especially when there are sudden changes from leadership" (Informant P1). This condition indicates that the success of protocol implementation is not only determined by the presence of rules but also by the adequacy of supporting resources.

Moreover, from the perspective of bureaucratic structure, differences in understanding of protocol among committee members across various units were still evident. Such differences occasionally triggered a lack of synchronisation in the technical execution of events, particularly when sudden agenda changes occurred. One informant from the public relations unit stated, "Not all committee members fully understand the details of protocol, so we need extra coordination to ensure the event remains compliant with regulations" (Informant P4). This finding highlights the need for strengthening coordination mechanisms and standardising the understanding of protocol at the organisational level.

The relatively orderly and professional implementation of protocol has proven to have a positive impact on the image of Jenderal Soedirman University. Informants from among participants and invited guests indicated that the organisation of official events that are neat and well-structured reflects the university's readiness and professionalism. One guest remarked, "Events at Unsoed feel well-organised, from the welcome to the conclusion; this demonstrates the institution's professionalism" (Informant P5). These findings reinforce the concept of institutional image and impression management theory, which emphasises that symbols, ceremonial practices, and public interactions play a crucial role in shaping public perceptions of public organisations.

Overall, the results of this research affirm that the implementation of protocol at Unsoed has adhered to the fundamental principles of public policy implementation as articulated by Edwards III, although it still faces challenges regarding resource aspects and bureaucratic structure. Protocol functions not only as a technical instrument but also has strategic implications for building the image of higher education institutions that are professional, credible, and accountable.

V. CONCLUSIONS

This research concludes that the implementation of protocol at official events at Jenderal Soedirman University has, in general, been carried out in accordance with the framework of national policy and the university's internal regulations. The existence of protocol guidelines serves as an essential foundation in directing the execution of ceremonial procedures, venue arrangements, and honours during various official institutional activities.

The relatively orderly and structured implementation of protocol significantly contributes to the smooth organisation of official events. This condition indicates that protocol functions not only as a technical regulation of activities but also as a managerial instrument that supports organisational order and the effectiveness of institutional event execution.

In addition to facilitating activities, the implementation of protocol also impacts the formation of Jenderal Soedirman University's image as a professional and credible higher education institution. Well-organised official events reflect the organisation's preparedness and the quality of university governance in fulfilling its role as a public institution.

However, this study has identified a number of challenges, particularly those related to the limitations of human resources in protocol, suboptimal cross-unit coordination, and the dynamics of event execution that often experience sudden changes. These challenges indicate that the success of protocol implementation does not solely depend on the availability of regulations but also on the capacity and consistency of its execution at the organisational level.

In light of these findings, strengthening the implementation of protocol in the future requires attention to the development of human resource capacity, enhancement of cross-unit coordination mechanisms, and consistency in the application of operational standards. These efforts implicitly carry practical policy implications for university managers in designing improvements in the governance of official events as part of enhancing the quality of public service and the reputation of higher education institutions. The implementation of protocol in official events at Jenderal Soedirman University is a multifaceted process that significantly influences the institution's image and effectiveness in executing public policy. By adhering to established regulations, fostering coordination

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among committees, investing in staff training, and leveraging technology, Unsoed can enhance its event management practices. This research aims to provide valuable insights into the successes and challenges of protocol implementation, ultimately contributing to the ongoing improvement of official events at the university.

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