MANAGEMENT PATTERNS IN THE PROTOCOL AND SECTION LEADER COMMUNICATION IN BUILDING CREDIBILITY ON CHANGES IN ORGANIZATIONAL FUNCTIONS

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Abstract
This article discusses the Protocol Management Pattern and Leader Communication in forming credibility for changes in organizational functions. The Protocol Section and Leader Communication Section at the Regional Secretariat ideally has a strategic position that provides flexibility in carrying out its modern and dynamic functions. This study uses a qualitative method with a descriptive design. The results of the study, that the management of Protocol and Leadership Communication at the Regional Secretariat of Sumbawa Regency is still in the area of delivering information to the public, and has not played a role in strategic decision-making within the organization. Increasing understanding of Public Relations in government is very important, and Protocol and Leadership Communication activities carried out are in the field of public relations science and practice.

Keywords: Protocol, Leader Communications, and Information

INTRODUCTION
The protocol communication pattern in the protocol subsection of the Ministry of Education and Culture for leadership services forms a star pattern (Jufrialkatiri 2021). This communication pattern, of course, opens the entire communication network and strengthens the relationship between individuals in the protocol. The form of a communication pattern is very useful for information systems. An information delivery system is a communication which is system that aims to obtain the same meaning and reciprocal relationship between the communicant and the communicator. Communication given by a communicator to the communicant must run smoothly. Therefore, it is hoped that communication will get the same meaning between the communicant and the communicator so that there is reciprocal feedback (Silviani 2020). According to (Ruben and Stewart 2013), communication is a process that determines the direction of the organization, the occurrence of leadership between the organization and its members, thereby increasing good collaboration within the organization, the direction of the flow of information from internal and external stakeholders and forming the process of coordinating communication and collaboration between members of the organization.

Endira Paramita stated that there are several factors where Public Relations in Government Agencies have not functioned properly, among others, because Public Relations in Government Agencies are not entirely positioned proportionally following the ideal framework of a modern and dynamic organizational structure. For example, the position of the public relations department that is not on the front line or not close to the leadership of top management causes the public relations work to be disrupted because activities related to top management (Regent and Deputy Regent) arrive late to the Public Relations Department. The flow of information from top to bottom also experienced delays because the
information that came to the Public Relations Division had to follow a predetermined line of command.

Information and communication delivery systems play an important role in any organization, be it in Government Agencies or the private sector. One research result states that more than 70% of the working time done by managers and staff is used to carry out communication activities. So effective communication becomes an important factor for achieving the goals of an organization. Andre Hardjana stated that the implementation of an effective communication system is a must for an organization (Hardjana 2000). This is in line with Goldhaber’s statement which states that communication within the organization is the lifeblood of the organization.

According to Rachmadi 1992, the function of public relations in government agencies is to regulate traffic, and circulation of internal and external information, by providing the widest possible information and explanation to the public or the public regarding policies, programs, and actions of the institution or organization, so that they can be understood as public acceptance and public support. The principle of obtaining public acceptance and public support is of course one of the important factors in measuring the success of public relations in government agencies in carrying out their roles, duties, and functions. Public Relations in Government Agencies faces challenges that are no less severe than those faced by public relations in the private sector. The public and various other interested parties (stakeholders) as the Main Public faced by Public Relations in Government Agencies tend to become increasingly apathetic towards the Government. Many programs and policies taken and implemented by government agencies do not get adequate support from the main public.

Based on Law Number 30 of 2014 concerning Government Administration (State Gazette of the Republic of Indonesia of 2014 Number 292, Supplement to the State Gazette of the Republic of Indonesia Number 5601). The Law on Government Administration specifically actualizes the constitutional norms of the relationship between the state and citizens. The government administration arrangement in this law is an important instrument of a democratic rule of law, where decisions and/or actions are determined and/or carried out by government officials or other state administrators which include institutions outside the executive, judiciary, and legislature that administer government functions that allow it to be tested through the courts. These are the ideal values of a state of law. The implementation of state power must side with its citizens and not vice versa. Local government aims to improve the welfare of the community, provide public services, and increase regional competitiveness following the potential, uniqueness, and superiority of the region which is managed in a democratic, transparent and accountable manner.

In the Protocol and Communication Section of the Regional Secretariat of Sumbawa Regency, the institution that has the task and authority in carrying out public communications is the Protocol and Communication Section of the Regional Secretariat of Sumbawa Regency. In line with the Minister of Home Affairs Regulation Number 13 of 2011 concerning Guidelines for the Implementation of Public Relations Duties in the Ministry of Home Affairs and Regional Governments, Public Relations has the scope of 1) public relations management, 2) inter-agency work relations and coordination, 3) media analysis development and information, 4) crisis communication management, 5) analysis of mass media coverage, 6) public relations infrastructure management, 7) public consultation, 8) service and dissemination of information and documentation, 9) supervision of the implementation of public relations, and 10) evaluation of the implementation of public relations.

Referring to this scope, the role of the public relations team in public relations management according to this rule is limited to internal organizations. Article 11 of this ministerial regulation states that the
management of public relations as referred to in Article 10 letter a is carried out through the implementation of the following activities: a. public relations management function to assess public attitudes and opinions; b. identification of organizational policies and procedures; and c. planning policies, programs, and communication activities to gain public understanding and support. Management of public relations, as referred to in paragraph (1) includes: a. seek, collect, process, verify data and information; b. arrange public relations programs and activities; c. plan and compile a public relations budget; d. make operational standards and public relations procedures; e. planning and proposing the procurement of supporting infrastructure for public relations tasks; f. improve the capability of human resources in the field of public relations; g. establish an information and documentation management center.

The implementation of local government administration cannot be separated from the Public Relations and Protocol Section, the functions of the Public Relations and Protocol Section changed with the issuance of the Regulation of the Minister of Home Affairs of the Republic of Indonesia Number 56 of 2019 concerning Guidelines for Nomenclature and Work Units of Provincial and Regency / City Secretariats so that changes in structure and management in the implementation of the new organizational tasks. There has been a change in the structure of tasks and organizational functions with the Regulation of the Minister of Home Affairs of the Republic of Indonesia Number 56 of 2019 concerning Guidelines for Nomenclature and Work Units of Provincial and Regency/City Regional Secretariats. The Sumbawa Regent has issued the Sumbawa Regency Regional Regulation Number 12 of 2018 concerning Amendments to the Sumbawa Regency Regional Regulation concerning the Formation and Composition of the Sumbawa Regency Regional Apparatus. As Number 52 of 2016 concerning Position, Organizational Structure, Duties, and Functions as well as Work Procedure of the Sumbawa Regency Regional Secretariat and Expert Staff, it has been declared no longer valid since Sumbawa Regent Regulation Number 49 of 2020 concerning Position, Organizational Structure, Duties, and Functions, as well as Secretariat Work Procedure Sumbawa District and Expert Staff, were excluded.

In carrying out the administrative functions of the government, the Regent and Deputy Regent as regional heads are assisted by the Regional Secretary. At the Regional Secretariat, several sections support the administrative duties of the Regent as the Regional Head. One part of the Regional Secretariat is the Protocol and Leadership Communications Section, which carries out the function of communicating policies and regulating the credibility of the Regent as a regional leader. Regent Regulation Sumbawa Regent Regulation Number 49 of 2020 concerning Position, Organizational Structure, Duties and Functions, and Work Procedures of the Sumbawa Regency Regional Secretariat and Staff. Experts, whose public relations functions and protocols change names which will of course be followed by changes in management in organizational structuring on the part This will greatly affect the duties and functions of public relations institutionally and organizationally which will certainly affect the function of public relations as an organization that carries out the function of policy communication from regional leaders, in this case, the Regent and Deputy Regent as regional leaders.

Besides, as a tourist destination, English also needs to be considered to support the success of communication with foreign tourists, English is an essential aspect of communication. English exists as a global language. Therefore English is widely regarded as a global language (Anggayana, Nitiasih & Budasi, 2016). It is even known as an international language (Asriyani, Suryawati & Anggayana, 2019). It is done to minimize errors in grammar or English grammar aspects, such as the use of
tenses in sentences (Lindawati, Asriyani & Anggayana, 2018).

The skills and components of the language contained in them are still general and less relevant to the needs of student (Sudipa, Susanta, & Anggayana, 2020). Grammar is a set of rules contained in certain languages (Lindawati, Asriyani & Anggayana, 2019). It is possible to develop their communicative competence in four language skills, namely listening, speaking, reading, and writing skills (Asriyani, Suryawati & Anggayana, 2019).

The primary energy source in terms of language sounds is the presence of air through the lungs (Anggayana, Suparwa, Dhanawaty, & Budasi, 2021). Languages studied can contribute to the Language Development and another researcher around the world (Anggayana, Suparwa, Dhanawaty, & Budasi, 2020).

Even though Indonesia consists of various dialects, it is not an obstacle (Anggayana, Budasi & Suarnajaya, 2014). Speaking English has become a conversation that is often done by foreign tourists (Anggayana, Budasi, & Kusuma, 2019). In these services, facilities, and service quality spearhead in terms of giving a good impression of service (Anggayana & Sari, 2018). In the cultural tourism industry is included (Redianis, Putra & Anggayana, 2019). Since Balinese people conduct many cultural and religious activities (Budasi, Satyawati, & Anggayana, 2021).

The tourism sector can provide economic, social and cultural benefits for all stakeholders of tourism stakeholders (Osin, Pibriari & Anggayana, 2019). One of the developments in tourism is to open opportunities for the millennial generations to conduct tourism in tourism village synergizing different parties, namely, the community and the Government (Osin, Purwaningsih, & Anggayana, 2021). Observing the growth and development of world tourism which continues to move dynamically and the tendency of tourists to travel in various different patterns is an opportunity as well as a challenge for all destinations (Suarthana, Osin, & Anggayana, 2020). It is not surprising that the tourism industry is an important economic sector, where most people work in the tourism industry (Budasi & Anggayana, 2019). The progress of a nation is largely determined by the quality of education of its population (Anggayani & Osin, 2018).

The tourism sector continues to be encouraged because this sector is a mainstay in generating public income and foreign exchange for the country (Suryawati, & Osin, 2019). The development of tourism industry will affect the increasing income of the community around attractions and the creation of employment opportunities (Osin, Kusuma, & Suryawati, 2019). Many language expressions can be used to greet and offer help to the customers. In using those expressions, choosing the proper expression that suits the situation and the degree of the formality is essential (Anggayana, 2022).

The interests of tourism began to explore the potential of the region and as much as possible to package it into alternative tourism products (Suryawati, Dewi, Osin, & Anggayana, 2022). The existence of the tourism industry today has increased significantly both in quantity and quality, which is able to make an economic contribution to the country’s foreign exchange (Osin, Pibriari & Anggayana, 2020).

The Head of the Protocol and Communications Section of the Leader is responsible to the Assistant for General Administration and is assisted by 3 (three) sub-sections, namely: 1). Protocol Subsection; 2) Leadership Communication Subdivision, and 3). Leadership Documentation Subsection. The duties of the Head of the Protocol and Leadership Communications Section are to carry out preparations for policy implementation, coordinate the implementation of regional apparatus tasks, and monitor and evaluate the implementation of regional policies in the fields of protocol, leadership communication, and documentation.
In carrying out the duties of the Head of the Protocol and Communications Section, the Leader carries out the following functions:

a. Preparation of materials for implementing policies in the field of protocols, leadership communications, and documentation;

b. Preparing materials for coordinating the implementation of regional apparatus duties in the fields of protocol, leadership communication, and documentation;

c. Preparing materials for monitoring and evaluating the implementation of regional policies related to protocols, leadership communications, and documentation; and

d. Execution of other functions given by the General Administration Assistant related to his duties.

The transformation that occurs within the organization certainly demands to be followed by an adjustment of the public relations strategy that can communicate the changes that occur to various parties. This is under the opinion (Rosady, 1998a) which states that:

"In principle, the function of Public Relations structurally within the organization is an integral part that cannot be separated from the status of the institution or organization and is at the same time directly related to the function of the management leadership. Therefore, the presence of Public Relations in the management system of an institution should be optimal. The function of public relations is expected to be successful if it is under the leadership or has a direct relationship with the highest leadership (decision-makers) in the organization/agency concerned."

METHOD

This research uses an instrumental case study method with a qualitative approach, by making a holistic study concerning the existing conditions, finding the essence, and implementing moral values through observation, analysis, and conclusion. Garna (2009:32) states that the purpose of research that seeks to understand symptoms that do not require values or symptoms is impossible to measure correctly is a qualitative approach.

According to Neuman (2017:25) in qualitative research, researchers try to interpret phenomena from the perspective that is given or built by society. This research also requires researchers to be closer to the object of their research to be able to dig deeper into facts and be able to reveal facts that can form new meanings that will describe social reality. This is in line with the descriptive qualitative research method which is aimed at collecting actual detailed information that describes existing symptoms, identifies problems or examines prevailing conditions and practices, makes comparisons or evaluations, and determines what other people do in dealing with the same problem and learns from them. their experience to make plans and decisions for the future.

RESULTS AND DISCUSSION

4.2.1 Institutional (Organizational Structure, Duties, and Functions)

The Regional Secretariat of Sumbawa Regency has 9 (nine) sections, one of which is the Protocol and Leadership Communication section (Prokopim). Under Sumbawa Regent
Regulation Number 49 of 2020 concerning Position, Organizational Structure, Duties and Functions and Work Procedures of the Sumbawa Regency Regional Secretariat and the Regent's Expert Staff. Prokopim focuses on service delivery and protocols and public relations. The Prokopim section of the Sumbawa Regency Regional Secretariat consists of 3 (three) sub-sections, namely: Protocol Sub-Section, Leadership Communications Sub-Section, and Leadership Documentation Sub-Section. With the implementation of the new nomenclature at the Regional Secretariat of Sumbawa Regency, the Protocol and Communications section of the Leaders focuses more on serving leaders related to protocol matters, making news/welcome, and documenting activities which include the activities of the Sumbawa Regent and the Sumbawa Deputy Regent.

Based on the Regent’s regulation, the Regional Government is the Regent and Deputy Regent who lead government affairs as an element of regional government administration to become the authority of the autonomous region. The Regional Secretary is an element of staff who is located under and is responsible to the Regent.

The Assistant for General Administration is located and directly responsible to the Regional Secretary, and also leads and coordinates the implementation of programs and activities in the Protocol and Communication Section of the Sumbawa Regency Secretariat Leader. In carrying out its duties, Prokopim includes preparing the implementation of policies, coordinating the implementation of the duties of regional apparatus, and monitoring and evaluating regional policies in the fields of protocol, leadership communication, and documentation.

The Head of the Protocol and Communications Section of the leadership is located and directly responsible to the Assistant for General Administration, and also leads and coordinates the implementation of the program of activities that have been and will be carried out by the head of his sub-section.

Figure 4.1 Organizational Structure of the Protocol and Leadership Communications Section Based on Regent Regulation Number 49 of 2020

Interview and discussion with the Regional Secretary of Sumbawa Regency said:
"The Protocol and Communications Division of the leadership is a part of the Sumbawa Regency Regional Secretariat. Furthermore, the Secretary of State said that the implementation of the Protocol and Leadership Communications role after the change in the public relations function could still run effectively, only the nomenclature was changed, but the main tasks and functions remained the same."

Regarding this matter, the Assistant for General Administration of the Regional Secretariat of Sumbawa Regency said;
"That to optimize the function of the Protocol and Communications Section of the Leadership, due to changes in several rules, especially in the main tasks and functions, there is no significant change."

The Head of the Protocol and Communications Section for the Regional Secretariat of Sumbawa Regency emphasized that:
"That without the support of the Prokopim Section, the activities of the leadership cannot run smoothly, because to build effective management the main thing is to depend on the leadership of the organization itself. Leaders of Government Agencies in this arrangement are expected to have a strong commitment to the importance of the Sumbawa Regency Regional Secretariat Prokopim in creating conducive conditions in the era of information disclosure between stakeholders and regional apparatus organizations. Protocol and
Communication of the Sumbawa Regency Regional Secretariat Leaders ".

With so many perceptions of the role and position of public relations, the position of public relations in several government agencies also varies. Regarding the position of the Protocol and Communications Section of the Leaders at the Regional Secretariat of Sumbawa Regency, several things would be of concern, namely:

a. The position of the institution that carries out the function of public relations needs to be considered to be separated from the function of managing studies and legal aid. This is based on differences in the substance of the tasks carried out, namely the delivery of public information that leads to forms of transparency and accountability.

b. If examined further, the function of public relations which is tasked with delivering information to the public must be supported by an adequate organizational structure and a more macro understanding of activities or information processed within the organization. Currently, in the Prokopim Section, there are sub-sections that are tasked with carrying out protocol events, making news, and documenting. This is supported by the results of discussions with the Head of the Protocol and Communications Division Leader who stated the importance of revitalizing the public relations structure in a more strategic position and related to the function in charge of managing or compiling information at Prokopim.

c. The Regional Secretariat Prokopim Organization in the Regional work unit does not have an organizational structure attached to the organization in other sections, but is a task force and is determined by the Head of each work unit, whose personnel are always changing due to employee mutations and promotions. Structurally this function is controlled by the Organizational Section of the Sumbawa Regency Secretariat. Taking into account the importance of the role of Prokopim in an organization, the tasks carried out by Prokopim managers require day-to-day operations with fully dedicated persons because they are carried out routinely and require high concentration. This will be effective if it becomes part of the tasks of a work unit and is attached to the organizational structure.

Silih Agung Wasesa, in his book Public Relations Strategy states that the position of Public Relations (PR) in the organizational structure between companies or even government institutions in Indonesia has many faces. This statement shows the diversity and different needs for the function and position of PR in organizations in Indonesia. The difference in the position and position of the public relations manager, according to Wasesa, is not due to the type of industry of the company or the scope of the organization's activities, but rather due to the perception of management, especially top management, towards the role of public relations. As long as management sees the role of PR as very minimal, the company is pleased with the minimal function of placing PR with the lowest position structure. On the other hand, the function and structure will be placed as close as possible to the highest level of management, if PR is seen as having a key role, then this is to obtain information related to PR access from all departments with all levels of confidentiality.

According to Rhenald Kasali, in his book Public Relations Management (Graffiti Press, 2003) Almost all parties are aware of the importance of PR for organizations and realize how harm will be caused if organizations do not pay attention to PR. It's just that each view from a different perspective, some see PR from a personality point of view. In terms of communication, then some people see PR from the point of publication. Not to mention those who see the importance of
public relations in terms of marketing, management, and advertising. In other words, all parties are aware of and care for the role of PR, but the diversity of perspectives results in various tasks and positions being assigned so that the role of PR is not optimal for the organization.

There are many perceptions of the function and position of Protocol and Communications Leaders, so the position of Prokopim in several government institutions also varies. Regarding the position of the Prokopim of the Regional Secretariat of Sumbawa Regency, several things would be of concern, namely:

a. If examined further, the public relations functions assigned with the delivery of information to the public, must be supported by an adequate organizational structure and a more macro understanding of the activities or information processed within the organization. Currently, in the Protocol and Communications Section, some leaders are responsible for planning, program collection, and data and information management. This is supported by a discussion by the Head of the Protocol and Communications Division of the Leaders who stipulates the importance of revitalizing the Prokopim structure in a more strategic position and related to the function in charge of managing or compiling information in the Protocol and Communications Section of the Leaders, so that in carrying out its role in the Protocol and Communications Section of the Leaders.

b. The Protocol and Leadership Communications Section has an organizational structure attached to the Sumbawa Regency Regional Secretariat organization, whose personnel are always changing due to employee mutations and promotions. Structurally, the functions are controlled by the Regional Secretary. Taking into account the importance of the role of Prokopim in an organization, the tasks carried out by Prokopim managers require day-to-day operations with fully dedicated persons because they are carried out routinely and require high concentration.

4.2.2 Public Relations Management Activities Tasks carried out by the Protocol and Communications Section of the Leader

Activities carried out include:
1. Doing Coverage and Documentation of Leadership Activities
2. Analysis of News by Mass Media
4. Monitoring of Prokopim . activities
5. Analysis of Prokopim . Activities
6. Preparation, Organizing, and Evaluation of the Press Conference
7. Preparation, Organizing, and Evaluation of Press Releases
9. Website Management.
10. Information Services
11. Exhibition.
12. Facilitate Dialogue/Talk show on Media.Massa
13. Facilitation of Hearing Meetings with the Sumbawa Regency DPR
14. Facilitating Leadership Interviews with Mass Media
15. Comparative Study, Student and professional organizations
16. Public Service

The arrangements made in the Guidelines for Public Relations of the Protocol and Leadership Communications Section are as follows:

a) Making Clipping
This activity is done by making news clippings every day. News clippings are news that is directly related to the Protocol and Communications Section of the Leaders, real problems (current problems), as well as news related to issues of general supervision, KKN, banking, taxes, and the latest government policies. This activity is important because the sources of good news that have a wide reach are the various electronic and print media.

b) Preparation of Public Opinion
The opinion preparation is done by analyzing the news about the clipping results. The analysis is carried out by providing the following assessments:

1) Very Good, news that shows the role, existence, and achievements of the Protocol and Communications Section of the Leaders in assisting government management.

2) Good, news that shows the role of the Protocol and Communications Section of the Leadership in assisting government management.

3) Medium, for news related to the Protocol and Communications Section of the Leadership without highlighting the role of the Protocol and Communications Section of the Leaders.

4) Not Good, for news that tends to discredit the role of the Protocol and Communications Section of the Leaders in the supervisory function.

5) Not Very Good, for news containing news that threatens the existence of the Protocol and Communications Section of the Leaders.

To avoid mixed analysis and opinions, preparations for public opinion consolidation are carried out quarterly.

c) Opinion Forming

Opinion formation is carried out through formal discussions, visiting, or sending letters to the media. For issues of conscious opinion formation, all officers and employees of the Protocol and Communications Section of the Leadership act as Public Relations Officers to maintain and raise the name of the Protocol and Communications Section of the Leaders within a scope that is by the capacity of the employee/officer concerned.

Establishing Relationships with the Mass Media (Print and Electronic) Establishing relationships with the mass media is something that cannot be avoided because the mass media (press) is a medium that is capable and effective in influencing public opinion. The press is also able to form public opinion that creates a good or bad image of those who report it. Several things are regulated to establishing relationships with the mass media, including:

1. Promoting relations with the media, even in this case, receiving journalists, accepting questions asked by journalists, for information, and coordinating the implementation of interview programs on television stations.

2. Promote good relations with the press, as well as echo and anticipate the side effects of reports, make press releases, press conferences or counterbalances; and visits to media, journalists’ associations, and press councils.

3. Organizing Seminars and Exhibitions (Open House);

4. Other promotional media in the form of brochures, booklets, magazines, and leaflets which are made as a means of publishing the existence of the Protocol and Communications Section of the Leaders;

d) Liaison Officer

To overcome the limitations of the bureaucratic chain, the responsible officer (LO) from public relations as a complete representation of each head of the Protocol and Communications Section Head is obliged to convey information to the Head of the Protocol and Communications Section Head. The LO functions to contribute information to the Protocol and Communications Section of the Lead and is assisted by appropriate staff.

e) Recording and Documentation

Ordered recording and documentation of public relations activities are absolute. The recording and documentation system is carried out by administrative systems and procedures so that all activities related to public relations activities which are input, process, and exit can be registered and documented in an orderly and complete manner. Records and documentation will serve as a controlling tool for public relations activities.

f) Reporting

Quarterly Public Relations Report is a report on public relations activities of the Protocol and Communications Division of the Leaders for 3 months, which is divided into 2 parts, namely:
1. Reports on activities carried out by the Protocol and Communications Section of the Leadership;
2. Compilation of quarterly public relations reports submitted by regional organizations of the Protocol and Communications Section of the Leaders. The Public Relations Quarterly Report is submitted to the Regional Secretary of the Sumbawa Regency for Protocol and Leadership Communication Section which is approved by the Assistant General Administration, as part of the Report on the Implementation of Activities and source documents in the preparation of the performance accountability report.

c) Organizing a Public Relations Forum

To equalize perceptions and unify the steps in the implementation of public relations in the Protocol and Leadership Communications Section which includes cross-organizations of regional apparatus, a Public Relations Forum is held. This forum can be a place to complement each other or share expertise and experience in conducting public relations in the Protocol and Communications Section of the Leaders. Forum participants are officials related to public relations management in all Regional Apparatus Organizations (OPD). In its implementation, the Public Relations Forum presents experts or experts in the field of public relations or related officials outside the Protocol and Communications Section of the Leaders as resource persons to provide input for the development of public relations within the Sumbawa Regency in general and in particular the Protocol and Communications Section of the Leaders.
d) Comparative Study

Protocol and Communications Section Leaders can conduct comparative studies with other institutions to find information and increase knowledge about public relations activities. In addition, other institutions may visit the Department of Leadership and Communications Protocol to conduct comparative studies. The Protocol and Communications Section of the leadership will act as coordinator in the implementation of the comparative study as intended.

Referring to the regulation of the Minister of State Administrative Reform and Bureaucratic Reform number 30 of 2011 concerning Guidelines for the Governance of Public Relations, it is stated that the role of public relations should include elements as communicators, facilitators, disseminators, catalysts, counselors, advisors, and interpreters, as well as prescribers. Public relations carried out by the Protocol and Communications Section of the Leaders are currently still in the field of conventional public relations, namely in sending information to the public, not yet in more strategic fields in policy or as advisors, or translators of government policies. The benchmark at the Ministry of Home Affairs of the Republic of Indonesia, the head of information/spokesperson for the Ministry of Home Affairs, said that public relations officials from government agencies should be able to coordinate with their respective leaders in terms of asking for opinions on certain information. Planning, requesting instructions and explanations to find the history of policies, decisions and actions deemed necessary and sending reports on public comments on leadership policies deemed necessary. In addition, the Ministry of Home Affairs Kapuspen said that to carry out this task, public relations officials must have and exercise authority related to:

a. Searching, processing, and analyzing information;
b. Develop and implement public relations strategic programs and activities in improving the image of a clean and responsible government;
c. Provide policy information;
d. Disseminate information on government, political, development, and community policies; and
e. Responding to news and public opinion related to the administration of government, development, and society

The statement submitted by the General Director of Public Information and Communication, Ministry of Communication and Information of the Republic of Indonesia, as the General Chairperson of the Management of the
Public Relations Coordinating Board (Bakohumas) for the period 2011-2014, related to the activities and role of government public relations stated that:

a. Bureaucratic reform is one of the contexts in public relations is the emergence of a professional attitude, which can be done through several things such as increasing the capacity and competence of human resources, strengthening structures and infrastructure, systems and procedures, communication, organization, communication audits as well as crisis management to create good governance. good publicity.

b. To realize the ideal government public relations, the central/regional government public relations must be optimized. Several things need to be done, one of which is changing the wrong paradigm of public relations, improving facilities and infrastructure, coordinating information management, and commitment from the leadership.

c. From the information aspect, government public relations in conveying quality, fast and targeted information to the public must be carried out in good coordination with various regional organizations and related agencies. Sections or regional apparatus organizations should inform public relations about activities in their environment. In addition, providing information on policies taken by related technical offices regarding services to the public.

d. In today's era, the position of public relations in government agencies should have more place in strategic planning and become part of strategic activities in the organization. For this reason, the research carried out should be able to focus on concepts that suggest the managerial role of Public Relations in carrying out their duties.

e. Human resources in the field of public relations in government institutions should learn more about debate through public relations forums and mobilize the public relations community accommodated by bakohumas. So that Government Public Relations can become an organization that accommodates the aspirations of the people who want the performance that must be produced by the government and can provide feedback and input from the public through two-way communication.

f. The public relations manager in the Protocol and Communications Section of the Leader must be more organized to be in a strategic position so that it can become a representative of the organization internally and externally. Tasks such as cutting news events, photographing photo documentation, and arranging for an activity or event can use the services of a news analyst, event organizer, or event manager.

Silih Agung Wasesa, in his book Public Relations Strategy, states that the lack of understanding of the key management of an organization often causes the function of public relations to be suboptimal. In quiet times, the task is simply to make the cuts and turn them into news summaries for management, which is limited to a collection of cuts from many media, without using the analysis and recommendations provided by the local task force. This caused news summaries to frequently pass through the main management desk without attracting the slightest attention.

According to Hendrix et al, (Public Relations Case, fifth edition, Wadsworth, 20012), public relations has a very basic task of supporting management performance, especially to provide understanding to the public so that there is a harmonization between perception and reality, namely between the public and the company. The foundation built by public relations is to create a good mutual understanding between the public and the company which is the basis for the formation of a good corporate image, especially when the company is experiencing a management crisis. A good foundation will reduce public prejudice.
In analyzing the implementation of the role of public relations, researchers used the theory developed by Dozier & Broom, 1995, dividing the role of public relations into four categories, namely the expert prescriber, communication facilitator, and problem-solving process facilitator, and communication technician.

Role as an Expert Prescriber, namely as an expert in conducting research as well as formulating organizational problems related to the field of communication and communication disorders in achieving organizational goals, to seek solutions to problems through useful programs, responsible for program implementation according to (Jeffkins, 1992). The results of observations on the implementation of the public relations management system at the Regional Secretariat in the Protocol and Communications Section of the Leaders, this role has not been carried out optimally. The form of implementation of this role is still carried out in the form of Analysis of Reports by the Mass Media and Evaluation of Public Opinion on the Protocol and Communications Section of the Leaders which is carried out every quarter. This activity was carried out to find out how opinions developed in the community towards the Protocol and Communications Section of the Leaders.

Other activities carried out by the Protocol and Communications Section of the Leaders This can be classified as implementations carried out when visiting public relations officers in the field or activity locations and the Protocol and Communications Section Leaders. These monitoring/visiting activities are used as material for decision-making for leaders in the public relations sector. The policies and plans that leadership will take on leadership, focus on those that require attention, such as maximum public relations functions. It is hoped that this policy can improve the public relations activities that have been carried out, which in the end can improve the image of the Protocol and Communications Section of the Leaders.

(J. Grunig & Hunt, 1984) The role of public relations as a facilitator of the problem-solving process, the task is to help organizations solve existing communication problems. Public relations to carry out this role become part of the team that carries out the strategic planning of the organization. Public Relations works closely with other organizational pillars to provide solutions to existing problems, from problem identification, planning, and implementation, to the evaluation of problem-solving programs. Observations were made as well as literature studies on strategic products in the Protocol and Communications Section of the Leaders, Researchers have not found the implementation of this role optimally by the Protocol and Communications Section of the Leaders. The activities carried out are still limited to developing human resource capacity through in-house training, workshops, and forum discussions.

(Hendrix et al., 2012) The role of public relations as a communication facilitator, that is, as an expert who acts as an intermediary or sensitive mediator and maintains a two-way flow of communication, goes well between the organization and the community. The role of the facilitator is to identify the public in the organization's environment and make decisions regarding policies, procedures, and activities that are of interest to both parties. The results of the observation of the role of the implementation of the human rights management system in the Protocol and Leadership Communications Section, this role is carried out through establishing relationships with the mass media and other agencies. Observations during the research found that in this activity, the Public Relations Manager in the Protocol and Leadership Communications Section must maintain good cooperative relationships and create effective and harmonious communication with parties outside the Protocol and Leadership Communications Section. Some of the parties defined in the Public Relations Management System for the Protocol and Communications Section of the Leaders who must maintain good relations are:

a. Mass media institutions
Establishing a relationship with the mass media is a must because the mass media
(press) is capable and effective in influencing/shaping public opinion which creates an image for those who report on it.

b. journalists;
Establishing relationships with journalists is done as part of establishing relationships with the mass media. Some things that need to be considered in fostering good relations with journalists are by establishing relationships with journalists from influential mass media, maintaining these relationships, conducting active communication on an ongoing basis, and treating journalists as public relations partners. In the public relations guidelines for the Protocol and Communications Section of the Leaders, it is regulated regarding the steps taken by public relations managers in establishing relationships with journalists, namely:
1. Make a contact person with a journalist.
2. Manage contact person data in an orderly manner, consisting of journalist name, media name, media address, media telephone and fax number, landline number, mobile phone number, and email.
3. Receiving journalists ... in connection with the news that will be written.
4. Become a facilitator/mediator/liaison between journalists and officials who are authorized to answer questions.
5. Receive written questions submitted by journalists to the Head of the Protocol and Communications Section of the Leadership, and forward the list of questions.
6. Monitor the list of questions actively,...and follow up by contacting the journalists concerned.
7. Accompany officials when interviewed by journalists in print and electronic media. Record in an orderly and careful material and document the interview using a recording device.

c. Legislative body;
To improve relations with the legislature, the Public Relations Manager for the Protocol and Leadership Communications Section builds networking/cooperation with Public Relations at the Secretariat of the Sumbawa Regency House of Representatives. The Public Relations Manager in the Protocol and Communications Section Leaders must proactively contact the Legislative Institution's news/PR department to obtain information about the activities in the institution.
d. other institutions;
Relations with various State Institutions, Commissions, Law Enforcers, BUMN/BUMD, and other regional governments must be established whose purpose is to assist in the smooth implementation of the duties and functions of the Protocol and Communications Section of the Leaders.
e. Public;
Public Relations Manager in the Protocol and Communications Section Leadership Always maintain good relations with the community, such as NGOs, academics, and professional associations. This activity can be a way of receiving complaints and providing information services related to the duties and functions as well as the role of the Protocol and Communications Section of the Leaders by applicable regulations. The provision of information services can be done directly by coming to the Office of the Protocol and Communications Leader or through print/electronic media.
The role of public relations as a communications technician is to exercise communication and journalistic skills and make decisions taken by the leadership. The form of work carried out by public relations is to take photos of documentation, read relevant articles to receive the curriculum, sent to the department and related documents; Write press releases, press collection invitations, and press confrontations; Write articles for internal magazines and write communication forms and other technical issues. Observation of the implementation of activities carried out by the Protocol and Communications Section of the Leadership has carried out so many activities related to sending information to the public either through volunteer press, news clarification, press conferences, interactive dialogue, participating in writing
articles/rubrics for supervision in the Media, and filling events in seminars and exhibitions.

The role of the communication technician is carried out through the management and publication of magazines, as a means of counseling the monitoring system and information dissemination owned by the Protocol and Communications Section of the Leaders, as well as coordinating the management of the Website for the Protocol and Leadership Communications Section, which can be accessed by the public all over the world through the address http://prokopim@sumbawakab.go.id.

Interview with the Regional Secretary of Sumbawa Regency said that;

"The role of public relations at this time is still in the activities of the Protocol and Communications Section of the Leaders. Furthermore, the Regional Secretary said "that in a government agency in Sumbawa Regency, good coordination and communication must be established, both from the leadership to subordinates or vice versa. Likewise, good communication is established between government agencies and other parties or stakeholders. The Protocol and Communications Section of the Leader must be managed properly. The quality of information must be maintained and meet the criteria of reliable, complete, timely, and relevant information. Further implementation of this requires the cooperation of all sections within the Sumbawa Regency Regional Secretariat. These tasks cannot be assigned only to the Protocol and Communications Section of the Leadership. The implementation of tasks that are strategic in nature should be carried out by Regional Apparatus Organizations that specifically carry out this matter. The role of the Protocol and Leadership Communications Section is focused on creating a mechanism that allows information to flow smoothly to all sections as well as an open and effective communication channel with the community."

The interview with the Assistant for General Administration of Sumbawa Regency said;

"Currently, the priority activities and competencies are in the legal field, because the bureaucracy in government agencies and communications delivered by government agencies are always related to policies and regulations. Public relations efforts undertaken should be able to further disseminate the regulations or policies related to the implementation of the supervisory function carried out by the Protocol and Communications Section of the Leaders. For strategic matters, such as submitting input to the leadership on a strategic issue, it is not yet the domain of the public relations function."

Interview with the Head of the Protocol and Communications Section Leader conveyed;

"That the role of the Protocol and Communications Section of the Leadership in carrying out its duties and functions has not been maximized. This is because several visits by officials to Sumbawa Regency require a budget. On the one hand, the operational budget for the arrival of guests is not yet available in the Prokopim Section. And there is still a lack of coordination between each OPD or leading sector to coordinate with Prokopim. Related to activities involving the Regent and Deputy Regent" Roles carried out by the Protocol and Communications Section Leadership As a unit of trust to transmit information to the public by the activities carried out, but the approach remains very limited and passive. The delivery of information to the public has not been done regularly, but it is still unwilling and based on cases, such as when there are events. In addition, one of the routine tasks of the prokopim and the slowest is to inform strategic issues related to the news, Protocol, and Leadership Communications Section in the mass media. The media used include print and online news media using traditional work methods. The method used so far has not been effective enough because, in general, news cuts and analysis are only completed and distributed at 9.30 or 2.5 hours. Steps to improve through digitizing the Clipping archive, optimizing the intranet as a distribution tool, and developing
distribution through communication tools are a necessity. However, the speed of presentation without solid news analysis support will also result in cutting only news summaries for management ratings that do not have special monitoring. The results of the observations also concluded that information services in the Protocol and Communications Section of the Leaders were still applied manually and were not yet compatible with the integrated information system. This is because not all information, especially those that must be announced and must be available as regulated in the List of Public Information in the Protocol and Leadership Communications Section, is digitized at any time by regional apparatus organizations in the prepared media and has not yet been implemented in the public relations and management functions. Organizational information. Analysis related to institutional public relations to be combined with the unit responsible for management and presentation of information.

4.2.3. Performance Agreement
To realize clean and good governance, effective, transparent, accountable, and result-oriented, which requires an appropriate performance accountability system, a performance agreement is required. A performance agreement is made and made between the Head of the Protocol and Communications Section of the Leadership as the first party and the Assistant for General Administration as the second party. The first party promises to realize the performance targets that should be by the attachments to this agreement, to achieve the medium-term performance targets as set out in the planning document. The success and failure of achieving these performance targets are our responsibility. Then the second party will carry out the necessary supervision and will evaluate the performance achievements of this agreement and will take the necessary actions in the context of awarding and sanctioning. Likewise, the existence of the Protocol and Communications Section of the Leadership is also determined by its image in the eyes of the public. The Protocol and Communications Section of the leadership has tried to build a positive image in the eyes of the public. Therefore, the public perception of the Leadership Protocol and Communications Section is one of the relevant measurement instruments to evaluate the performance of the leadership department and the communication protocol. The performance of this outcome indicator is measured by identifying and evaluating public opinions, opinions, and perceptions about the positive nuances of the Protocol and Communications Section of the Leaders compared to the total number of opinions related to the public's perception of the Protocol and Communications Section of the Leaders. Based on the attachment to the performance agreement of the Protocol and Communications Section for Leadership in 2021, to compile the Protocol and Communication Implementation Documents of the Leaders, the performance indicator is the number of Protocol Implementation and Leadership Communications Documents compiled, with a target of 245 documents, with a budget of Rp. 301,126,435, as for the output for a positive public perception of the Protocol and Leadership Communications Section in 2021 is 93.91% to 101.36% of the target outcome of 72.14%. This shows that in 2021, the Protocol and Communications Section of the Leaders will get a positive image in the eyes of the public, that is, news in the media with that category is "Good". The successful performance of the results is achieved through network-building activities with the media in the form of visits to the media, publication of pressure, and means of disseminating information from the Protocol and Communications Section of the Leaders. This is also supported by legal development activities and public relations management, through the following processes:
1. Promotion; includes exhibitions, publishing of surveillance magazines, website management, printing and distribution of public relations media, and
talk shows. Development of Public Relations Cooperation in the Protocol and Leadership Communications Section as well as participating in forums organized by other agencies, as well as facilitating the implementation of Hearing Meetings with the Sumbawa Regency DPRD.

2. Evaluation of Public Opinion; is an activity carried out by the Protocol and Communications Section of the Leaders to assess the public's perception of the Protocols and Communications Section of the Leaders. The evaluation was carried out by collecting news related to the Protocol and Leadership Communications Section by the mass media, both print and online, published in Sumbawa Regency and West Nusa Tenggara Province.

Referring to the MENPAN RB Regulation No. 30 of 2011 concerning Guidelines for Public Relations Governance, indicators of success in public relations governance are stated as follows:

1. Indicators of the Success of Public Relations Governance Against Situation Analysis; Indicators of the success of situation analysis in public relations, among others, are monitoring issues quickly and accurately, mapping problems that develop in the public, and gathering information needed for program planning that is carried out to be right on target.

2. Indicators of Strategic Success (Plans and Programs) for Public Relations Governance;

Indicators of the success of the planning process include certainty of implementation, timeliness, clarity of budget and costs, number and competence of human resources, as well as facilities and infrastructure.

3. Indicators of Successful Implementation (Action and Communication) of Public Relations Governance;

Indicators of the success of the communication and action processes include the implementation of public relations programs according to the plan and the creation of reciprocal two-way communication between government agencies and the public.

4. Indicators of Evaluation (Measurement of Results) of Public Relations Governance; Indicator

the success of the monitoring, evaluation, and modification processes, including the creation of a continuous process, focused on the continuation of future public relations programs, reducing deviations in program implementation.

So the indicators used in the descriptions above refer to the benefits of public relations.

Interview and discussion with the Regional Secretary of Sumbawa Regency conveyed:

“That overall public relations management activities carried out by the Protocol and Communications Section of the Leaders during 2021 have been going well and have increased compared to the previous year. However, there are some controls and obstacles for some activities that are felt to be not optimal. These activities include, among others, the lack of funding and budget which is managed by the Protocol and Communications Section of the Leaders, while the work carried out is very much, especially the visits of High State Officials”.

Interview and discussion with the Assistant for General Administration of the Regional Secretary of Sumbawa Regency said:

“That the frequent changes of public relations management personnel in the Protocol and Communications Section of Leaders in several regional organizations and main tasks can result in the achievement of performance indicators set at the beginning of the year. Regarding the evaluation of public opinion, it is generally considered to work well, however, it should improve, especially in news analysis and online news delivery which are presented relatively faster and more updated compared to print media. Clarification of negative news must also be carried out immediately so that the news circulating is balanced and does not damage public perception of the
Regarding the work agreement of the Protocol and Communications Section of the Leadership, the Head of the Protocol and Communications Section of the Leadership conveys; "That the performance achievement of public relations management of the Protocol and Communications Section of the Leaders is not optimal, including the lack of seminars, policy socialization, exhibitions, press conferences, and press releases. Optimizing these activities requires support from the leadership and related ranks in the Protocol and Communications Section of the Leaders, both in terms of funding, human resources, and others. The public relations activities carried out are aimed at improving the image of the Protocol and Leadership Communications Section in the public eye, which is reflected in the increasing openness of the Protocol and Leadership Communications Section to the public, especially regarding information that is indeed the right of the community." Performance measurement on indicators of the success of public relations in the Protocol and Communications Section of the Leadership is still based on activities to build networks with the media in the form of visits to the media, publishing press releases, and disseminating information. Comparative analysis has been carried out, in general, the measurement of public relations performance in the Protocol and Leadership Communications Section has been carried out, but the performance indicators are still general in nature. Increasing the measurement with the variables disclosed by Macnamara anterior deserves consideration so that the evaluation of the performance of several indicators of successful implementation of activities can be carried out more fairly. In addition, it is necessary to consider the implementation of waterfall performance at the individual level of employees as a performance meter. This cascading performance is derived from a consideration that the achievement of organizational performance is based on the performance of individuals within the organization.

One thing that must be underlined regarding performance is that measurement is an important key in seeing the results of public relations activities carried out to gain recognition or respect from the leadership of the agency. Public relations activities carried out should always be measured so that the effectiveness of the implementation of their activities can be believed. Measurement of activities is carried out through a performance agreement determination. The performance agreement of the Protocol and Communications Section of the Leadership is determined based on a consideration that the existence of an organization is determined, among other things, by the image of the organization formed in its environment. Performance measurement on indicators of the success of public relations in the Protocol and Communications Section Leaders in general still places the heaviest focus on building networking activities with the mass media in the form of visits to the mass media, publishing press releases, and means of disseminating information from the Protocol and Communications Section of the Leaders. Measurements are still more based on the volume of activities carried out.

The result of the research is that the measurement that is targeted at the benefit or outcome, is still very minimal. Completion of performance measurement as revealed by Macnamara, (2002) not only looks at the number of reports and types, but also analyzes deeper content by paying attention to the type of media, news positioning, article size or duration, share of voice, the credibility of the resource persons, and prominence; deserves to be a consideration so that performance appraisal as an indicator of the success of implementing activities can be carried out more fairly. One thing that must be underlined regarding performance measurement is that measurement is an important key in seeing the results of public relations activities, with the high number of visits by state officials to
Sumbawa Regency, it requires operational costs in carrying out public relations activities. support and make these activities successful.

4.2.4. Human Resources managing Prokopim.

The following is data that informs the state of HR in the Protocol and Leadership Communications Section as of December 31, 2021 (Table).

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Figure 4.2 the state of HR in the Protocol and Communications Section of Leaders

To the need for human resources in the Protocol and Communications Section of Leaders, the Organizational Section at the Regional Secretariat of Sumbawa Regency has carried out a Workload Analysis, which is a mechanism for calculating the needs and availability of personnel who have good skills and competencies as well as adequate credibility. Calculation of Workload Analysis is done by dividing the amount of workload based on the assignment of the previous period by the normal amount of time required to complete the work.

The results of the workload analysis conducted by the Organizational Section of the Regional Secretariat of Sumbawa Regency which compared the workload carried out by the Protocol and Communications Section of the Leaders, stated that the number of public relations managers in the Protocol and Leadership Communications Section ideally amounted to 21 people. This number means that there is still a shortage of employees in a quantity that must be met.

In carrying out the activities of the leadership, there are 11 (eleven) human resources in the Prokopim, each subsection has 2 staff and only the protocol subsection has 3 staff. With so many leadership activities, namely the Regent or Deputy Regent of Sumbawa, it is not proportional to the number of human resources in the Prokopim Section. In the long term, the Head of Protocol and Communications Leaders stated the importance of revitalizing the structure of public relations in a more strategic position and related to the function in charge of managing or compiling information, in carrying out its functions.

Regarding HR in the Prokopim section, interviews and discussions with the Regional Secretary of Sumbawa Regency conveyed;

"To realize the ideal government public relations, the central/regional government public relations must be empowered. Several things need to be done, namely increasing the human resources of the Public Relations Division, changing the wrong paradigm of public relations, improving facilities and infrastructure, coordinating information management, and commitment from the leadership."

Interview and discussion with the Assistant for General Administration of the Regional Secretary of Sumbawa Regency;
"That it is still not fully optimal, which is caused by the limited human resources of the Public Relations Manager, both in terms of quantity and competence. So that it can be optimal in carrying out the function of providing and publishing policies issued by the agency, carrying out the coordinating role that bridges between the government and the community that can explain the government's public relations management system to form a positive image and reputation of government agencies and encourage community empowerment efforts, as well as provide understanding to public opinion by accommodating and processing messages, as well as people's aspirations for performance that must be produced by the government, is an organization that can receive feedback and input from the public through two-way communication.

Interviews and discussions with the Head of the Protocol and Communications Section Head;

"That if we want to be honest, the Protocol and Communication Section for the Blood Secretariat of Sumbawa Regency in carrying out its duties and functions is still a lot of problems, from the problem of the structure and organization of public relations, the work culture/culture of practitioners or public relations officials who are still less strategic, and not yet supported by work facilities adequate. What is even more concerning is that most government public relations human resources do not meet the qualifications of professional public relations officers. The quality and quantity of government public relations must be improved as needed. Government public relations cannot improve its performance if its human resources are not improved. For those who have held a position for a long time, they are rotated to refresh, so as not to experience boredom. If there is a gap between the employee's ability and the required qualifications, it is necessary to conduct training in proportion.

Analysis of existing data can provide a statement that the problem of the HR Protocol and Leadership Communications Section is the lack of quantity and the need to increase the capacity of related human resources. The assignment of employees to the Protocol and Leadership Communications Section has not been carried out by taking into account competence and educational background, as well as specialization in duty.

There has never been an increase in the capacity of human resources through the activity of sending employees to study assignments in the field of communication science. The budget constraint and the division of priority types of education with the needs of the organization are one of the reasons why the number of students assigned to study is still very limited. The public relations area, which is still perceived as a supporting area, has not yet become a concern for key management in the Prokopim Section to increase the number of employees assigned to study in the area of communication science.

Concerning HR implementing public relations management activities, the Protocol and Communications Section of the Leaders has conducted a Workload Analysis, which is a medium for calculating the needs and availability of personnel who have good skills and competencies as well as adequate credibility. Several problems related to human resources managing public relations at Prokopim that can be identified include the competencies possessed by public relations staff who have not been able to fully support the public relations function, public relations managers in central and representative regional organizations are side jobs, and the public relations protocol and communication division leadership does not yet have a competency map and individual performance standards.

The problem with HR capabilities in Protocol and Leadership Communications is that a basic understanding of public relations is very important for public relations managers in the Protocol and Leadership Communications Section, such as technical guidance (Bimtek), Education and Training (Diklat), and sending employees to study assignments, as well as attending workshops and training public relations which is a more optimal step to improve the competence of Human
CONCLUSION
Based on the explanation of the discussion above, the following conclusions can be drawn:

a. Whereas the organizational structure, main tasks, and functions of the Protocol and Communications Section of the Leaders still overlap with other sections or other services, in carrying out daily activities they cannot be maximally implemented because they require high thoughts and innovation to make their activities successful.

b. Public relations management activities Protocol and Leadership Communications cannot be carried out optimally due to a lack of experience, knowledge, and understanding of public relations so there are several activities or work carried out while waiting for orders from the leadership.

c. The performance agreement in the Protocol and Leadership Communications Section has been maximally implemented, but the high level of visits by high-ranking officials to the Sumbawa Regency requires an additional budget to make this activity a success.

d. The current human resources in the Protocol and Leadership Communications Section are still lacking, which is caused by employee mutations, and the existing employees have never participated in technical guidance or training.

ACKNOWLEDGMENTS
The researcher thanks Dr. Ahmad Yamin, S.H., MH, as the first supervisor for input and suggestions so that this article can be completed. In addition, the researchers also express their gratitude to Diah Anggraini Hasrani, M.Sc, as the second supervisor, for the suggestions and inputs given to researchers to complete the shortcomings contained in this article.

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