

IMPLEMENTASI KEBIJAKAN KEPROTOKOLAN DALAM PENINGKATAN PELAYANAN PIMPINAN DAERAH KABUPATEN BOLAANG MONGONDOW UTARA

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ABSTRACT

The research objectives are: 1) to find out more about how to implement protocol policies; 2) to find out what factors can influence the implementation of protocol policies; 3) the results of this study are expected to be useful and beneficial for government employees, especially employees in the Protocol and Communication Section of the Regional Secretariat of the North Bolaang Mongondow Regency; 4) this research is also expected to increase knowledge to be able to improve services to regional leaders; 5) as a reference and also a reference/sources for further researchers in research related to the implementation of protocol policies.

This study uses a descriptive qualitative research type, with an inductive approach where this research describes systematically and accurately about specific facts and then draws a generalization that has a general nature from a series of efforts to answer various questions regarding problems in policy protocols in an effort to improve services to leaders. area in an argumentative manner from the results of the researcher's thinking.

The results of this study are indicate that: there are 4 factors that influence the implementation of protocol policies in improving the service of regional leaders in North Bolaang Mongondow Regency, namely: 1) communication; 2) resources; 3) disposition; 4) bureaucratic structure.

Keywords: implementation, protocol, service

PRELIMINARY

The current development of reforms in all fields, especially in the field of bureaucratic reform and democratization, is increasing, resulting in demands for an increasingly transparent and accountable government and development system. Which nowadays, people are increasingly understanding, and very aspirational towards the implementation of government, therefore government institutions are more required to improve the government system and are expected to be closer to the people.

The government bureaucracy in Indonesia is currently charged with many tasks and functions that are directly related to services to the general public. Starting from the head of state to the head of the region carry out their respective functions and duties. In the government bureaucracy, the division of staff according to their respective tupoksi is clear in the applicable laws and regulations.

The Regional Government of North Bolaang Mongondow Regency is currently faced with the problem of how to realize good governance and clean

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government. The implementation of government that holds this principle is required to further improve communication between the government and its people. A good communication will be able to maintain aspects of transparency and accountability, the administration of government will be more secure, the flow of aspirations and the delivery of development program policies from the government to the community.

This two-way communication system results in the need for openness of government administrators to accept various kinds of aspirations conveyed by the community, which is this is very different from the previous era where the information obtained tends to be unidirectional, including policies in the field of development programmed by the government for the community, where in the previous era, people could only accept every policy set by the government to be implemented.

North Bolaang Mongondow Regency was established on 23 May 2007, making it one of the youngest regencies in North Sulawesi Province. However, although the area is still relatively young, currently the local government of North Bolaang Mongondow Regency has tried to improve and improve the government system through the role of each local government organization. It is hoped that each local government organization is able to carry out their main duties and functions well so that they can provide good benefits for the local government organization itself and the North Bolaang Mongondow community in general.

In connection with the above, the government organization as an organization that has its own structure in order to carry out services to the community from various aspects of interest, both formal and non-formal aspects in accordance with the provisions

of positive law in Indonesia. One of the organizations that exist structurally in the regional government organization of North Bolaang Mongondow Regency, one of which is the Protocol and Communication Section of the Regional Secretariat of North Bolaang Mongondow Regency.

This organization has a role in providing protocol services and providing information to regional leaders and the North Bolaang Mongondow community, and has a role including implementing protocol provisions which include rules regarding place planning, ceremonial procedures and honors [1]. The role of the Protocol and Leadership Communications Section is very important for local governments, especially those related to the activities of regional leaders, in this case the Regent and Deputy Regent of North Bolaang Mongondow.

Currently, every ceremonial activity such as flag ceremony or non-flag ceremony, inauguration, official event (formal), semi-formal event (semi-formal), informal event (non-formal), leadership trip, work visit, reception of government guests regions, audience guests, signing of cooperation agreements (MoUs) and leadership meetings and other activities are always regulated in a protocol manner. It is hoped that every activity followed by regional leaders can be carried out properly and smoothly. The smooth running of an event can show the readiness of a government organization or activity implementer in organizing an official event whose implementation procedure is already a provision regulated in law so that it is legally binding.

Protocol is a series of activities related to the rules in state events or official events which include Placement, Ceremony, and Respect as a form of respect for someone in accordance with their position and/or position in the state, government and society. All people who

occupy strategic positions or positions in the state from the center to the regions, all state institutions along with symbols and officials including certain community leaders must be given special treatment and different from ordinary citizens in general [9].

The Protocol and Communications Section of the current leadership is required to try and make every effort to anticipate the many activities of regional leaders in an effort to run the wheels of good governance, especially with regard to ceremonial activities such as ceremonies, official trips or work visits, and reception of guests. With this condition, the role of the Protocol and Communications Section for Leadership is very much needed in an effort to support these tasks, it hoped that it will provide convenience and smoothness for regional leadership activities, in this case the Regent and Deputy Regent of North Bolaang Mongondow.

Carrying out the preparation of policy implementation, coordinating the implementation of regional apparatus duties, monitoring and evaluating the implementation of regional policies in the fields of protocol, leadership communication, and documentation [14].

Based on the regulation, it is stated that the Protocol and Communication Section of the Regional Secretariat of the North Bolaang Mongondow Regency has three subdivisions that support each other, this is to support the duties of the regional leadership, in this case the Regent and Deputy Regent of North Bolaang Mongondow. In terms of carrying out protocol procedures in the context of welcoming guests, preparing materials for coordination of protocol facilities, preparing event information materials and conveying schedule of regional leadership activities and carry out coordination and facilitation of regional leadership activities.

The Protocol and Communications Section of the leadership has other duties to educate the public in improving the positive image of local governments, building good socialization bridges, building beneficial relationships between stakeholders and building trust between the government and the community. In addition, the Protocol and Communications Section of the leadership must try to establish good relations with the mass media.

Mass media is an external public that becomes a means of communication between local governments and the public, through collaboration with the mass media all local government activities can be informed to the public. On this basis, the Regional Government of North Bolaang Mongondow Regency through the Protocol and Communications Section of the Leader is tasked with providing information about the activities or activities of regional leaders so that the public gets information about the activities of regional leaders and all policies, both those that have been implemented and those that will be implemented. This is expected to foster a positive relationship between the local government and the community.

From the results of the research conducted, it can be concluded that the implementation of protocol policies in the government environment has not been maximized, this is due to several things, including:

1. There are several activities carried out even though they are not included in the tentative activities that have been previously planned.
2. Regional Apparatus Organizations (OPD) that will carry out activities do not all coordinate with the Protocol and Communications Section of the Leaders regarding the timing of activities.

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3. Activities carried out outside the region that invite regional leaders, some of the invitations from the implementing parties are not all entered and disposed of by the leadership to the Protocol and Communications Section of the Leaders.
4. Activities tend to be carried out suddenly because they are influenced by bureaucratic administration, which is still long and takes a long time.
5. Coordination between Regional Apparatus Organizations (OPD) has not been optimal in providing information to support the success of regional leadership activities.

There are many activities that are not in accordance with the Standard Operating Procedures (SOP) that have been set by the Protocol and Communications Section of the Regional Secretariat of the North Bolaang Mongondow Regency. Some of the activities that have been scheduled or included in the tentative activities of the Regent are not all carried out according to the specified time, other things are also caused by several activities that are attended or attended by regional leaders in this case the Regent and Deputy Regent as well as officials who represent even though they are not included. on the Regent's tentative activities.

There is a researcher's assumption that there are various kinds of technical matters, among others, the lack of coordination by the party implementing the activity with the Protocol and Communications Section of the Leaders, not all of the incoming invitations are disposed of to the Protocol and Communications Section of the Leaders. Another thing is caused by the lack of Human Resources (HR) in the Protocol and Leadership Communications Section.

The number of human resources is only nine (9) people including the head of the section whose educational background is not in accordance with the main duties

and functions, so that this causes communication and coordination problems, especially tentative activities of the leadership and the task of assisting the Regent, Deputy Regent and other officials who represent regional leaders in certain activities.

RESEARCH METHODS

Based on the problems raised in this study, the authors use descriptive qualitative research with an inductive approach where this research describes systematically and accurately the specific facts drawn by a generalization that has a general nature from a series of efforts to answer various questions regarding problems in the policy. The protocol on efforts to improve services to regional leaders, in this case the Regent and Deputy Regent of North Bolaang Mongondow, is argumentatively based on the thoughts of researchers.

Descriptive approach is research conducted to determine the existence of independent variables, either only on one or more variables without making comparisons or connecting with other variables (independent variables are independent variables, not independent variables, because independent variables are always paired with dependent variables [2] 10].

Qualitative research is a particular tradition in the social sciences that is fundamentally dependent on observations of humans both in their area and in their terminology. Qualitative research is research that intends to understand phenomena about what is experienced by research subjects, such as behavior, perceptions, motivations, actions, etc., holistically and by means of descriptions in the form of words and language, in a special context that is natural and with utilizing various scientific methods [4].

Descriptive method is a method in examining the status of a group of people,

a subject, a condition, a system of thought or a class of events in the present [5]. The purpose of this descriptive research is to make a systematic, factual and accurate description, picture or painting of the facts, characteristics and relationships between the phenomena being investigated.

The approach used in this study is an inductive approach. A qualitative approach has inductive characteristics. Qualitative research has inductive characteristics, namely the development of concepts based on existing data, following a flexible research design according to the context. The design is not rigid in nature, it provides an opportunity for researchers to adapt to the context in the field [2].

Based on the explanation above, this study uses descriptive qualitative research methods with an inductive approach where this research describes systematically and accurately about specific facts drawn using research procedures that produce data in the form of written or spoken words from people or observed behavior. to research, find out and analyze Protocol Policy in Improving Protocol Services to Regional Leaders in this case the Regent and Deputy of North Bolaang Mongondow.

RESEARCH RESULT

Protocol services at the Regional Government of North Bolaang Mongondow Regency have not all been carried out in accordance with the provisions of the applicable laws, which are explained about the arrangement of place, ceremony and respect [9]. Protocol services also refer to the duties and functions of the Protocol and Communications Section of the Leaders. However, some of the responsibilities of the Protocol and Communications Section of the Leaders, especially for protocol services in activities participated in by

regional leaders, have not been maximized.

It is not uncommon for activities carried out or followed by regional leaders to coordinate directly with regional leaders without the knowledge of the Protocol and Communications Section of the Leaders. This happens because there are still some elements or several Regional Apparatus Organizations (OPD) who still use their emotional closeness with regional leaders, thus ignoring the procedures that should be carried out by those who will carry out activities.

Based on the results of research related to the above and in line with the opinions of experts including:

Elite Model Public Policy (Policy as Elite Preference). The term elite according to the dictionary is the selected or filtered part. If applied in group life, then the elite is a socially superior part of a society. If applied in political life, the elite is a certain part or group of a society that is in power [11].

It can be concluded that currently in North Bolaang Mongondow Regency, especially figures who make themselves into elite figures often use their power or closeness to the leadership to be able to do whatever they want for their own interests, moreover they ignore the provisions that they should carry out especially on implementation of activities that bring regional leaders.

In every protocol service to regional leaders, of course, it begins with the tentative preparation of regional leadership activities, and in setting or implementing this protocol, this protocol relates to planning, implementation and evaluation that must be carried out by the Protocol and Communications Section of the Regional Secretariat of the North Bolaang Mongondow Lab.

Planning is a description of what will be done starting from setting goals, strategies to achieve goals to planning

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systems to coordinate and integrate all organizational work so that goals can be achieved. This at the same time also answers what must be done, when, how, and who will do it. Planning is a process of determining what you want to achieve in the future and determining the stages needed to achieve it.

Some people argue that planning is an activity that is limited by a certain time scope, so that planning is further defined as a coordinated activity to achieve a certain goal within a certain time. In essence, planning is a process of determining what you want to achieve in the future and determining the stages needed to achieve it.

Planning is an election and can relate facts, make and use assumptions that have a bearing on the future by describing and formulating a certain activity that is believed to be carried out to achieve a certain result [3].

Planning is a selection or determination of organizational goals and in determining project policy strategies, procedures, programs, methods, budget systems, and standards needed to achieve a goal [1].

Planning is a way of thinking to understand the problems that will be implemented, especially about the future in carrying out policies and programs that will be implemented in order to achieve the desired goals. In planning, it is hoped that what is desired can be realized at a later date also in accordance with what is thought. Good planning can lead to a big and successful future if it is carried out seriously and gives the right decision.

In planning related to the main tasks and functions of the Protocol and Communications Section of the Leaders in an effort to provide services to regional leaders, in this case the Regent and Deputy Regents, more specifically protocol services, namely in the form of

preparation for making tentative regional leadership activities.

Based on the results of the study, it was found that the tentative preparation of regional leadership activities had not run optimally, this was caused by a delay or lack of coordination and communication from the activity implementing committee to the Protocol and Communications Section of the Leaders. However, the Protocol and Communications Section of the Leader is required to always be fully responsible and try to minimize errors or deficiencies that will occur in the implementation of activities. In particular, activities that will be attended directly by regional leaders and activities that are attended by representatives of regional leaders, so that protocol services to regional leaders will be maximized.

Meanwhile, it is seen from the planning in the form of schedule coordination and tentative local government activities have not run optimally, this is evidenced by the existence of activities where the Protocol and Communications Section Leaders often do not get information, especially on activities carried out outside the region or activities carried out suddenly.

Other technical obstacles often occur before the activity takes place or during the activity, among others, the event organizing committee often adds events. In addition, protocol services have not been maximized due to the lack of coordination of activity organizers with the Protocol and Communications Section of the Leadership regarding the implementation of activities carried out within the region, whether carried out by regional apparatus organizations (OPD) or implementing other activities that invite or bring regional leaders.

The certainty of the implementation time has not been carried out according to the specified time or in accordance with the tentative activities of the leadership,

there are several activities that have not been stated in the tentative activities of regional leaders, which are often carried out and this results in less than optimal protocol services, and the implementation time of activities is often delayed, this is caused by several things. Among other things, activities that bring officials from outside North Bolaang Mongondow, especially officials who present officials from the center or from the province or officials from other regions, are the full responsibility of the Protocol and Communications Section of the Leaders.

Implementation is an activity or effort carried out to carry out all the plans and policies that have been formulated and determined, equipped with all the needs, the necessary tools, who implements it, where the implementation starts and how it must be implemented. A process of a series of follow-up activities after the program or policy is established which consists of making decisions, strategic and operational steps or policies become reality in order to achieve the goals of the program that were originally set.

Implementation is an action or implementation of a plan that has been prepared carefully and in detail. Implementation is usually done after the planning is considered perfect. Implementation boils down to activity, action, action or the existence of a system mechanism, implementation is not just an activity, but a planned activity and to achieve the objectives of the activity [6].

Policy is a whole series of processes in a system that are closely related and complement each other, these functions are identical to the management process, namely Planning (Planning), Implementation (Actuating), and Monitoring and Evaluation (Controlling and Evaluation) [13].

In the mechanism of implementing the main tasks of the Protocol and Communications Section of the Leaders in

providing services in the form of standard operating procedures (SOPs) for accepting invitations and standard operating procedures (SOPs) for leadership assignments. The results of research related to receiving invitations to regional leaders have not all been in accordance with the established standard operating procedures (SOPs).

This problem often occurs in activities carried out on a regional scale and most of the activities in question are activities carried out by regional apparatus organizations (OPD) in North Bolaang Mongondow Regency, where each activity implementer does not all coordinate and communicate with the Protocol and Communications Section Leaders regarding the timing of activities.

Regarding standard operating procedures (SOP) assignments have not been fully implemented. This can be seen where assignments are sometimes given suddenly without a predetermined procedure, it is not even uncommon for assignments to be given at the same time on the day of the activity. So that the protocol services are not optimal. The lack of maximum leadership assignments can be seen in the scheduling of activities that are not based on tentative regional leadership activities issued by the Administrative Subdivision of the Leaders.

From the results of this study, a conclusion can be drawn that basically the implementation of protocol services has not been maximized. There is one sub-indicator, namely the standard operating procedure (SOP) for the assignment of leaders whose implementation has not run optimally. Where the nature of the assignment often does not go through the stages of conveying information.

Submission of information is not infrequently carried out at a time close to the implementation of the activities taking place. So that protocol services to regional

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leaders have not been maximized due to the unpreparedness of officers or the State Civil Apparatus (ASN) in the Protocol and Communications Section of the Leaders who are not ready to carry out the task of assisting regional leaders on certain events and activities.

Evaluation is a planned activity to find out the state of an object by using instruments related to the indicators, objectives, and benefits of the evaluation object or even communicating information about the evaluation object with stakeholders.

Evaluation is a process that determines the extent to which educational goals can be achieved [12]. Evaluation is one of a series of activities in improving the quality, performance or productivity of an institution in implementing its program [1].

Evaluation related to the duties and functions of the Protocol and Communications Section of the Leaders can be viewed from two sub-indicators, namely evaluation of activity results and publication of activity results. Based on the results of research related to the evaluation of the results of activities that the implementation of the evaluation has not been as expected. This can be seen in the evaluation that is often carried out after the implementation of the activity and the evaluation is rarely carried out before the activity takes place.

There is a report made by the protocol officer to the Head of the Protocol Sub-Section which is then reported to the Head of the Protocol and Communications Division Leader and then by the Head of the Section, it is reported directly to the Regent as the regional leader. The form of evaluation carried out is in the form of a written report or an oral report. However, sometimes the evaluation is carried out while the activity is in progress. For example, there is an error in seating placement, this is done to reduce or

minimize errors in providing protocol services to regional leaders.

Currently the Protocol and Communications Section of the Leadership is no longer responsible for reporting on the local government of North Bolaang Mongondow Regency, which has become the responsibility of the Communications and Information Office of North Bolaang Mongondow Regency, so that news from various media, especially those in collaboration with local governments, cannot accommodate the overall activities carried out by the regional government are more specifically the activities followed by regional leaders, as well as any policies issued by the regional government.

Activities are published through social media Facebook and Instagram as well as the iDeal tabloid which is published every month belonging to the Protocol and Leadership Communications section. This effort is a form of the responsibility of the Protocol and Communications Section of the leadership to keep the public informed of local government activities. However, this is considered ineffective because not all North Bolaang Mongondow people understand and can use social media. So that not all activities carried out by local governments cannot be socialized to the community.

The regional government of North Bolaang Mongondow Regency is currently faced with the problem of handling and preventing the Covid-19 pandemic. To overcome this, the regional government is currently trying to carry out activities to deal with the COVID-19 pandemic by refocusing the regional revenue and expenditure budget (APBD) including budgeting for the Protocol and Communications Section of the Leaders and this includes the publication of the iDeal tabloid which currently cannot be published anymore. However, publications on social media Facebook

and Instagram belong to the Protocol and Communications Section of the Leadership, and are published through media in collaboration with local governments, both print media and online media, which are currently being budgeted for at the North Bolaang Mongondow District Communication and Information Office.

There are several factors that influence protocol policy in improving the service of regional leaders in North Bolaang Mongondow Regency, namely:

Communication

This communication has an important role as a reference for policy implementers so that they know exactly what they are going to do. Besides that, communication can also act as an order from superiors to policy implementers so that policy implementation does not go out of the desired target [11].

Communication really determines the success of achieving the goals of implementing public policy. Effective implementation occurs when decision makers already know what they are going to do. Knowledge of what they will do can work if communication goes well, so that every policy decision and implementing regulation must be communicated and coordinated to the right department. Communication and coordination are needed so that decision makers and implementers will be more consistent in implementing every policy that will be implemented in the community.

The results of the research conducted by researchers are the lack of coordination from the implementing parties, in this case the Regional Apparatus Organizations with the Protocol and Communications Section of the Leaders so that the implementation of activities carried out by local governments related to protocol assistance has not been carried out optimally.

Communication has an important role as a reference for policy implementers so that they know exactly what they are going to do. Besides that, communication can also act as an order from superiors to policy implementers so that policy implementation does not go out of the desired target [11]. Thus the communication must be stated clearly, precisely and consistently.

Communication really determines the success of achieving the goals of implementing public policy. Effective implementation occurs when decision makers already know what they are going to do. Knowledge of what they will do can work if communication goes well, so that every policy decision and implementing regulation must be communicated and coordinated to the right department. Communication and coordination are needed so that decision makers and implementers will be more consistent in implementing every policy that will be implemented in the community.

Resource

The variables that affect the successful implementation of a policy are important resources including the right size of staff with the necessary expertise, sufficient and relevant information on how to implement the policy and in other adjustments involved in implementation; authority to ensure that this policy is carried out all as intended [11].

Various facilities (including buildings, equipment, land and supplies) within or by providing services. Insufficient resources will mean that laws will not be enforced, services will not be provided, and appropriate regulations will not be developed. resources, namely appointing every policy that must be supported by adequate resources, both human resources and financial resources.

Based on the results of HR research in the form of competence and budget, it always influences the main tasks and

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functions of the Protocol and Communications Section of the Leaders in assisting the activities of regional leaders. The form of human resource competence in the Protocol and Communications Section of the Leaders is seen from their abilities or skills, educational background, and work experience. For employees in the Protocol and Communications Section, on average, no one has an educational background that supports protocol science, one of which is communication science.

For skills, it can be supported by holding training or protocol guidance so that on average it can be said that the competence of HR in protocol is still low, so it is considered very necessary to increase HR in the Protocol and Communications Section Leaders, especially protocol officers. The parties involved in improving protocol human resources (HR) are of course the leaders in the regional apparatus organizations (OPD) as well as suggestions from the Head of Sub-section in charge of the main tasks of the protocol. For support for improving human resources (HR) the problem is that the participation of protocol officers in the implementation of training or technical guidance may be constrained by the budget which can only include a maximum of 2 people each year because in the field implementation the budget is often shifted to the implementation of other activities such as when This is what happened to prevent the spread of Covid-19.

Disposition

The third variable that affects the successful implementation of a policy is disposition. The attitude of the implementer is the third important factor in the approach to the study of public policy implementation. If policy implementation is expected to be effective, policy implementers must not

only know what to do and have the capability to implement it, but they must also have the desire to implement the policy [11].

Most of the implementers use as much authority as possible in implementing a policy. One of the reasons for this is due to their independence from policy makers. Disposition shows characteristics that are closely related to program policy implementers.

The most important characters possessed by the implementer are honesty, commitment, and democracy. Implementors who have a high commitment and honesty will always survive among the obstacles encountered in the policy program. Honesty directs implementers to stay in the direction of the program that has been outlined in the program guideline.

The commitment and honesty of the implementer made him more enthusiastic in implementing the program stages consistently. A democratic attitude will increase the good impression of the implementor and the policy in front of the members of the target group. This attitude will reduce resistance and foster a sense of trust and concern for the target group towards the implementers and policy programs.

Based on the results of the study, it shows that disposition is a determining factor for the success of policy implementation, in this case the implementation of protocol policies in improving the service of Regional Leaders in North Bolaang Mongondow Regency.

The disposition of officers in the Protocol and Leadership Communications Section has not gone well, due to the lack of human resources (HR). With the existing personnel of the Protocol and Communications Section Leaders trying to minimize the shortcomings, this can be seen from the commitment and from the form of responsibility of the protocol

officers in the success of the activities attended by the Regent as regional leader, especially in protocol services to regional leaders so that protocol services will be maximized. .

Bureaucratic structure

Although the resources to implement the policy are sufficient and the implementers know what must be done and are willing to implement it, policy implementation is still hampered by the inefficiency of the bureaucratic structure. Organizational fragmentation can hinder the coordination needed for successful implementation of a policy that requires the cooperation of many people. This results in the wasting of scarce resources, closing opportunities, creating confusion, leading policies to cross-purpose, and causing important functions to be forgotten [11].

The bureaucratic structure is the last variable that can affect the quality of the implementation of protocol policies in improving the services of the Regional Leaders of the North Bolaang Mongondow Regency, this is caused by several things, including the lack of human resources (HR) in the Protocol and Communication Section of the Regional Secretariat Leader of Bolaang Mongondow Regency. North. The Protocol Subdivision has 2 staff, the Leadership Communications Subdivision has 1 staff and the Leadership Documentation Subdivision has 2 staff.

So that the division or assignment in the implementation of protocol services duties and responsibilities in activities carried out at the same time, especially activities outside the region. Moreover, there are several activities carried out and attended by regional leaders even though these activities are not included in the tentative activities of the leadership. In addition to the problem of the number of human resources described above, the

main tasks and functions of the Leadership Communications Subdivision overlap with the Leadership Administration Subdivision. This is also one of the factors that affect the service to regional leadership is still less than optimal.

Main tasks and functions Establish relationships with various parties related to the implementation of the function of spokesperson for Regional leaders, provide input to Regional leaders regarding the delivery of certain information, provide information and explanations to related parties according to the needs and or at the direction of the leadership as well as collect and process information required are important and urgent according to the needs of the Regent and Deputy Regent [14].

In addition to the Leadership Communications Subdivision, there is also an overlapping of the main tasks and functions of the Leadership Administration Subdivision with the Protocol Subdivision in terms of preparing information on events and schedules of the Regents and Deputy Regents as well as making schedules or tentative regional leaders [14]. The tentative arrangement which is currently still managed and determined by the Sub-Division of Leadership Administration, so that there are several activities carried out even without the knowledge of the Protocol and Communications Division of the Leadership. So that protocol services to regional leaders, in this case the Regent and Deputy Regent, have not been maximized.

Prior to the change in the organizational nomenclature of the regional apparatus, the main tasks and functions above were some of the main tasks and functions of the Leadership Administration Subdivision, but with the new Subdivision in the Protocol Section, namely the Leadership Communications

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Subdivision, the main tasks and functions became the responsibility of Leadership Communications. Currently, almost all the main tasks and functions of the leadership Communications Subdivision are still being carried out by the Leadership Administration Subdivision, resulting in services to regional leaders, especially mentoring services, which are still less than optimal.

CONCLUSION

Based on the results of the research, and discussion of the implementation of protocol policies in improving the service of regional leaders in North Bolaang Mongondow Regency. then the conclusions in this study are:

1. Implementation of Protocol Policies in Improving Services for Regional Leaders in North Bolaang Mongondow Regency has not been running effectively, there are still indicators whose implementation has not been carried out optimally. Its implementation starts from planning, implementation to evaluation. In the planning indicators, the main tasks and functions of the Protocol and Communications Section of the Leaders have not run optimally because seen from the 2 planning sub-indicators, the two indicators have not run as expected. Meanwhile, on the implementation indicators, there is one sub-indicator, namely the Standard Operating Procedure (SOP) for the assignment of leaders whose implementation has not been running optimally. Where the nature of the assignment often does not go through the stages of delivering information. Disposition is often carried out a day before the time of implementation, even at a time close to the implementation of the activity. So that it adds to the work again for the Protocol and Communications Section

of the Leader to adjust to the activities carried out. Activities usually continue to be carried out even though they are not included in the tentative activities of the Regent, this will cause protocol services to regional leaders not to be optimal. In addition, judging from the evaluation indicators, not all can run well, especially in activities that are carried out suddenly or activities that are carried out at the same time. As a result, there are several activities that are attended and attended by the Regent, Deputy Regent or officials who represent not published, either through social media Facebook and Instagram belonging to the Protocol and Communications Section of the Leaders, as well as print media and online media in collaboration with the Regional Government of Bolaang Mongondow Regency. North. Another thing that becomes an obstacle to publication is the refocusing of the budget for the publication of the iDeal tabloid belonging to the Protocol and Communications Section of the Leadership.

2. In addition to the above problems, there are factors that determine the success of the implementation of protocol policies in improving the services of regional leaders in North Bolaang Mongondow Regency, namely:
 - a. Resource;
 - b. Communication;
 - c. Disposition;
 - d. Bureaucratic structure.

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