



The Role of the Council Secretariat in Supporting DPRD Performance Central Bengkulu Regency for the 2019 - 2024 period

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A B S T R A C T

This research aims to examine the role of the Council Secretariat in supporting the performance of the Central Bengkulu Regency DPRD. This research uses a qualitative approach with the research aspects used, namely effectiveness, efficiency and strategic role. In the effectiveness aspect, there are weaknesses, namely related to the lack of equipment to support the performance of board members, such as laptops. Apart from that, the management of information media such as the official DPRD website is still not optimal and the use of information technology is minimal. And also technical guidance activities are rarely carried out for staff, and technical guidance is still not optimal for board members in terms of technical guidance material. For the efficiency aspect, the weakness that occurs is the minimal use of information technology so that the provision of technological infrastructure is still not available. And in the strategic role aspect, the weaknesses that occur are the lack of education and training activities for secretariat staff and the minimal use of information technology to support the performance of council members. Regarding administrative policies, there has been no policy issued by the secretariat leadership to increase the role of the DPRD Secretariat in supporting the performance of Central Bengkulu Regency DPRD members.

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INTRODUCTION

The Secretariat of the Regional People's Representative Council was formed as an important part of the regional government structure. The initial history of the formation of the DPRD Secretariat is related to the process of democratization and regional autonomy in Indonesia. During the New Order era in Indonesia, government power was highly centralized at the national level and regions had limitations in making decisions and implementing policies that were more independent. However, with the end of the New Order era in 1998, there was a change in the political and governmental paradigm in Indonesia.

The DPRD Secretariat plays a role in providing administrative, technical and logistical support to DPRD members to help them carry out their legislative, supervisory and representational duties. Each DPRD member may have different needs in terms of information, data, policy analysis, preparation of materials, and other administrative support. Through the DPRD secretariat, DPRD members can access the resources needed to carry out their duties effectively. The DPRD Secretariat provides relevant information and data, assists in drafting regional policies or regulations, provides technical support regarding the use of software or applications, and facilitates the DPRD meeting and session process.

Based on the previous explanation regarding problems that often occur or are faced in the DPRD Secretariat, the same thing also happens in the DPRD Secretariat of Central Bengkulu Regency. Members of the Central Bengkulu Regency DPRD have different backgrounds in terms of education, experience and abilities. Of course, the role of the Central Bengkulu Regency DPRD Secretariat is very

necessary to support the DPRD's performance. The following are several problems that are the cause of the lack of support or the performance of the DPRD of Central Bengkulu Regency, namely:

1. Lack of coordination between DPRD members and secretariat staff. The frequent occurrence of poor coordination causes problems with frequent clashes in meeting schedules, delays in distribution of meeting agendas, causing inefficient meeting scheduling;
2. The lack of employees at the DPRD secretariat has resulted in overlapping duties of DPRD secretariat employees. For example, an employee is asked to make a report and at the same time is also asked to take care of an activity. Coordination between secretariat employees is also often poor, because it often happens that two employees do the same thing at the same time. This affects the quality of work of secretariat employees in supporting the performance of the DPRD.
3. Complexity and complicated procedures are also problems in the DPRD secretariat in supporting DPRD performance. Such complicated and time-consuming administrative procedures also interfere with the work of DPRD secretariat employees. The process of submitting and approving documents or managing complicated correspondence, excessive forms, or excessive requirements. This causes delays in processing and decision making. (Results of a short interview with the Secretary of the DPRD Council of Central Bengkulu Regency)



Based on the background explained above, the formulation of the problem to be raised is as follows:

- a. What is the cause of the weak role of the DPRD Secretariat in supporting the performance of the Central Bengkulu Regency DPRD?
- b. What administrative policies should be implemented to increase the role of DPRD Secretariat employees in supporting the performance of the Central Bengkulu Regency DPRD?

LITERATURE REVIEW

1. Role Concepts and Theories

According to Syamsir (2014:86) according to terminology, a role is a set of behaviors that are expected to be possessed by those in society. In English, a role is called a "role" whose definition is "person's task or duty in undertaking". It means "a person's duties or obligations in a business or job". Role is defined as a set of behaviors that people in society are expected to have. Meanwhile, a role is an action carried out by a person in an event.

According to Bruce J Cohen in Fahrizal (2011), there are several types of roles, namely:

1. An actual role (Anacted Role) is a way that a person or group of people actually carries out a role.
2. Prescribed roles are the way society expects us to carry out certain roles.
3. Role conflict is a condition experienced by someone who occupies one or more statuses that require expectations and role goals that conflict with each other.
4. Role distance is the emotional implementation of a role.

5. Role failure is a person's failure to carry out a certain role.
6. A role model is someone whose behavior we model, imitate, and follow.
7. The series or scope of roles (Role Set) is a person's relationship with other individuals when he is carrying out his role

2. Organizational Performance

Organizational performance is an indicator of the level of achievement that can be achieved and reflects the success of an organization, and is the result achieved from the behavior of organizational members. Performance can also be described as the result of certain processes carried out by all components of a particular organization (output) against certain resources used (input). Apart from that, efficiency is also the result of a series of process activities carried out to achieve certain organizational goals. From an organizational perspective, effectiveness is the result of cooperation between members or parts of an organization to achieve organizational goals. "Organizational performance is the totality of work results achieved by an organization. The achievement of organizational goals means that the performance of an organization can be seen from the level to which the organization can achieve goals based on previously established goals." (Surjadi, 2009:7)

Performance in an organization is work that can be evaluated at the level of organizational performance when carrying out the work. The success or failure of the goals and ideals in an organization depends on how the implementation process is carried out. Organizational performance cannot be separated from the factors that can



influence it. Below are the factors that influence the performance of an organization:

1. Technology, which includes the tools and work methods used to produce products or services produced by the organization. The higher the quality of the technology used, the higher the organizational performance;
2. Quality of inputs or materials used by the organization;
3. Physical environmental quality, which includes work safety, interior design and cleanliness;
4. Organizational culture as the dominant behavior and work model in the organization;
5. Leadership is an effort to direct organizational members to work in accordance with organizational standards and goals ;
6. Human resource management, which includes compensation, bonuses, promotions and other aspects. (Ruky, 2001:7)

3. Secretariat of the Regional People's Representative Council

According to Government Regulation Number 18 of 2016 concerning Regional Apparatus, the Regency/City DPRD Secretariat is an element of administrative services and providing support for the duties and functions of the Regency/City DPRD. The DPRD Secretariat, which is led by the DPRD Secretary, in carrying out its technical operational duties is under and is responsible to the leadership of the Regency/City DPRD and is administratively responsible to the Regent/Mayor through the Regency/City

Regional Secretary. The Secretary of the Regency/City DPRD is appointed and dismissed by decision of the Regent/Mayor with the approval of the leadership of the Regency/City DPRD after consultation with the faction leadership.

In carrying out its duties, the Regency/City DPRD Secretariat carries out the following functions:

- a. Organizing the secretarial administration of the Regency/City DPRD;
- b. Organizing the financial administration of the Regency/City DPRD
- c. Facilitate the holding of Regency/City DPRD meetings
- d. Providing and coordinating expert personnel required by the Regency/City DPRD

RESEARCH METHODE

1. Types of research

In this research, the research method that will be used is a qualitative research method where researchers will go directly to the research location to look for information and supporting data to be processed and find solutions to the problems being studied. According to Sugiyono (2017) qualitative research methods are research methods based on postpositivism or interpretative philosophy, used to examine the condition of natural objects, where the researcher is the key instrument, data collection techniques are carried out by triangulation (a combination of observation, interviews, documentation), the data is obtained tends to be qualitative, data analysis is inductive/qualitative, and research results are about understanding meaning, uniqueness, constructing phenomena and finding hypotheses.



2. Research Aspect

Table 2.1

Research focus	Research Aspect	Benchmark
The Role of the DPRD Secretariat in Supporting the Performance of the Regional People's Representative Council of Central Bengkulu Regency	Effectiveness	<ul style="list-style-type: none"> ✓ DPRD member satisfaction ✓ Availability and Speed of Information Provision ✓ Fulfillment of Administrative and Technical Needs
	Efficiency	<ul style="list-style-type: none"> ✓ Resource Usage ✓ Productivity ✓ Use of Technology and Information Systems
	Strategic Role	<ul style="list-style-type: none"> ✓ Strengthening Legislative Capacity ✓ Administrative and Financial Management ✓ Internal Relations Management ✓ Innovation and System Development

RESULTS AND DISCUSSION

Discussion

1. Effectiveness of the Role of the DPRD Secretariat

Effectiveness refers to the ability to achieve set goals or expected results in an efficient manner. In the context of the DPRD secretariat, effectiveness means their ability to effectively support the performance of DPRD members in carrying out legislative and supervisory duties. Effectiveness in this research is related to the ability of the DPRD Secretariat of Central Bengkulu Regency to support the performance of DPRD members to improve.

In supporting the performance of DPRD members, there are several benchmarks that are the focus of research in terms of effectiveness, namely:

a. Performance Satisfaction

In relation to the DPRD Secretariat, performance satisfaction in this case is the satisfaction of DPRD members with the role of the Secretariat in supporting the performance of DPRD members, which in this case is the Regional People's Representative Council of Central Bengkulu Regency. To assess the satisfaction of Central Bengkulu Regency DPRD members, of course there are several points of concern, including the following:

1. Administrative Support
2. Provision of Information
3. Communication Coordination
4. Training and development
5. Resource Management

b. Availability and Speed of Information Provision

The role of the DPRD secretariat in providing availability and speed of providing information to DPRD members can include the following steps:

1. Data Collection and Processing
2. Preparation of Reports and Analysis
3. Digital Information Systems
4. Empowerment of Secretariat Staff
5. Proactive Communication

2. Efficiency of the Role of the DPRD Secretariat

The role of the DPRD secretariat in the efficient use of DPRD members' resources includes the following:

1. Budget Management



2. Schedule Coordination
3. Facilities Management
4. Administrative Support
5. Utilization of Technology
- 6.

The role of the DPRD secretariat in increasing the productivity of DPRD members includes the following:

1. Providing Accurate Information
2. Research and Analysis Empowerment
3. Efficient Administrative Support
4. Organizing Meetings and Assemblies

The role of the DPRD secretariat in the efficient use of technology and information systems for DPRD members includes the following:

1. Provision of Technology Infrastructure
2. Information System Implementation
3. Management of Legislative Information Systems
4. Technology Updates and Innovation

3. Strategic Role of the DPRD Secretariat

The strategic role of the DPRD secretariat in strengthening legislative capacity includes the following:

1. Training and Education
2. Provision of Resources and Information
3. Preparation and Analysis of Legislative Materials
4. Organizing Hearings and Committees
5. Policy Research and Technical Support

The strategic role of the DPRD secretariat in administrative and financial management includes the following:

1. Budget Management
2. General Administration
3. Legislative Document Management

4. Facilities Management
5. Supervision and Audit
6. Administrative Information Systems

The strategic role of the DPRD secretariat in managing internal relations includes the following:

1. Internal Coordination and Communication
2. Empowerment and Administrative Support
3. Preparation of Internal Rules and Procedures
4. Training and development
5. Conflict Handling and Mediation
6. Management of Relations with Factions

The strategic role of the DPRD secretariat in innovation and system development includes the following:

1. Identify Needs and Opportunities
2. Latest Technology Research and Evaluation
3. Information Systems Development and Implementation
4. Technology Training and Extension
5. Innovation Management
6. Continuous Evaluation and Improvement

4. Weak Role of the DPRD Secretariat in Supporting the Performance of the Central Bengkulu Regency DPRD

In terms of the effectiveness of the role of the DPRD Secretariat of Central Bengkulu Regency, it can be categorized as quite good, but there are still deficiencies and weaknesses in the effectiveness of its role. To manage digital information systems, it is still necessary to be serious about managing information media on a regular basis, so that



the information presented is always up to date and can be immediately known to the public. Because currently information media such as the Central Bengkulu Regency DPRD website have not been managed optimally, so the information presented is not updated regularly and also some documentation such as rules or policies issued are also not yet available on the website.

The provision of supporting facilities such as laptops for Central Bengkulu Regency DPRD members is also not yet available. Supporting facilities such as laptops should be provided for council members to better support the performance of council members. Apart from that, having a laptop makes it easier if there is a change in board members, making it easier for new board members to know and learn the duties of board members.

In terms of implementation, technical guidance for Council members is carried out every year. However, the technical guidance implemented is still felt to be ineffective because the material provided in each technical guidance is mostly about material related to the function of legislation. Meanwhile, less material for the budget function is implemented compared to material for the supervisory function, where sometimes in one year there is no material at all about the supervisory function.

Meanwhile, technical guidance for DPRD Secretariat staff is still rarely implemented. This is also one of the weaknesses in the role of the Secretariat due to the lack of technical guidance provided to Secretariat staff.

Based on the explanation regarding the weaknesses that occurred in the Central Bengkulu Regency DPRD Secretariat, overall the weaknesses that occurred greatly influenced the implementation of the secretariat's role in supporting the performance of Central Bengkulu Regency DPRD members. Especially in terms of improving the quality of staff whose implementation needs to be improved and making more use of information technology

5. Administrative Policy to Increase the Role of the DPRD Secretariat of Central Bengkulu Regency

Based on information obtained by researchers during data collection, currently there has been no policy issued by the leadership of the DPRD Secretariat to improve the quality of secretariat staff. There are many factors that are the reason that no policy has been issued, one of which is related to the limited budget for implementing the policy. For example, if a policy is issued to provide training and education for staff every year, of course the budget required must be considered. Meanwhile, budgetary needs to support the DPRD's performance have often resulted in budget shortfalls. Therefore, it is still difficult to issue policies to improve the quality of DPRD secretariat staff.

CONCLUSION

1. The weak role of the secretariat in the aspect of effectiveness is more related to the lack of equipment to support the performance of council members such as laptops. Apart from that, the management of information media such as the official DPRD website is



- still not optimal and the use of information technology is minimal. And also technical guidance activities are rarely carried out for staff, and technical guidance is still not optimal for board members in terms of technical guidance material;
2. The weak role of the secretariat in the efficiency aspect is more related to the minimal use of information technology so that the provision of technological infrastructure is still not available;
 3. The weak role of the secretariat in the strategic role aspect is more related to the lack of education and training activities for secretariat staff as well as the minimal use of information technology to support the performance of council members;
 4. Regarding administrative policies, there has been no policy issued by the secretariat leadership to increase the role of the DPRD Secretariat in supporting the performance of Central Bengkulu Regency DPRD members.

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