

A JURIDICAL ANALYSIS OF THE IMPLEMENTATION OF THE REGENT OF CENTRAL LAMPUNG REGULATION NUMBER 56 OF 2022 IN CARRYING OUT THE DUTIES AND FUNCTIONS OF THE PROTOCOL AND LEADERSHIP COMMUNICATION DIVISION OF THE REGIONAL SECRETARIAT OF CENTRAL LAMPUNG REGENCY

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Abstract

The implementation of regional government policies is an essential aspect of achieving effective governance, including the administration of protocol duties and functions. This study aims to analyze the implementation of the Regent of Central Lampung Regulation Number 56 of 2022 concerning the Detailed Duties and Functions of Structural Positions and Functional Groups within the Regional Secretariat of Central Lampung Regency in carrying out the duties and functions of the Protocol and Leadership Communication Division, as well as to identify the factors hindering its implementation. This research employed both normative juridical and empirical juridical approaches. Data were collected through library research and field research by conducting interviews with the Head of the Protocol and Leadership Communication Division, the Head of the Protocol Subdivision, and staff members of the Protocol and Leadership Communication Division of the Regional Secretariat of Central Lampung Regency. The data were analyzed using a qualitative juridical approach by examining statutory regulations, administrative law theories, and empirical findings obtained from the field. The results indicate that the implementation of the Regent of Central Lampung Regulation Number 56 of 2022 within the Protocol and Leadership Communication Division has been carried out effectively, although it has not yet reached an optimal level. The implementation of protocol duties and functions has been conducted in accordance with the applicable regulations through the management of seating arrangements, event procedures, official honors, coordination of leadership activities, leadership communication, and documentation of governmental activities. Nevertheless, the implementation continues to face several obstacles arising from internal factors, including limited human resources, inadequate facilities and infrastructure, operational funding constraints, and organizational integrity, as well as external factors such as technological developments, regulatory changes, and regional fiscal conditions. Therefore, strengthening institutional capacity, optimizing organizational resources, and enhancing inter-agency coordination are necessary to improve the effectiveness of the implementation of the Regent of Central Lampung Regulation Number 56 of 2022 in supporting regional governance.

Keywords: Policy Implementation; Protocol Affairs; Leadership Communication; Regional Government; Regent Of Central Lampung Regulation Number 56 Of 2022.

INTRODUCTION

Regional governance constitutes one of the key instruments for achieving the national objectives as mandated in the Preamble to the 1945 Constitution of the Republic of Indonesia, namely to protect the entire Indonesian nation, promote public welfare, educate the nation, and contribute to the establishment of world order. To achieve these objectives, regional governments are granted the authority to regulate and administer governmental affairs based on the principle of regional autonomy as stipulated in Law Number 23 of 2014 concerning Regional Government. This delegation of authority is intended to enhance the effectiveness of regional governance, improve public service delivery, and promote professional, transparent, accountable, and citizen-oriented governance. Consequently, the success of regional governance largely depends on the ability of each

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regional apparatus organization to effectively and responsibly perform its assigned duties and functions. From the perspective of Administrative Law, every governmental action must be carried out in accordance with the principle of legality, meaning that all administrative actions must be based on lawful authority derived from statutory regulations (Hadjon, 2011). The principle of legality serves as the foundation of public administration by ensuring that every governmental policy and administrative action is conducted within the framework of the law, thereby providing legal certainty, justice, and protection for the public. Accordingly, regional government organizations are required not only to achieve organizational performance targets but also to ensure that every administrative activity complies with applicable legal provisions in order to establish orderly, effective, and accountable governance.

One of the essential organizational units supporting regional governance is the Protocol and Leadership Communication Division within the Regional Secretariat. This division performs strategic functions by providing administrative support to the Regent through protocol services, leadership communication, and documentation of governmental activities. Protocol affairs encompass not only seating arrangements, ceremonial procedures, and official honors during formal governmental events but also contribute to strengthening the institutional image of the government, facilitating intergovernmental communication, and ensuring that official activities are conducted in accordance with applicable legal provisions. The significance of protocol affairs is emphasized in Law Number 9 of 2010 concerning Protocol, which recognizes protocol services as an integral component of governmental administration and state affairs.

The importance of the Protocol and Leadership Communication Division has increased alongside the growing complexity of regional governance. Regional heads are required not only to perform governmental functions but also to coordinate intergovernmental affairs, represent regional governments in official events, communicate public policies, and maintain institutional relations with various stakeholders. These responsibilities require professional protocol services capable of ensuring that official activities are conducted in an orderly, efficient, and legally compliant manner. Consequently, protocol organizations must possess clear organizational structures, effective coordination mechanisms, competent human resources, and adaptive administrative systems capable of responding to the evolving demands of modern governance.

As part of regional government reform, the Government of Central Lampung Regency reorganized its regional apparatus through Regional Regulation of Central Lampung Regency Number 10 of 2021, which was subsequently elaborated through the Regent of Central Lampung Regulation Number 56 of 2022 concerning the Detailed Duties and Functions of Structural Positions and Functional Groups within the Regional Secretariat of Central Lampung Regency. This regulation provides the legal framework governing the duties, functions, authority, and responsibilities of each organizational unit, including the Protocol and Leadership Communication Division, which is responsible for policy preparation, coordination among regional agencies, policy monitoring and evaluation, protocol services, leadership communication, and governmental documentation.

The effectiveness of a regulation is determined not only by the quality of its legal substance but also by its successful implementation. Edward III (1980) argues that policy implementation represents the stage at which governmental objectives are translated into practical actions. According to his policy implementation model, successful implementation depends on four major variables: communication, resources, disposition, and bureaucratic structure. These variables are interrelated and collectively determine whether a public policy can achieve its intended objectives. Therefore, a well-formulated regulation cannot guarantee successful implementation unless it is supported by adequate resources, effective coordination, and committed public officials.

In practice, policy implementation frequently encounters various challenges. Regulatory changes, rapid technological development, increasing public expectations regarding public service quality, and organizational resource limitations often influence the effectiveness of governmental policies. Similar challenges are experienced by the Protocol and Leadership Communication Division as an organizational unit supporting the Regent. The implementation of protocol functions requires strong inter-agency coordination, qualified human resources, sufficient financial support, and adequate facilities to ensure the effective delivery of services to regional leaders.

The findings of this study indicate that the implementation of the Regent of Central Lampung Regulation Number 56 of 2022 has generally been carried out in accordance with the applicable provisions. The implementation of protocol duties, including seating arrangements, ceremonial procedures, official honors, leadership communication, management of the Regent's official agenda, and documentation of governmental

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activities, has followed the organizational responsibilities established under the regulation. Nevertheless, several obstacles continue to affect the effectiveness of policy implementation, including limitations in human resources, infrastructure, operational funding, technological adaptation, and other strategic organizational challenges.

These findings demonstrate that policy implementation is a complex process involving legal, organizational, managerial, and environmental dimensions. Therefore, evaluating the implementation of the Regent of Central Lampung Regulation Number 56 of 2022 is essential to assess the extent to which the regulation has been effectively implemented in supporting regional governance. Such evaluation is also necessary to identify implementation barriers and formulate recommendations aimed at improving organizational performance and administrative service quality.

This study is expected to contribute both theoretically and practically. From a theoretical perspective, it contributes to the development of Administrative Law scholarship, particularly in the field of public policy implementation within regional government institutions. From a practical perspective, the findings are expected to provide valuable recommendations for the Government of Central Lampung Regency in strengthening institutional capacity, improving human resource competencies, optimizing inter-agency coordination, and enhancing organizational resources. Ultimately, these improvements are expected to support more professional, effective, and accountable protocol services within the regional government.

Based on the foregoing discussion, this study aims to analyze the implementation of the Regent of Central Lampung Regulation Number 56 of 2022 in carrying out the duties and functions of the Protocol and Leadership Communication Division of the Regional Secretariat of Central Lampung Regency, as well as to identify the factors that hinder its implementation in order to formulate recommendations for improving organizational performance and strengthening regional governance.

LITERATURE REVIEW

Public Policy Implementation

Public policy implementation is a crucial stage in determining whether a policy achieves its intended objectives. A policy that has been formulated will not produce meaningful outcomes unless it is effectively implemented by the responsible implementing agencies. Therefore, implementation is regarded as the process of translating normative provisions into practical actions through a series of administrative activities, coordination, supervision, and evaluation involving various stakeholders (Edward III, 1980).

According to George C. Edward III (1980), the success of policy implementation is influenced by four principal variables: communication, resources, disposition, and bureaucratic structure. Communication refers to the process of conveying information regarding the objectives, contents, and implementation procedures of a policy to all implementing officials. Clear, consistent, and continuous communication minimizes differences in interpretation, thereby enabling policies to be implemented in accordance with their intended objectives. Conversely, ineffective communication may lead to implementation errors and reduce organizational performance.

The second factor is resources. Edward III (1980) explains that resources include human resources, financial support, information, authority, and facilities necessary for policy implementation. Even well-formulated regulations cannot achieve their objectives if implementing organizations lack adequate resources. The competence of public officials, sufficient funding, and adequate facilities are therefore essential elements that determine the effectiveness of policy implementation.

Disposition, or the attitude of implementers, also plays a significant role. Public officials who demonstrate commitment, integrity, loyalty, and a thorough understanding of policy objectives are more likely to perform their duties effectively. Conversely, if implementers lack commitment or fail to understand the substance of the policy, successful implementation becomes difficult to achieve. Therefore, improving the capacity of government personnel through education, training, and professional development is essential for enhancing implementation performance.

Furthermore, bureaucratic structure plays a vital role in supporting effective policy implementation. A well-defined organizational structure provides clarity regarding the distribution of duties, authority, responsibilities, and coordination mechanisms among organizational units. A streamlined bureaucracy supported by clear standard operating procedures facilitates policy implementation and enables organizational objectives to be achieved effectively and efficiently (Edward III, 1980).

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In this study, George C. Edward III's policy implementation theory serves as the primary analytical framework for evaluating the implementation of the Regent of Central Lampung Regulation Number 56 of 2022 within the Protocol and Leadership Communication Division of the Regional Secretariat of Central Lampung Regency. The four variables are employed to assess the extent to which communication, resources, implementers' disposition, and bureaucratic structure have supported the implementation of organizational duties and functions in accordance with the applicable regulations.

Administrative Law Theory

Administrative Law is a branch of public law that governs the relationship between government authorities and citizens in the administration of public affairs. Its scope includes governmental authority, administrative actions, governmental institutions, public services, and legal protection for citizens against governmental actions (Hadjon, 2011). According to Philipus M. Hadjon (2011), every governmental action must be based on the principle of legality, meaning that every authority exercised by public officials must originate from statutory regulations. The principle of legality constitutes the fundamental basis for ensuring legal certainty because governmental authorities are prohibited from acting beyond the powers conferred upon them by law. Consequently, every policy adopted by regional governments must have a clear legal basis to prevent the abuse of governmental authority.

In addition to the principle of legality, governmental administration must also adhere to the General Principles of Good Governance, including legal certainty, due care, professionalism, proportionality, transparency, accountability, and quality public service (Ridwan HR, 2020). The application of these principles aims to improve public service quality while promoting transparent, effective, efficient, and accountable governance. Within the context of regional government, regional heads possess the authority to formulate administrative policies as an exercise of powers delegated or attributed by statutory regulations. One such policy is the Regent of Central Lampung Regulation Number 56 of 2022, which specifies the duties and functions of structural positions and functional groups within the Regional Secretariat of Central Lampung Regency. This regulation serves as the legal basis for the Protocol and Leadership Communication Division in carrying out its duties, functions, and responsibilities as a supporting institution for regional governance.

Concept of Regional Government

Regional government refers to the administration of governmental affairs by regional governments together with Regional People's Representative Councils based on the principles of regional autonomy and co-administration, as stipulated in Law Number 23 of 2014 concerning Regional Government. The implementation of regional autonomy aims to accelerate public welfare through improved public services, community empowerment, and enhanced regional competitiveness.

Under Law Number 23 of 2014, regional governments are authorized to regulate and administer governmental affairs independently in accordance with the principles of responsible regional autonomy. This authority is implemented through the establishment of regional apparatus organizations whose duties and functions are adjusted to regional needs.

The Regional Secretariat functions as a staff institution assisting the regional head in policy formulation, administrative coordination, and administrative services for all regional government agencies. One of its organizational units is the Protocol and Leadership Communication Division, which is responsible for protocol services, leadership communication, governmental documentation, and coordination of the Regent's official activities pursuant to the Regent of Central Lampung Regulation Number 56 of 2022.

The effectiveness of regional governance is strongly influenced by effective coordination among regional government agencies. Therefore, a clear division of responsibilities, effective coordination, and adequate organizational resources are essential factors in improving governmental performance and public service delivery.

Concept of Protocol Affairs

Protocol affairs constitute an essential component of public administration, regulating seating arrangements, ceremonial procedures, official honors, and services provided to state officials and government officials during official and state events. In Indonesia, protocol affairs are regulated under Law Number 9 of 2010

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concerning Protocol, which aims to ensure orderliness, security, efficiency, and appropriate respect based on the official status of public officials in governmental activities.

In regional government practice, protocol functions extend beyond organizing official ceremonies. They also include preparing leadership schedules, coordinating the Regent's activities, facilitating leadership communication, managing media relations, and documenting governmental activities. These responsibilities require close coordination with various regional government agencies to ensure that governmental activities are conducted effectively and efficiently.

The rapid development of information technology has also transformed the implementation of protocol functions. Protocol officers are expected to utilize communication technologies, digital media, and information systems in providing effective services to regional leaders. Consequently, improving human resource competencies and providing adequate facilities and infrastructure have become important factors in enhancing the quality of protocol services.

Pursuant to the Regent of Central Lampung Regulation Number 56 of 2022, the Protocol and Leadership Communication Division is responsible for policy preparation, coordination among regional government agencies, protocol services, leadership communication, documentation, monitoring, and policy evaluation within the Government of Central Lampung Regency. The effective implementation of these functions is expected to support professional, accountable, and efficient regional governance.

Analytical Framework

This study employs George C. Edward III's policy implementation theory as the principal analytical framework to evaluate the implementation of the Regent of Central Lampung Regulation Number 56 of 2022 within the Protocol and Leadership Communication Division of the Regional Secretariat of Central Lampung Regency. The analysis focuses on four key indicators: communication, resources, implementers' disposition, and bureaucratic structure. These indicators are used to assess the extent to which the regulation has been implemented in accordance with its intended objectives.

Furthermore, Administrative Law theory is applied to examine whether the implementation of organizational duties and functions complies with the principle of legality and the General Principles of Good Governance. The combination of these theoretical approaches provides a comprehensive analytical framework for explaining the relationship between the normative provisions contained in the Regent of Central Lampung Regulation Number 56 of 2022 and their practical implementation within the Protocol and Leadership Communication Division of the Regional Secretariat of Central Lampung Regency. Accordingly, this study not only evaluates the effectiveness of policy implementation but also assesses its conformity with the fundamental principles of good governance.

METHOD

This study employed both normative juridical and empirical juridical approaches. The normative juridical approach was conducted through library research by examining statutory regulations, theories of Administrative Law, and relevant literature concerning public policy implementation and the administration of protocol affairs within regional government institutions. Meanwhile, the empirical juridical approach was applied to obtain field data regarding the implementation of the Regent of Central Lampung Regulation Number 56 of 2022 in carrying out the duties and functions of the Protocol and Leadership Communication Division of the Regional Secretariat of Central Lampung Regency.

The research utilized both primary and secondary data. Primary data were collected through interviews with the Head of the Protocol and Leadership Communication Division, the Head of the Protocol Subdivision, and staff members of the Protocol and Leadership Communication Division of the Regional Secretariat of Central Lampung Regency. The respondents were selected using a purposive sampling technique based on their involvement in implementing the regulation. Secondary data consisted of primary legal materials, including the 1945 Constitution of the Republic of Indonesia, Law Number 23 of 2014 concerning Regional Government, the Regent of Central Lampung Regulation Number 56 of 2022, and other relevant statutory regulations. In addition, secondary legal materials such as textbooks, scientific journal articles, previous research findings, and official government documents were examined. Tertiary legal materials, including legal dictionaries and other supporting references, were also utilized to strengthen the legal analysis.

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Data collection was conducted through both library research and field research. Library research involved reviewing legal literature, statutory regulations, scholarly publications, and official documents relevant to the research topic. Field research was carried out through direct observation and semi-structured interviews, allowing the researcher to obtain comprehensive information regarding the implementation of the Regent of Central Lampung Regulation Number 56 of 2022 within the Protocol and Leadership Communication Division.

The collected data were analyzed using a qualitative juridical approach through the stages of data reduction, classification, data presentation, and conclusion drawing. The analysis integrated statutory provisions, public policy implementation theory, Administrative Law theory, interview findings, and empirical evidence obtained from the field to evaluate the effectiveness of the implementation of the Regent of Central Lampung Regulation Number 56 of 2022 and to identify the factors influencing its implementation.

RESULTS AND DISCUSSION

Implementation of the Regent of Central Lampung Regulation Number 56 of 2022 in Carrying Out the Duties and Functions of the Protocol and Leadership Communication Division of the Regional Secretariat of Central Lampung Regency

The implementation of the Regent of Central Lampung Regulation Number 56 of 2022 represents the exercise of the regional government's authority in regulating the distribution of duties and functions within regional government organizations, particularly the Protocol and Leadership Communication Division of the Regional Secretariat of Central Lampung Regency. Based on the findings of this study, the implementation of the regulation has generally been carried out in accordance with the provisions stipulated in the Regent Regulation, although several obstacles remain, preventing the policy from being implemented optimally.

According to the interview with Dedy Aryanto Yurida, Head of the Protocol and Leadership Communication Division of the Regional Secretariat of Central Lampung Regency, the Division's primary responsibilities include preparing policy implementation, coordinating the activities of regional government agencies, monitoring, and evaluating policies in the areas of protocol affairs, leadership communication, and governmental documentation. These responsibilities are carried out in accordance with Article 16 of the Regent of Central Lampung Regulation Number 56 of 2022, which serves as the legal basis for protocol administration within the Government of Central Lampung Regency.

The findings indicate that policy implementation is reflected through various protocol activities, including seating arrangements, ceremonial procedures, official honors, leadership communication services, coordination of the Regent's official activities, and documentation of governmental events. These activities are conducted systematically through the stages of planning, implementation, and evaluation, thereby supporting the effective administration of regional government.

During the planning stage (pre-event), the Protocol and Leadership Communication Division receives the Regent's official agenda, organizes coordination meetings with regional government agencies, prepares event schedules and run-downs, and conducts site inspections to ensure technical readiness before official events are held. These preparatory activities are essential for minimizing operational problems during official governmental ceremonies. During the implementation stage (on-event), protocol officers are responsible for arranging seating, ceremonial procedures, and official honors in accordance with Law Number 9 of 2010 concerning Protocol. Upon completion of each event, evaluation activities and official reports are prepared as part of administrative accountability and as references for improving future governmental events.

According to Ahmad Irfanda, Head of the Protocol Subdivision, protocol implementation also includes arranging seating protocols for state officials, regional government officials, community leaders, and distinguished guests based on official hierarchy as stipulated in Law Number 9 of 2010 concerning Protocol. Furthermore, the Division coordinates the official activities of the Regent and Deputy Regent, prepares leadership schedules, disseminates information to regional government agencies, and evaluates every official activity conducted by the regional government.

These findings demonstrate that the implementation of the Regent of Central Lampung Regulation Number 56 of 2022 has been carried out in accordance with the organizational functions prescribed by the regulation. This finding is consistent with George C. Edward III's policy implementation theory, which argues that successful policy implementation is determined by four key variables: communication, resources, disposition, and bureaucratic structure (Edward III, 1980). In the present study, effective communication among regional

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government agencies has been established through regular coordination meetings prior to official activities, while the organizational structure has provided a clear distribution of duties and responsibilities among officials and staff members according to their respective authorities.

From the perspective of Administrative Law, the implementation of the Regent of Central Lampung Regulation Number 56 of 2022 also reflects the application of the principle of legality, whereby all governmental administrative actions are undertaken on the basis of authority granted by statutory regulations (Hadjon, 2011). The implementation of the duties and functions of the Protocol and Leadership Communication Division aims not only to support the Regent's official activities but also to promote orderly public administration, professional public service, and improved governmental accountability.

The study further demonstrates that protocol functions contribute significantly to regional governance. In addition to ensuring the orderly conduct of official governmental events, protocol services strengthen the institutional image of the Government of Central Lampung Regency, integrate local cultural values into governmental ceremonies, and foster harmonious relationships between the regional government and the public. Therefore, the implementation of the Regent of Central Lampung Regulation Number 56 of 2022 can be considered generally effective, although it has not yet reached its optimal level due to several implementation constraints.

Factors Hindering the Implementation of the Regent of Central Lampung Regulation Number 56 of 2022

The findings reveal that although the implementation of the Regent of Central Lampung Regulation Number 56 of 2022 has generally complied with the applicable legal provisions, several internal and external factors continue to hinder the optimal implementation of the policy.

Internal Factors

Internal factors refer to constraints originating within the organization itself, including the capacity of public officials, organizational resources, and institutional support for protocol services. Based on interviews with the research informants, one of the principal obstacles is the limited number of personnel possessing professional competencies in protocol affairs. Although employees perform their duties according to the organizational structure established by the regulation, the available workforce remains insufficient to accommodate the increasing number of governmental activities requiring protocol services. Consequently, employees frequently experience heavier workloads, particularly when several official events are conducted simultaneously.

Another significant internal challenge concerns the availability of facilities and infrastructure. The study found that protocol equipment, documentation facilities, and information technology infrastructure remain inadequate to support the increasing demands of modern governmental administration. Contemporary protocol services require advanced technological support to ensure timely, accurate, and professional administrative services for regional leaders. Insufficient facilities therefore reduce the effectiveness of coordination and the quality of public administrative services.

Operational budget limitations also constitute an important internal constraint. Protocol activities require financial support for ceremonial equipment, documentation, official travel, and various operational expenditures. The research findings indicate that limited budget allocations have prevented the organization from fulfilling all operational needs, requiring several activities to be adjusted according to available financial resources.

Furthermore, the integrity and professionalism of government personnel significantly influence successful policy implementation. Although public officials generally demonstrate strong commitment in performing their responsibilities, continuous education and professional training remain necessary to improve service quality in response to the changing demands of modern governance. Capacity development is particularly important because protocol officers are required not only to perform administrative duties but also to possess effective communication, coordination, problem-solving, and decision-making skills within dynamic governmental environments.

These findings support George C. Edward III's implementation theory, which emphasizes that adequate resources constitute one of the principal determinants of successful policy implementation (Edward III, 1980). Even well-designed policies cannot achieve their intended objectives if implementing agencies lack sufficient human resources, financial support, and organizational facilities. Accordingly, strengthening institutional capacity represents a strategic priority for improving the implementation of the Regent of Central Lampung Regulation Number 56 of 2022.

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External Factors

In addition to internal organizational constraints, several external factors also influence policy implementation. One of the most significant challenges is the rapid development of information technology. Digital transformation within public administration requires the Protocol and Leadership Communication Division to continuously adapt its communication systems, protocol services, and documentation procedures through the utilization of modern digital technologies. Such adaptation requires not only technological infrastructure but also continuous enhancement of employees' digital competencies.

Changes in statutory regulations also affect policy implementation. Regional governments must continuously adjust organizational practices to accommodate amendments to national legislation and governmental policies concerning regional governance. Consequently, public officials are required to regularly update their legal knowledge to ensure that organizational practices remain consistent with prevailing legal provisions.

Regional fiscal conditions likewise influence organizational performance. Limited regional financial capacity affects operational funding, infrastructure procurement, and human resource development programs. As a result, several initiatives aimed at improving public service quality cannot be fully implemented despite having been included in organizational work plans.

These findings demonstrate that external factors are closely associated with the communication and bureaucratic structure variables identified in George C. Edward III's implementation model (Edward III, 1980). Changes in the strategic environment require regional government organizations to strengthen inter-agency coordination while maintaining bureaucratic flexibility in responding to evolving public service demands. Accordingly, successful policy implementation depends not only on the quality of legal regulations but also on the organization's adaptive capacity in responding to environmental changes.

Overall, this study concludes that the implementation of the Regent of Central Lampung Regulation Number 56 of 2022 has contributed positively to the performance of the Protocol and Leadership Communication Division of the Regional Secretariat of Central Lampung Regency. Nevertheless, further optimization requires strengthening human resources, improving facilities and infrastructure, increasing operational funding, enhancing employee competencies, and reinforcing coordination among governmental institutions. These efforts are expected to improve the effectiveness of protocol administration and ensure that the objectives of the Regent of Central Lampung Regulation Number 56 of 2022 are achieved more comprehensively.

CONCLUSIONS

The implementation of the Regent of Central Lampung Regulation Number 56 of 2022 concerning the Detailed Duties and Functions of Structural Positions and Functional Groups within the Regional Secretariat of Central Lampung Regency has generally been carried out effectively by the Protocol and Leadership Communication Division of the Regional Secretariat of Central Lampung Regency. The implementation of the regulation has been reflected in the execution of protocol services, including seating arrangements, ceremonial procedures, official honors, leadership communication, coordination of the Regent's official agenda, and documentation of governmental activities. These functions have been performed in accordance with the authority and organizational responsibilities stipulated in the regulation and have contributed to supporting the effectiveness of regional government administration. From the perspective of Administrative Law, the implementation also demonstrates the application of the principle of legality, whereby administrative actions are undertaken based on statutory authority. Furthermore, the findings indicate that the implementation aligns with George C. Edward III's policy implementation theory, particularly regarding the aspects of communication, bureaucratic structure, disposition, and organizational resources.

Despite these positive achievements, the implementation has not yet reached its optimum level due to several internal and external constraints. Internal obstacles include the limited number of qualified human resources, inadequate facilities and technological infrastructure, budgetary limitations, and the need for continuous professional development of protocol personnel. Meanwhile, external challenges arise from rapid technological advancements, changes in governmental regulations, and regional fiscal conditions that affect organizational performance. Therefore, strengthening institutional capacity through improving human resources, increasing budget support, upgrading facilities and information technology, and enhancing coordination among regional government agencies is essential to improve the effectiveness of policy implementation. These efforts are expected

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to optimize the performance of the Protocol and Leadership Communication Division and strengthen good governance practices within the Government of Central Lampung Regency.

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