

Old State, New Governance: The Transformation of Prokopim in Yogyakarta City Government

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ABSTRACT

This research aims to determine the Governance of the Leadership Protocol and Communication Section in Supporting Good Governance in the Yogyakarta City Government and the Challenges of the Leadership Protocol and Communication Section in Arranging Official Events for the Yogyakarta City Government by applying resource-based view and excellence & public theory. relations (two way asymmetrical). This type of research is qualitative descriptive research which aims to examine the governance and challenges of arranging events in the Protocol and Communication section of Yogyakarta City Leadership. Research data was collected through observation, interviews and government activities related to direct service to the leadership as well as being a communication medium between the government and the community. This study also highlights the importance of human resources and communication which highlights the need for effective communication and public relations to encourage good governance in the government sphere and since the beginning Prokopim has implemented a Resource strategy (Resource-based view) and Excellence & Public Relations Theory (two way Asymmetrical) to increase work efficiency and improve services to leaders and the community. These two things aim to ensure that the Prokopim department's services to regional leaders run well and ensure that the Prokopim remains responsive to community aspirations in order to realize good governance in the Yogyakarta City government. In this way, the application of resource theory and excellence & public relations theory can be considered capable of realizing the desired good governance.

Keywords: Governance, Good Governance

ABSTRAK

Penelitian ini bertujuan untuk mengetahui Tata Kelola Bagian Umum Dan Protokol Kota Yogyakarta dalam Menunjang Good Governance di Pemerintah Kota Yogyakarta dan Tantangan Bagian Umum Dan Protokol dan Komunikasi Pimpinan dalam Menyusun Acara Resmi Pemerintah Kota Yogyakarta dengan penerapan teori sumber daya (resource-based view) dan teori excellence & public relations (two way asymmetrical). Jenis penelitian ini adalah penelitian deskriptif kualitatif yang bertujuan untuk mengkaji tata bagian umum dan protokol Kota Yogyakarta. Data penelitian dikumpulkan melalui metode observasi, wawancara dan dokumentasi. Hasil penelitian ini mengungkap bahwa prokopim adalah bagian yang mengelola semua kegiatan pemerintah yang terkait dengan pelayanan langsung terhadap pimpinan serta menjadi media komunikasi antara pemerintah dengan masyarakat. Studi ini juga menyoroti pentingnya sumber daya manusia dan komunikasi yang menyoroti perlunya komunikasi dan hubungan masyarakat yang efektif untuk mendorong tata kelola yang baik dilingkup pemerintahan dan sejak awal Prokopim telah menerapkan teori Sumber Daya (Resource-based view) dan Teori Excellence & Public Relations (two way Asymmetrical) untuk meningkatkan efisiensi kerja serta memperbaiki layanan kepada pimpinan dan masyarakat. Kedua hal tersebut bertujuan untuk memastikan pelayanan bagian prokopim kepada pimpinan daerah berjalan secara baik dan memastikan bahwa prokopim tetap responsif terhadap aspirasi masyarakat demi mewujudkan good governance di pemerintahan Kota Yogyakarta Dengan demikian penerapan teori sumber daya dan teori excellence & public relations dapat dinilai mampu mewujudkan good governance yang diinginkan.

Kata kunci: Tata Kelola, Good Governance

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INTRODUCTION

Good Governance is a series of processes that are implemented in organizations, be it private or government, to make effective and transparent decisions. This process aims to ensure that the decisions taken meet the principles of good governance and provide maximum benefits for all stakeholders. General Section and Protocol of Yogyakarta City Yogyakarta City, based on Yogyakarta Mayor Regulation Number 92 of 2021 regulates the Position, Organizational Structure, Duties, Functions, and Work Procedures of the Regional Secretariat, is tasked with compiling policy materials, carrying out protocol activities, and providing support to the Mayor and other officials. With many events and leadership schedules, Prokopim has an important role in planning and implementing activities, as well as receiving community request letters. Along with the development of the government, the protocol is expected to change the paradigm in all aspects of government systems and activities to realize *good governance*. Protocols play an important role in supporting good governance through performance monitoring and evaluation, as well as being accountable to stakeholders.

The Yogyakarta City Government, located in the Special Region, is an organization that conducts government affairs in accordance with the principles of autonomy and assistance duties. The local government and the Regional People's Representative Council work in accordance with the principle of autonomy as widely as possible within the framework of the system and principles of the Unitary State of the Republic of Indonesia, as stipulated in the 1945 Constitution of the Republic of Indonesia.

The protocol also functions in organizing official government events, such as Rakorsus and the Indonesian Independence Day, and has been involved in the XVI National Meeting in 2023. However, the large number of invitations and concurrent schedules often make it difficult for Prokopim to arrange the leader's schedule, causing discomfort in organizing events. The *Resource-Based View and Two-Way Asymmetrical* theories are considered relevant for managing resources and services in realizing good governance, supporting the desired achievement of good governance. Contains background, rationale, and/or urgency of the research.

Governance refers to the process of interaction that occurs through laws, norms, power, or the language of society, which are regulated in a structured social system. This process is run by the government of a country, market, or network to ensure that all aspects of governance are functioning properly and in accordance with applicable regulations. In the governance structure, the Protocol and Leadership Communication are part of the

Regional Secretariat which has an important role in implementing policies, coordinating the tasks of regional apparatus, and monitoring and evaluating the implementation of regional policies in the field of protocols, leadership communication, and documentation.

Several relevant studies related to the performance of the Protocol and Leadership Communication Section (Prokopim) show various findings regarding the effectiveness and challenges in their functions. Research by Tito Presetyo (2023) revealed that Prokopim's performance in Padangsidempuan City has not been optimal, with problems such as changes in the schedule of regional heads, unpreparedness of officers, lack of competence, and poor budget efficiency. Although there is quite good readiness and coordination, innovations in the preparation of the coordination regional head's agenda are not effective.

Good governance is an important requirement to achieve the aspirations of society and the nation's goals. This requires a planning system that is transparent, efficient, effective, accountable, and free from corruption, collusion, and nepotism (Kashi Nisjar, 1997). Local governments have the main responsibility in improving the welfare of the community through Regional Apparatus Organizations (OPD) under their leadership, in accordance with Law No. 23 of 2014. Every regional official must organize and coordinate events, both formal and informal, as stipulated in Law No. 9 of 2010.

Research by Endang Lubis (2015) in Deli Serdang Regency shows that the Protocol Section is running well and is able to solve problems quickly. Protocol staff are considered effective in establishing communication and acting as mediators and coordinators, although challenges remain. Meanwhile, research by Izki Fikriani & Muhammad Idris (2023) in Kolaka Regency indicates that Prokopim's activities are in accordance with applicable regulations and have undergone updates in accordance with the 2022 Perbupresi. Understanding the characteristics of leaders is the main key in improving protocol services. Overall, although there has been some progress, there are still challenges and room for improvement in the implementation of Prokopim's duties in various regions.

RESEARCH METHODS

This study adopts a qualitative approach (Moleong, 2008) with analysis, identification and description methods used to reveal the information desired by the researcher. With the title that has been listed, this research can be categorized as qualitative descriptive because it involves the analysis, identification and description of the governance of the General Section and Protocol of the City of Yogyakarta in supporting good governance in the Yogyakarta City government and overcoming the challenges faced

by the General Section and Protocol of the City of Yogyakarta in supporting the governance of the Yogyakarta City government.

This research is about the Implementation of *Good Governance* in the Performance of the General Section and Protocol of the City of Yogyakarta The address of the General Section and Protocol of the City of Yogyakarta is Jl. Kenari No. 56, Yogyakarta, Head of the General Section and Protocol Head of the Administration Sub-Division of Administration Leadership and Expert Staff This research lasted for about two months, covering data collection activities, data processing, presentation in Thesis format The subject of this research is the Protocol and Communication Section of the Yogyakarta City Secretariat Leadership.

This research is based on two types of data, namely primary data which includes information obtained directly by researchers from informants from the Protocol and Communication of the Yogyakarta City Leadership. And secondary data includes data obtained indirectly in the form of supporting sources from websites, books and so on. This study consisted of 6 informants from the Protocol and Communication Section of the Leadership. The collection technique of this study consists of three, namely, observation, interview and documentation. The qualitative data analysis technique according to Miles and Huberman involves a continuous interactive process until the data reaches saturation.

This process consists of three main activities: data reduction, data presentation and drawing conclusions. First, data collection was carried out through interviews, observations, and documentation, with data recorded in two types of records: descriptive notes that record events objectively, and reflection notes that contain the researchers' comments and interpretations. Second, data reduction filters and focuses relevant data, by discarding unrelated data and systematically structuring important data. Third, data presentation compiles data in the form of writing, images, graphs, or tables to make it easier to understand and describe the situation clearly. Finally, conclusions are drawn throughout the research process to identify patterns and themes, as well as clarify and verify conclusions. The data is grouped into categories with a holistic approach to ensure valid and accountable conclusions.

RESULTS AND DISCUSSION

Governance in the General Affairs and Protocol Section

According to Osborne and Gaebler (2002) in their book *"Reinventing Government,"* efficiency is the ability to use resources optimally to achieve desired outcomes. In the

context of city government, efficiency includes not only budget management, but also limited time and human resource management. Osborne and Gaebler (2002): "An efficient government is a government that is able to provide public services by using existing resources optimally, without wasting time or money."

Yogyakarta City General Governance and Protocols in Supporting Good Governance in the Yogyakarta City Government General and Protocol Section: General Sections and Protocols of Yogyakarta City need to continue to improve efficiency in the management of government activities and protocols. This can be done by using technology-based management systems, such as e-administration and *e-procurement* systems, which can speed up administrative processes and reduce potential waste. According to experts, the application of *Good Governance principles* to the Performance of the General Section and the Yogyakarta City Protocol focuses on five main principles, namely transparency, accountability, participation, responsiveness, and efficiency. The application of these principles can improve government performance, strengthen the relationship between government and society, and create a cleaner, more efficient, and public-interest-oriented government.

For example, the implementation of technology in public services such as *e-Government*, consultation forums, and feedback-based applications are concrete steps taken by the General Section and Protocol of the City of Yogyakarta to implement the principles of *Good Governance* in carrying out their duties and functions. Governance of the General Section and Protocol of the City of Yogyakarta in supporting Good Governance in the Yogyakarta City Government With the consistent application of these principles, the General Section and Protocol of the City of Yogyakarta is expected to realize a more transparent, accountable, participatory, and efficient government, which in turn will improve the quality of public services and public trust in the government.

Based on an interview with Mrs. Endah Dwi Dinyastuti, S.E., M.M. Head of the General and Protocol Section above Based on this understanding, the policies taken by the city government, for example in the preparation of regulations related to institutions, are also efforts to achieve certain goals that have been identified, be it to improve public services, improve governance, or support efficiency in the implementation of government.

From the interview excerpt above,

Regulations Mandating New Institutions for General Sections and Protocol Sections. In this context, a new regulation or regulation

mandating the establishment of a new institutional or structure for the General Section and the Protocol Section indicates the government's efforts to adjust and strengthen the administrative structure to meet specific needs and objectives. (Interview July 20, 2025)

Interview with Endah Dwi Dinyastuti, S.E., M.M. – Head of General and Protocol Section of Yogyakarta City

To dig deeper into the role of the Governance of the Protocol and Leadership Communication Section (PROKOPIM) in supporting Good Governance in the General Section of the Yogyakarta City Government and the Yogyakarta City Protocol in encouraging public participation in decision-making and openness to public input or criticism, the researcher conducted an interview with Endah Dwi Dinyastuti, S.E., M.M., Head of the General and Protocol Section of the City of Yogyakarta. In the interview, he revealed several important points related to the efforts made by the General Section and the Protocol in opening up a space for dialogue between the government and the community.

According to Endah Dwi Dinyastuti, explaining further:

One of the main priorities of the General and Protocol Section is to ensure that the policies taken by the Yogyakarta City government are not only top-down, but also involve active community participation.

The General and Protocol Section, as the agency that manages the coordination of government activities and protocols, plays a key role in creating mechanisms that allow communities to convey their aspirations. (Interview July 20, 2025)

Efforts to Encourage Community Participation in Decision Making In this case, the General and Protocol Section of Yogyakarta City has utilized various communication channels to encourage public participation, one of which is through public consultation forums held periodically. This forum allows the public to provide input related to policies or regulations that are being considered by the city government. In addition, the General and Protocol Sections also often involve community leaders and social groups in policy discussions, in order to hear various views from various levels of society. The following is an excerpt from the interview of researcher Mrs. Endah Dwi Dinyastuti, with Space for Input or Criticism from the Public, explaining further:

Regarding the space for criticism and public input, Endah explained that the General Section and Protocol of Yogyakarta City have opened various channels for the public to provide feedback on policies taken by the government. In addition to the consultation forum, his party also utilizes social media, official websites, and mobile applications to allow the public to provide input directly, anytime and anywhere.

"It is important for us to ensure that any policies taken are not only beneficial to the government, but also reflect the needs and expectations of the community. Therefore, we actively listen to the voice of the public and provide space for them to convey constructive criticism or input," said Endah. (Interview July 20, 2020)

Furthermore, he emphasized that one of the strategies implemented is to socialize policies through various digital and traditional platforms, so that the public can better understand the decision-making process and its impact. This not only increases transparency, but also strengthens public trust in the government.

The following is an excerpt from the interview of researcher Mrs. Endah Dwi Dinyastuti, Challenges and Solutions explains further:

Of course, opening up a space for public participation is not an easy thing. Endah acknowledged that one of the main challenges is the varying levels of public awareness, as well as limitations in reaching all levels of society. However, with the advancement of technology and digital platforms, they continue to strive to create greater inclusivity. The use of technology such as e-Government and citizen-based applications is expected to overcome these challenges by providing wider and easier access for the public to be involved in the policy process.

With the information obtained from this interview, it can be concluded that the General and Protocol Section of Yogyakarta City is committed to encouraging active participation of the community in decision-making as well as providing various channels to receive input or criticism related to policies. This approach not only increases transparency and accountability, but also builds stronger relationships between the government and the community, which can ultimately result in more effective policies that are in line with the needs of the citizens of Yogyakarta City

In an interview with Mrs. Endah Dwi Dinyastuti, Head of the General and Protocol Section of Yogyakarta City, the researcher explored the steps that have been taken by the General Section and Protocol of the City of Yogyakarta to increase community participation in the decision-making process.

Challenges of the General Section and Protocol

In the midst of these challenges, a protocol must maintain professionalism and alertness. They must have a deep understanding of the importance of the image and reputation of the city government and be able to work under pressure while still paying

attention to detail and maintaining high quality standards. By addressing these challenges, protocols play an important role in ensuring each event runs successfully and according to expectations, supporting the city's positive image in the eyes of the public and stakeholders.

Based on observations related to the efforts of the protocol and communication leadership, to overcome the challenges that exist in the Yogyakarta City Government to realize good governance, the following results were found; The Prokopim section has realized that there are several challenges in carrying out its duties such as the lack of field officers and especially related to the management of event agendas which often find conflicting times, the difficulty of the community to meet directly with the leaders and the comfort of the leaders.

In response to this challenge, Prokopim has applied theories such as resource-based and *two-way asymmetrical* to improve work efficiency and improve public services. Both theories aim to effectively address public complaints and ensure that Prokopim remains responsive to the aspirations of the community in order to realize good governance in the Yogyakarta City government. Thus, the application of the Resource Theory (Resource-based view) and the Theory of Excellence & Public Relations (two way Asymmetrical) can be considered able to realize the desired good governance.

In the context of city government, the role of a protocol is one of the key elements that supports the smooth and successful of various official activities. Protocols are in charge of ensuring that every event, both small and large-scale, takes place in accordance with established standards and manners. However, carrying out this task is not without challenges. The first challenge that is often faced is the need to adjust and ensure compliance with the various rules and regulations of the protocols that apply, which can vary from one event to another. Protocols must manage and organize a variety of small details that matter, from scheduling to seating arrangements and welcoming guests, while still maintaining flexibility in the face of unexpected situations.

Furthermore, the protocol is also faced with challenges in terms of coordination with various parties. Given that city governments often involve various institutions, organizations, and individuals in their activities, protocols must be able to communicate and coordinate effectively to ensure that all parties involved understand and follow the plan that has been prepared. This requires strong interpersonal skills and the ability to handle conflicts or disagreements that may arise.

In addition, protocols must be able to adapt to rapid dynamics and developments in the urban government environment, such as policy changes or emergency situations. They

need to be ready with quick and effective solutions to overcome problems that may arise, so that activities continue to run smoothly and as planned.

This research supports the previous research carried out by Tito Prasetyo entitled *The Performance of the Protocol and Communication Section of the Leadership in Preparing the Work Program of the Regional Head of Padang Sidempuan City* because these two studies both discuss protocol and leadership communication, the results of this study show that the protocol and communication part of the leadership has a very crucial role in government. They act as a bridge between leaders, the community, and various related parties.

This research supports the findings of Endang Lubis entitled *The Role of Protocol in Supporting the Success of the Performance of the Head of the General Section of the Government of Deli Serdang Regency Medan*, because these two studies both contain the performance of governance in the government. The results of this study show that good governance is a strong foundation for the success of the Protocol and Leadership Communication section. Effective governance ensures that all activities and tasks carried out by Prokopim run in a structured and efficient manner,

This research also supports the findings of Izki Fikriani Amir and Muhammad Idris entitled *Prokopim Activities of Kolaka Regency in Improving Leadership Protocol Services*, because these two studies both contain activities in overcoming challenges by improving leadership protocol services. This research shows that the protocol and communication section of Yogyakarta has steps such as improving training, experience and insight of staff in the prokopim section as well as improving communication with others and leaders to improve services to leaders.

Based on the three relevant studies above, the novelty of this research is regarding the management of resources in the protocol and communication section of the leadership as well as the efforts of the protocol and communication section of the leadership in improving services to regional leaders and the community in order to realize good governance in the Yogyakarta City Government. In addition, this research uses the Resource Theory (*Resource-based view*) and the Theory of Excellence & Public Relations (*two way Asymmetrical*), which is different from the method used by the three previous researchers. Finally, this study highlights the challenges of the protocol and communication section of the leadership in realizing good governance in the Yogyakarta City Government.

CONCLUSION

Resource Strategy (*Resource-based view*) and *Theory of Excellence & Public Relations (two way Asymmetrical)* focus on understanding the role of protocol and communication of leaders in carrying out tasks to realize good governance in government. This research reveals that prokopim is the part that manages all government activities related to direct service to leaders and becomes a medium of communication between the government and the community. The study also highlights the importance of human resources and communication which highlights the need for effective communication and public relations to encourage good governance within the governance sphere.

In response to the challenges of this research, Prokopim has applied the Resource Theory (*Resource-based view*) and *the Theory of Excellence & Public Relations (two way Asymmetrical)* to improve work efficiency and improve services to leaders and the community. Both of these things aim to ensure that the services of the prokopim section to regional leaders run well and ensure that the prokopim remains responsive to the aspirations of the community in order to realize good governance in the Yogyakarta City government. Thus, the application of resource theory and the theory of excellence & public relations can be considered to be able to realize *the desired good governance*.

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