IMPLEMENTATION OF THE POLICY OF THE MAIN DUTIES AND FUNCTIONS OF THE PROTOCOL DIVISION OF THE SOUTH LAMPUNG REGENCY REGIONAL SECRETARIAT

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ABSTRACT

This study investigates the implementation of the main duties and functions within the Protocol Section of the Regional Secretariat of South Lampung Regency. Utilizing a qualitative descriptive research method, data were collected through interviews and document analysis to assess the effectiveness of policy execution. The findings reveal that while there is progress, the implementation is not yet optimal due to limited human resource capabilities. Key challenges include misalignment of tasks with employee roles, lack of clarity regarding main duties, and assignment of tasks outside primary responsibilities. The study underscores the importance of effective communication, competent human resource development, and an efficient bureaucratic structure to enhance service delivery and governance. Recommendations for continuous improvement in these areas are provided to address the identified challenges.

Keywords: *Policy Implementation, Human Resource Development, Bureaucratic Structure*

Introduction

The effective implementation of policies within governmental institutions is paramount to ensuring not only efficient service delivery but also the overall governance and development of regions (Apleni & Smuts, 2020; Malla & Jorasia, 2023; Wilona & Defrizal, 2024). In the context of local governance, the role of specific departments and sections becomes even more critical, as these entities are directly responsible for executing policies that impact the daily lives of citizens (Bello & Mackson, 2022; Ndevu & Muller, 2018; Ngumbela, 2022; Raras et al., 2024). Among these, the Protocol Section of the Regional Secretariat of South Lampung Regency plays a pivotal role in facilitating governmental operations, particularly in managing ceremonial functions, official events, and ensuring the proper conduct of regional administrative activities.

This study centers on the evaluation of the Protocol Section's execution of its main duties and functions, with an emphasis on understanding how effectively it implements its policies to achieve the intended outcomes (Alam et al., 2019; Faraco et al., 2018; Gonzaez Tejedor & Campos Portugal, 2023; Maestro et al., 2020). Despite the Protocol Section's essential role, there is a noticeable lack of scholarly attention dedicated to examining the optimization of human resource capabilities within this specific context (A. R. P. Barusman & Habiburrahman, 2022; Murphy et al., 2018; Parajuli et al., 2023). Existing literature tends to focus broadly on policy implementation within governmental frameworks, often overlooking the nuanced challenges and operational intricacies faced by smaller, specialized sections like the Protocol Section (Ariss & Sidani, 2016; M. Y. Barusman & Hidayat, 2017; Tessema et al., 2015).

The research seeks to fill this gap by conducting a comprehensive analysis of the challenges encountered in the implementation of policies within the Protocol Section of the Regional Secretariat of South Lampung Regency. This includes an exploration of the factors that hinder or facilitate effective policy execution, such as organizational structure, resource allocation, communication channels, and the skill levels of personnel involved. Additionally, the study aims to propose actionable strategies that can be adopted to overcome these challenges, thereby enhancing the overall efficiency and effectiveness of the Protocol Section.

Methodology

This study employs a qualitative descriptive research method to explore and analyze the implementation of duties within the Protocol Section of the Regional Secretariat of South Lampung Regency. The qualitative approach was selected for its ability to provide an in-depth understanding of complex phenomena by capturing the nuanced experiences, perceptions, and insights of the individuals directly involved in the process (A. R. P. Barusman, 2024; Pamungkas et al., 2020; Tuanaya & Rengifurwarin, 2023). This method is particularly suited for investigating the intricacies of policy implementation, where various factors such as communication, human resource capabilities, and bureaucratic structure significantly influence outcomes (Dzulhijatussarah & Defrizal, 2024; Eboreime et al., 2019; Galvani, 2018).

The research adopts a qualitative descriptive design aimed at presenting a detailed and accurate account of the current practices and challenges encountered in the execution of duties within the Protocol Section. This approach allows for a holistic examination of the phenomena under study, focusing on the lived experiences of employees and the contextual factors that shape their work environment (Tecco et al., 2020). The flexibility of this design enables a thorough exploration of the multifaceted aspects of policy implementation without being confined to a predetermined theoretical framework (Sanders & Karmowska, 2020).

The primary data collection method was in-depth, semi-structured interviews with employees of the Protocol Section, including both managerial and operational staff. These interviews were designed to elicit detailed responses about their experiences, perceptions, and challenges related to the implementation of their duties. In addition to interviews, document analysis was conducted to supplement and triangulate the findings. Relevant documents, including policy manuals, procedural guidelines, organizational charts, and performance reports, were reviewed to provide context and identify any discrepancies between documented procedures and actual practices (Brion & Reginaldo, 2021).This method also helped to uncover gaps or inconsistencies in the formal documentation that could be contributing to challenges in policy implementation (Eboreime et al., 2019).

The data collected from interviews and document analysis were subjected to thematic analysis, a method well-suited for identifying, analyzing, and reporting patterns within qualitative data. Thematic analysis was conducted in several stages, beginning with the transcription of interview data and a thorough review of the documents. The data were then systematically coded, with codes grouped into broader categories based on emerging themes related to key factors influencing the effectiveness of task execution. The analysis sought to understand how these factors interact and contribute to the successes or challenges in policy implementation within the Protocol Section.

Result and Discussion
Results

The study's findings reveal several critical issues affecting the implementation of duties within the Protocol Section of the Regional Secretariat of South Lampung Regency. A significant concern is the misalignment between employees' assigned tasks and their job descriptions. Many employees reported that their tasks do not align with their roles, resulting in confusion and a sense of inefficacy (Alam et al., 2019; Faraco et al., 2018). This issue is further exacerbated by a lack of clarity regarding their main responsibilities, which creates additional uncertainty and frustration (Apleni & Smuts, 2020; Wilona & Defrizal, 2024). Additionally, employees frequently undertake tasks outside their primary duties, leading to role ambiguity and inefficiencies within the department (Ngumbela, 2022; Bello & Mackson, 2022). This situation highlights the importance of clear and consistent communication to ensure that employees fully understand their roles and responsibilities (Ndevu & Muller, 2018).

Another critical finding is the insufficient level of training and professional development opportunities for employees. The current training and support provided appear inadequate, especially given the complex nature of the tasks employees must perform (Gonzaez Tejedor & Campos Portugal, 2023; Murphy et al., 2018). The need for enhanced human resource capabilities through continuous education and targeted training programs is evident (A. R. P. Barusman & Habiburrahman, 2022). Furthermore, the existing bureaucratic structure within the Protocol Section contributes to the challenges faced. The structure often results in task assignments outside employees' areas of expertise, affecting individual performance and disrupting the workflow of the entire department (Ariss & Sidani, 2016; M. Y. Barusman & Hidayat, 2017).

Discussion

The findings underscore several critical issues impacting the Protocol Section's performance. The misalignment between tasks and job descriptions, coupled with role ambiguity, indicates a need for improved clarity in task assignments and job expectations (Alam et al., 2019; Faraco et al., 2018). Effective communication channels are essential to address these issues and ensure that employees understand their roles (Ndevu & Muller,

2018). Without clear communication, misunderstandings and misinterpretations can undermine the effectiveness of policy implementation (Raras et al., 2024).

The study also highlights a significant gap in training and professional development. The insufficient level of training suggests that employees are not adequately equipped with the skills necessary for effective performance (Gonzaez Tejedor & Campos Portugal, 2023; Murphy et al., 2018). Continuous education and targeted training programs are crucial for addressing these gaps and enhancing overall departmental performance (Barusman & Habiburrahman, 2022). Additionally, the bureaucratic structure's impact on task assignments and departmental efficiency points to the need for a review and potential restructuring. Aligning tasks with employees' skills and expertise could improve performance and reduce disruptions in workflow (Tessema et al., 2015; Malla & Jorasia, 2023). A more efficient structure could foster positive employee attitudes and support a collaborative work environment. By addressing these issues, the Protocol Section can enhance its efficiency and effectiveness, leading to more successful policy implementation and better service delivery (Bello & Mackson, 2022; Alam et al., 2019).

Conclusion

This study underscores the importance of effective policy implementation in governmental institutions, particularly within the Protocol Section of South Lampung Regency. Despite positive communication and employee attitudes, challenges such as unclear roles, excessive workload, and misaligned tasks persist. Addressing these issues through improved human resource development and structural adjustments can enhance service delivery and governance. The findings of this research contribute to a deeper understanding of policy execution dynamics and highlight the need for continuous improvement in human resource capabilities. Future research could explore the impact of specific training programs and structural reforms on policy implementation effectiveness.

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