

**THE COMMUNICATION STYLE OF THE HEAD OF THE PROTOCOL SECTION OF THE REGIONAL SECRETARIAT OF EAST JAVA PROVINCE TO MILLENNIAL AND ZILLENNIAL EMPLOYEES IN ASSISTING THE GOVERNOR'S OFFICIAL DUTIES**

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*Abstract*

A good and healthy communication process in government institutions or agencies is important to create a conducive work atmosphere. The phenomenon of how a leader's communication style becomes interesting if there is a difference that can be a source to “encourage” employees who are carrying out tasks in the field. In the government agency itself, there is a special section in charge of organizing the governor's official events, so the role of the protocol leader becomes very important in carrying out the task. The purpose of this research is to find out how the communication style of the leader of the Protocol section of the Regional Secretariat of East Java Province. This research also uses descriptive qualitative research methods seen from the point of view of protocol employees in understanding the communication style carried out by a leader. The results showed that the communication style of the leadership of the protocol section of the East Java Provincial Secretariat was the Formal Communication Style, Informal Communication Style, Meangatur Communication Style Closed Communication Style, and Firm Communication Style.

*Keywords: Communication Style, Organizational Communication, Protocol, Government*

**INTRODUCTION**

The current era of globalization and digitalization provides space in the work industry, both public and private, to continue to transform to face various challenges to achieve a goal. The ability to adapt, the ability to work in teams, and creativity in using communication technology are important skills in the current Industry 4.0 Era. Of all the important aspects needed, communication skills are crucial to the success of an organization.

An effective communication style between leaders and employees is the key to achieving the goals of an organization, especially Government Agencies. The main job duties carried out by all employees in the Government are covered by laws that serve as guidelines for carrying out each program in each section. The level of difficulty in implementing an SOP that is bound by written regulations from the government requires employees to have solid and compact teamwork.

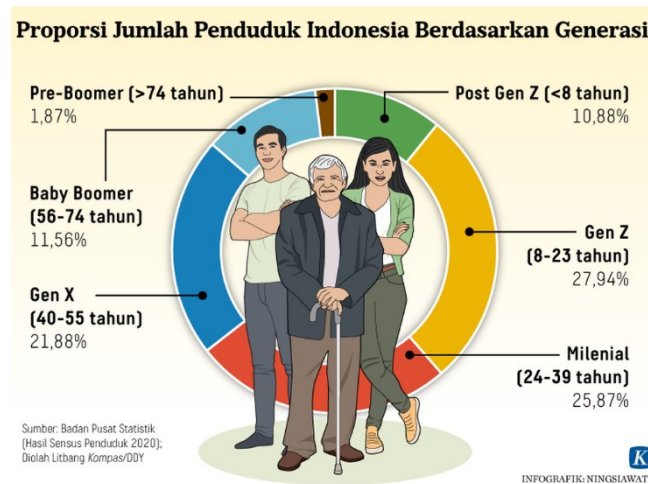
The existence of a good and healthy communication process in government institutions or agencies is important to create a conducive work atmosphere. The role of the leader is one of the important points to bring employees to keep moving in achieving targets and carrying out the responsibilities that must be done. In a government institution, especially at the provincial level, the role of a leader is a strong foundation for building solid and compact teamwork with each other.

According to Ruben and Stewart (2013: 337), communication is a process that determines the direction of the organization, and the occurrence of leadership between organizational leaders and members, thereby increasing good collaboration in the organization, the direction of information flow runs from internal and external stakeholders and forms a process of coordinating communication and collaboration between organizational members.

The definition of Communication above is the foundation that a leader who has a position and is tasked with heading an agency must have the ability to “manage” all employees by using appropriate and effective communication patterns. A relationship of cooperation and teamwork will run optimally if the delivery of tasks and implementation of responsibilities is accompanied by appropriate communication, especially if the employees are dominated by the younger generation who have different characteristics from the leader.

One way to find out how a good communication style is applied to an institution is to recognize the character of the communicant. The communicant context here is the employees who work at the agency. Automatically, the style of communication and leadership carried out must be adapted to the times and the character of the generation being led at that time. If a leader carries out his duties without adapting to existing changes, then it can have an impact, namely the existence of inequality, inconsistency, and even failure in an organization.

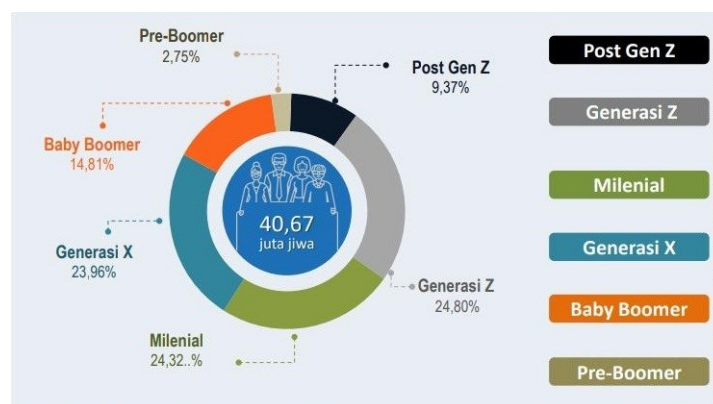
We are starting to enter an era where the productive age in Indonesia is experiencing a significant surge and increase. Such conditions are mentioned and Indonesia will experience a demographic bonus in 2030. Various fields of work are starting to be dominated by employees who are at a productive age and the highest percentage is held by the Millennial and Zillennial Generations.



*Sumber : Kompas.Id*

Reporting from the news written by Kompas.id about how the Millennial and Zillennial generations are more aware of creating a more positive work environment, these characters also demand that all work environments where they work are able to become a support system so that they continue to grow.

Not only at the national level, the growth of the Millennial and Zillennial Generations also departs from data in various provincial areas throughout Indonesia. East Java Province is one of the areas that is experiencing rapid growth in productive age. Based on news published by Suara Surabaya media in early 2021, the results of the population census that has been carried out show data that the population of East Java is dominated by Millennials and Zillennials.



*Sumber : SuaraSurabaya.Net*

This condition also affects sharing sectors, especially the world of work, where all institutions, both private and government agencies, will accept employees with a higher productive age. Khofifah Indar Prawansa, who served as Governor for the 2019-2024

period at the time, also said that the census data could also be a reference for the East Java Provincial Government in determining various policies.

The phenomenon of the dominance of the world of work by the Millennial and Zillennial generations makes us understand that they have unique characteristics and are different from previous generations. Millennials and Zillennials tend to be more visionary and tech-savvy in their work environment. Therefore, how the leader's communication style can have a positive influence on them is an important note to take to provide a boost to work effectiveness when carrying out tasks or programs from Agencies and Organizations.

One of the things that can be seen from a leader who has an important role is how he can create a conducive and friendly work atmosphere using the ability to communicate appropriately. What messages are delivered and how messages are delivered can be an encouragement for all employees, in carrying out their respective duties and functions. However, if the communication style used is not appropriate, the impact that occurs is the occurrence of gaps and a less conducive work atmosphere.

In a government institution, especially at the provincial level. The role of a leader is a strong foundation in building solid and compact teamwork with each other. The role of communication itself is to create and develop relationships between members to create a culture and spirit of teamwork needed to be fast, responsive, have high motivation in the organization, and have strong motivation to work in teams to achieve organizational goals.

In the context of the world of work, someone who has the ability in the field of communication is needed to play a role in creating and planning effective communication strategies, understanding the communication process that takes place within the organization and with outsiders, and minimizing the problem of mass communication through various communication channels, both online and face-to-face media (Stewart, 2013: 5). This is closely related to the duties of leaders who have a role and have control over an agency or organization.

The phenomenon of how a leader's communication style becomes interesting if there is a difference that can be a source to “encourage” employees who are carrying out their duties. The increasingly dynamic bureaucratic situation also affects how a leader can

deliver a message well and orders or prohibitions that come from the highest leadership. But in reality, these events do not always match the facts on the ground.

In carrying out their duties, especially in the field, Regional Leaders at the level of the Governor will be assisted by two fields that are always attached, namely Public Relations and Protocol. High mobility and various agendas or events that have been scheduled must be prepared as much as possible by the Protocol team and the focus of Public Relations is only on documentation and coordination with the media crew.

According to Nasution (2006: 157), the protocol is a set of rules and regulations related to organizing official government events and arrangements to serve government officials in official activities and activities carried out by government agencies or the general public. Law No. 09 of 2010 concerning Protocol explains that protocol is the arrangement of a series of activities that play an important role in official state events consisting of Place Management, Ceremony Management, and Honor Management as a form of service and respect for a person by his position or position in the state, government, or society.

Efforts to provide the best service and minimize an error while assisting the Governor's official activities and during the event became a special task of the Leadership Protocol, especially in East Java. This triggers how "Pressure" occurs to members or employees who carry out all tasks when the communication style used by the leadership tends to justify. If the pressure in an agency is not balanced with a leader who can condition the atmosphere to remain conducive and calm, it will have an impact on the output of activities carried out including the effectiveness of work carried out in the field.

There are many challenges that the Protocol Team must face when carrying out their duties in the field and one of them is related to sudden schedule changes or spontaneous requests that the Governor wants to make during the event. Therein lies the challenge that often triggers errors caused by inappropriate communication styles. How to convey the leader's message to the team on duty in the field greatly affects emotions, as well as the ability to catch the orders that must be carried out.

As a form of study of this phenomenon, the researcher discusses "The Communication Style of the Head of the Protocol Section of the Regional Secretariat of East Java Province to Millennial and Zillennial Employees in Assisting the Governor's Official Duty" with a research focus on how the communication style in delivering

messages carried out by the head of the protocol section to the protocol team during the task of carrying out field duties.

## **LITERATURE REVIEW**

The previous research used as a reference by the researcher was entitled “Protocol Communication Patterns in the Leadership Service of the Ministry of Education and Culture” published in 2021. From this study, it was concluded that the protocol for providing services to leaders can be divided into three categories, namely organizational communication, communication patterns, and protocol.

The results of the study also found that the organizational communication carried out by the protocol in service to the leadership is an information coordination process that is carried out continuously. The point of information dissemination is carried out through WhatsApp groups, face-to-face coordination meetings, and coordination meetings through online Zoom meetings and HT when leadership activities take place. The information messages conveyed are verbal and nonverbal, namely conversations carried out by the protocol in communicating leadership activities both in gestures and facial expressions carried out as codes when leadership activities take place in the field.

The communication network that takes place is downward communication from supervisors to protocol officers related to leadership assignments and directions and upward communication from protocol officers to providers related to activity reports and asking for solutions if there are obstacles during leadership activities.

Another study used by the authors as a reference in making this research is “The Organizational Communication Pattern of the Protocol section of the Muna Regency Government Office in Improving Information Services to the Public” which was written in 2022.

The purpose of this research is to find out the organizational communication patterns of the protocol section of the Muna Regency government office and to find out how the form of information services of the protocol section of the Muna Regency government office improves community services so that it can be seen how the form of communication services that use social media and involve regional devices in efforts to distribute information.

Another reference used by researchers is “The Communication Style of Women Leaders in the West Sumatra Provincial Government” with the sub-title (Study at the

Culture Office, Health Office, Environmental Service, Water Resources Management Office, and Research and Development Agency) with the aim of research to identify how the communication style used by women leaders in the West Sumatra provincial government published in 2020.

## **RESEARCH METHODS**

### **Research paradigm.**

The research paradigm that will be used by researchers in completing the research topic raised is the interpretative paradigm. This paradigm is considered the most relevant by researchers because interpretative focuses on individuals' subjective understanding of their social world. It also involves the process of exploring how people give meaning to their experiences, as well as how they understand and interpret the world around them. There are important elements that researchers can use when using this paradigm including these:

1. **Subjectivity and Meaning:** Researchers in carrying out the research process try to understand the world from the perspective of participants. This understanding is also based on the subjective interpretations given by millennial and zillennial employees of the communication patterns carried out by their leaders.
2. **Contextualization:** The contextualization aspect will consider the specific context of the East Java Provincial Secretariat. Important things such as how the work environment, organizational culture, and interpersonal dynamics will all be considered in the analysis process at the time of the research.
3. **Interaction and Symbolism:** The Interpretative Paradigm also focuses on social interactions and symbols used in a communication process. The interpretations made by millennial and zillennial employees in capturing the messages they get from their leaders and the communication symbols used in the organizational context.

### **Research Approach.**

The phenomenological approach was chosen by the researcher because the specific research was conducted to understand the essence of the experiences experienced by individuals. In this context, this research focuses on how millennial and zillennial employees experience and give meaning to the communication patterns carried out by their leaders.

The data collection process carried out by researchers is by in-depth interviews with millennial and zillennial employees in the protocol section of the regional secretariat of East Java Province and also direct observation conducted by researchers to observe how the process of communication takes place when protocol officers carry out official duties in the field.

The research subjects who are also research informants this time will focus on the protocol employees of the Lead Administration section, which is dominated by the millennial and Zillennial generations and has a character that is much different from the baby boomer generation or the previous generation. The incompatibility of the way a leader communicates with communicants who have different backgrounds and mindsets is also able to be the reason why this research was conducted.

**Place of Research** This research will be conducted at the Office of the Regional Secretariat of East Java Province, especially in the Leaders' Administration Bureau in the field of Protocol which is located in Jalan Johar Surabaya City. However it does not rule out the possibility that researchers will also conduct research in the field, where protocol personnel are assigned to attend the Governor's official event. Many interactions occur between a leader and his employees or members, especially during the process of carrying out official duties in the field.

## **RESULTS AND DISCUSSION**

Based on the results of research conducted by observation and interviews with millennial and zillennial protocol employees in the environment of the regional secretariat of the province of East Java, several findings were obtained based on the concepts used. the focus of the research conducted is to identify how the leader's communication style so that the discussion that will be compiled is related to the organizational communication process that takes place in the protocol organization of the regional secretariat of the province of East Java. This describes how the interaction is carried out by the protocol of the regional secretariat of the province of East Java in providing services to the leadership. Researchers explored how the leadership communication style in the protocol organization formed a communication process with the following results:

### **Formal Communication Style**

The communication style often used by protocol leaders in the regional secretariat of East Java province is formal. Formal communication is usually used in situations in



the context of official situations during assignments, such as internal meetings, as well as meetings with agencies, state events such as flag ceremonies, and reception of foreign embassies which are very structural. . Formal communication is also a communication based on the system or hierarchy of the organization which usually indicates one's position in the organization. For example, when on duty, the protocol leader is called “Ambassador” while the members will be followed by the number code of each ambassador “Ambassador 10, Ambassador 11, and so on. However, this formal communication is only used at certain times and this communication style is not used throughout the day in interacting with employees.

### **Informal Communication Style**

Informal communication style is not structural. The atmosphere that occurs when communicating using Informal communication styles tends to be more relaxed and is usually used by protocol leaders to interact with their subordinates daily not in the context of official duties, but to reprimand and remind and even provide evaluations. However, in certain conditions, sometimes the informal communication style tends to be excessive to employees, causing a sense of discomfort, reduced respect, and the emergence of gaps with the harsh diction used. For example, by saying “You can't do that”, “Don't be too stupid”, or “You have to diet to maintain your appearance”.

### **Regulating Communication Style**

Regulating communication style aims to provide direction to employees to work according to applicable rules and achieve targets according to what the leadership gives. This communication tends to be used when there are obstacles or obstacles in completing work by other employees or delays from the target that has been set so that everything can be prepared properly. Leaders will continue to monitor and more often ask the extent of preparation or implementation of activities that have been carried out.

### **Closed Communication Style**

A closed communication style occurs when leaders do not provide opportunities and space for employees to receive suggestions, ideas, or ideas. Employees are not allowed to convey their opinions to the leadership, so the communication process only takes place in one direction. In closed communication, decision-making will be carried out absolutely by the protocol leader. So there is no room for other employees to provide input or suggestions to the leadership.

## **Firm Communication Style**

The form of Firm Communication Style found in the protocol environment of the regional secretariat of the province of East Java emphasizes the intonation of the language used. What is meant by an assertive communication style is to use emphasis in the diction used such as the example “Tomorrow must be on time and not be late” or “Next time pay attention to his appearance”. Emphasis is made when making an appeal or order to the protocol officers in the field to foster discipline and compliance with the SOP.

## **CONCLUSION**

Based on the results of the analysis of interview data and participatory observations that have been carried out by researchers, it can be concluded that the communication style used by the head of the protocol section of the regional secretariat of the province of East Java to millennial and zillennial employees in assisting the governor's official duties is to use formal communication styles, informal communication styles, organizing communication styles, closed communication styles and also assertive communication styles. However, based on the results of the analysis, not all communication styles applied by protocol leaders are relevant to the character of communicants who relatively have different characteristics such as how to communicate using a formal style. So there needs to be an adjustment from the protocol leader to remain orderly and conducive in maintaining work cohesiveness in the environment of the regional secretariat of the province of East Java.

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