



# The Importance of the Secretariat of Services to regional People's Representative Assembly in Malang Regency of Indonesia

Mujianto, Bona Ventura, and Dwi Suharnoko

University of Merdeka Malang

Indonesia

---

## ABSTRACT

*The purpose of the study was to describe and analyze the implementation of services for the leaders and members of the Regional People's Representative Council based on the Malang Regent's Regulation, Organizational Structure, Duties and Functions, and the Work Procedure of the Regional People's Representative Council Secretariat at the Malang Regency Regional House of Representatives Secretariat Office. The method used is qualitative. The research aims to describe clearly, systematically and modestly how the Implementation of Services for Leaders and Members of the Regional House of Representatives is carried out by the Regional Secretariat of Malang Regency; then, the data can be analyzed. The study results indicate that the quality of services the Regional Secretariat provides to Council Members is still not optimal. Where there are inhibiting factors originating from the Regional Secretariat, which is the key holder to achieving organizational goals in terms of service to the Leaders and Members of the Regional House of Representatives of Malang Regency. The inhibiting factor is the low level of awareness of ASN as state servants, not politicians because they tend to stick to the party's mandate, not main tasks and functions. Then the classic problem of Civil Servants is where the workload is uneven and not by the main tasks, which means that the more diligent, the more tasks.*

**Keywords:** House of Representatives, Organizational Structure, Regional Secretariat.

---

## 1. INTRODUCTION

The Regional People's Representative Council has a vital and critical position with obligations and authority as one component to resolve and carry out various regional government problems. Because the DPRD has a vital governance capacity, including regulatory capacity, financial planning capacity and management capacity, the support from the Secretariat of the Council as a service to the various needs of Council Members is very much needed. Given the significant obligations, capacities and specializations of Council Members, the position and capacity of the Malang Regency DPRD Secretariat as a supporting organization is also very important and is the key to the success of DPRD in running its government.

The Duties of the Malang Regency DPRD Secretariat must have the skills and the relationship with the Leaders and Members of the Council to run well. Secondly, they must work by carrying out the various obligations, capacities and specializations of the Regional People's Representative Council. So the DPRD Secretariat must adapt to the various needs needed by Council Members and swiftly and swiftly provide them.

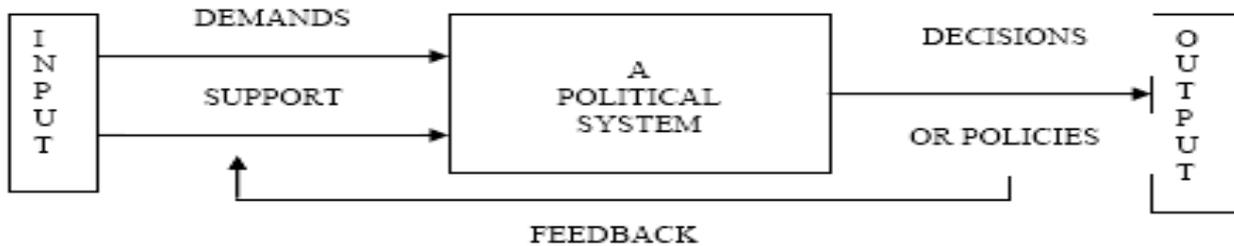
Implementation of the obligations, capacities, and specializations of Council Members, the Malang Regency DPRD Secretariat needs to expand and increase the number of existing resources and tools, especially those directly related to the implementation of administration and direct services to the Regional People's Representative Council as a whole. The Malang Regency DPRD Secretariat needs to carry out its duties properly and maintain the confidentiality of services, especially those directly related to the personal needs of the Leaders and Council Members who support the implementation of government.

Malang Regency DPRD Secretariat is a vital component. Namely, as an administrative component that supports the success of the running of local government, it must be upheld by the workforce or employees (ASN) who have the necessary capacity and mastery in specific fields, especially in the field of services to assist the implementation of the capacity, obligations, and specialization of Council Members.

This study aims to describe and analyze the implementation of services for the leaders and members of the Malang Regency Regional People's Representative Council and the obstacles to the implementation of services for the leaders and members of the Malang Regency Regional People's Representative Council.

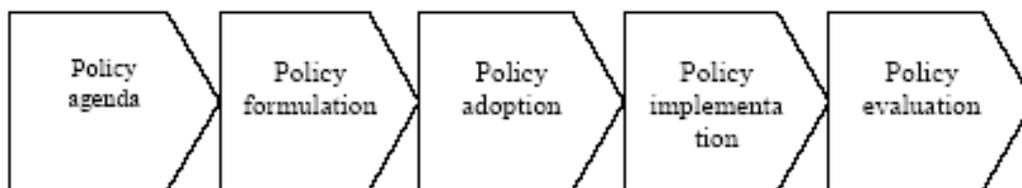
**2. LITERATURE REVIEW**

Nugroho (2008) makes an analogy with the public policy process with a framework which is a cooperation between living things with one another in order to achieve needs or goals in line with growing mobilization where the problems faced will be more complex than the policies made by the government must be by with the state of society. Easton's theory explains that the political framework has components of information, throughput, and outcomes. The following is the Public Policy Process proposed by Easton in Nugroho (2008:383) as follows.



**Figure1. The Public Policy Process, as demonstrated by Easton**

Then Easton describes the public policy process in a political framework that must have the correct agenda and formulation to move to the next stage. The contribution of requests and support from the community regarding the policies implemented is significant for the success of a policy itself. Easton's model has the following stages of the Public Policy Process.



**Figure 2 Public Policy Process.**

- Stage 1: *Strategy plan, in particular those issues, among many, which get the genuine consideration of public officials (a matter of grave concern to public officials).*
- Stage 2: *Strategy definition is the improvement of relevant and satisfactory proposition approaches for managing issues (Development of appropriate policy strategies about these issues).*
- Stage 3: *Strategy reception is the improvement of help for a particular proposition so a strategy can be legitimated or approved (development of support for specific policies so that these policies can be legitimized or authorized).*
- Stage 4: *Strategy assessment is exertion by the public authority to decide if the approach was successful and why, and the same difference either way (an effort to make government more effective and flexible).*

**3. METHODS**

**3.1 Research sites**

The location of research was carried out at the Regency DPRD Secretariat Office. Informant or resource persons in this study ranged from 5 to 6 people consisting of the Regional People's Representative Council and Service Staff at the Secretariat of the Malang Regency Regional People's Representative Council.

**3.2 Data collection technique**

In digging for information, this study uses the purposive sampling method. Taking samples not based on random, regional or strata, but on considerations that focus on specific goals, researchers use various techniques: Interviews or questions and answers that occur directly between two or more people. Interview usually called the interviewer while the person to be

interviewed is called the interviewer. In addition, some define an interview as a form of verbal communication carried out in a structured manner by two or more people, either directly or indirectly or remotely. Sources or informants to be interviewed in this study are.

### **3.2 Data analysis technique**

Data analysis techniques include analytical activities that divide them into units or items that can be managed by looking for patterns, making conclusions more simply, grouping differences and equality, find out what is essential and what is not needed to be presented in the research discussion. Data analysis is data collection carried out to examine an event that is the research focus and is stated in the form of field reports. Analysis of this data can reveal (1) what data still needs to be searched, (2) what questions will be asked, (3) what methods should be used to find new information, and (4) what errors should be corrected.

## **4. RESEARCH RESULTS AND DISCUSSION**

Implementation of the Duties and Functions of the Secretariat of the Regional People's Representative Council in offering Types of Services for the Leaders and Members of the Malang Regency Regional People's Representative Council has been explained from the results of interviews conducted with the Chair of the Malang Regency Regional People's Representative Council for the 2019-2024 term of office, on July 8, 2021, conveyed that:

*"The implementation of the duties and obligations of the Council is regulated in the DPRD Regulations. So, the Malang Regency Regional People's Representative Council is a component of regional government organizations together with the provincial head, mainly the official or chairman. As the Regional Legislation Body, the Regional People's Representative Council is an inseparable part of the Regional Government, so in carrying out its obligations, the Regional People's Representative Council must cooperate and be together with the Executive in running the Regional Government. The duties and support of the Secretariat of the Regional People's Representative Council in carrying out its obligations and capacities are vital to serve the needs of the Leaders and Members of the Regional People's Representative Council to complement the elements of the Regional People's Representative Council.*

Then, in addition, the Malang Regency DPRD Secretariat acts as a coordinating component of the Regional Government with the Regional Head, in the sense that the Regional People's Representative Council is expected to have the option to work as a medium that fosters regulation to make the lives of local people more decent, and has the option to grow instrument of checks and balances between the Regional House of Representatives and the Secretariat of the Council itself. Members of the Council and Local Government.

Furthermore, regarding the Implementation of the Duties and Functions of the DPRD Secretariat in order to provide services to the Leaders and Members of the DPRD, it can be seen in an interview conducted with the Chairperson of the Malang Regency DPRD on July 8, 2021, which stated that:

*"The existence of the Secretariat of the Regional People's Representative Council has been regulated in appropriate regulations and guidelines. The Regional People's Representative Council, as a political organization that handles regional government, must absorb the wishes of every individual from the area through an ideological group that leads the decision. The Secretariat of the Regional People's Representative Council is an important component in supporting the representation of the Council because the Secretariat of the Regional People's Representative Council is the kitchen of the Regional People's Representative Council. The Secretariat of the Board functions as an organization, office, financial administration implementation, framework and other things that are carried out in one place. Members of the Regional People's Representative Council their main duties and functions have been regulated and carried out by the Secretariat of the Regional People's Representative Council. It is just a matter of creating quality human resources with the aim that they can improve their work in offering all kinds of services."*

It was revealed that the Secretariat of the Council is an essential element in supporting the performance of the Council. The role of the Council Secretariat as a key holder for the success of the performance of Council Members has been maximized. However, the development of the quality of its human resources is needed to maximize its role in serving. If the Regional Secretariat is maximal and straightforward in providing services, the performance of Council Members will also be of higher quality.

The supporting and inhibiting components of the Implementation of the Duties and Functions of the DPRD Secretariat in the Context of Services to the Leaders and Members of the DPRD can then be seen in the results of interviews conducted with Members of the Malang Regency Regional People's Representative Council, on July 9, 2021, which stated that:

"Legally, officially, and by material regulations and guidelines, the Secretariat of the Regional People's Representative Council carries out its role by its primary obligations and capacities (tupoksi). The ideal DPRD secretariat can provide fast, precise and satisfying services for the Leaders and Members of the Council. However, in practice in the field, there are many problems, including the nature of implementing the Secretariat of the Regional People's Representative Council, which is still not optimal due to several variables, both inside and outside the Secretariat of the Regional People's Representative Council itself.

So in its implementation, sometimes there are still some shortcomings from the Secretariat of the Council in serving Council Members where there are internal and external factors that make service cannot be said to be maximal. Problems in the quality of service that are felt to have not been able to meet the standards of speed and straightforwardness so that it cannot be said to be satisfactory.

Furthermore, regarding the supporting and inhibiting variables in the Implementation of the Duties and Functions of the Secretariat of the Regional People's Representative Council in the context of providing services to the Leaders and Members of the Regional People's Representative Council by interviews conducted with Members of the Malang Regency Regional People's Representative Council, on July 9, 2021, revealed that:

*"Leaders and members of the Council in carrying out their duties are assisted by the Secretariat of the Regional House of Representatives, starting from the planning process, administration, preparation of correspondence, notification of activity agendas, preparation of meetings along with materials, food, drinks and facilities for meeting places that have been prepared. So, the Council only has to carry out its duties and functions as representatives of the people. However, regarding the implementation of the services of the Secretariat of the Regional People's Representative Council, sometimes there are still some shortcomings, including the services the Secretariat of the Regional People's Representative Council, which are often not optimal because of the requests of each Leader and Member of the Council are not the same. Among the 50 members have their interests.*

It can be seen that the optimization of the service has not been able to meet the target satisfactorily due to several factors, namely where the 50 board members have various interests. So that the Regional Secretariat is complex, and its performance is hampered and not optimal. It is felt that when preparing the agenda and infrastructure, facilities are still not optimal because of the very diverse and piling up interests which cause the Regional Secretariat sometimes to experience problems. Overwhelmed.

Further regarding the Implementation of Duties and Functions of the Secretariat of the House of Representatives in providing services to the Leaders and Members of the Council according to the results of an interview with the Secretary of the DPRD Malang Regency on July 9, 2021, which stated that: "In offering all kinds of services to the Leaders and Members of the Regional House of Representatives of Malang Regency, the Secretariat of the Regional People's Representative Council is led by the Secretary of the Council and is responsible to the Regent for the main tasks and functions that have been determined in the policies written in the Regional Regulations."

The provision of services by the Regional Secretariat to the Leaders and Members of the Council in administrative services and the provision of all support, both facilities and infrastructure, the preparation of all technical and functional needs, and the provision of services that are straightforward and fast, shall be accounted for by the Regional Secretariat to the Regent directly. Then furthermore, regarding the supporting and inhibiting components of the Implementation of the Duties and Functions of the Council Secretariat in the Context of Providing Services to the Leaders and Members of the Council. Based on the results of interviews conducted with the Secretary of the Malang Regency DPRD on July 12, 2021, stated that:

*"The administration is very dependent on the assistance of the Malang Regency Regional Revenue and Expenditure Budget, which is given to the DPRD Secretariat. If the financial assistance provided is sufficient, then the services addressed to the Leaders and Members of the Council will be maximally obtained."*

So it can be seen that another inhibiting factor that hinders the optimization of the service performance of the Regional Secretariat of Malang Regency is depending on the APBD given to the Regional Secretariat. If the provision of funds is minimal, then the implementation of services will not be maximized and limited. When the provision of services is minimal, the performance of the Leaders and Council Members will also not be optimal. For example, when facilities are needed for the location of an event, but funds are limited, the activities that are needed are: should progress will be stalled and will not be able to run correctly.

Then based on the results of an interview with the Head of Sub Division of Equipment for the Secretariat of the Malang Regency Council, on July 9, 2021, he discussed about-optimization from the implementation of the main tasks of the Secretariat Board Regional People's Representative of Malang Regency which stated that:

*"As a form of implementation of Duties and Functions, especially within the Malang Regency Council Secretariat, it is essential to advance and further develop the service framework to the Leaders and Council Members by seeking excellent service in providing fulfilment of the needs of the Leaders and Council Members, especially in implementing three elements of DPRD,*

*particularly regulations, planning and supervision. Duties and support from the DPRD Secretariat are very much needed to implement the duties and obligations of the Leaders and Members of the Council."*

Support in budgeting was also discussed in the interview; the main thing is the costs and funds from the Regional Budget that encourage the implementation of services to be more prime and maximum. In addition to budgeting, another thing is legislation and overall supervision. In this case, the Regional Secretariat is the implementing element that provides facilities and meets the needs of the Leaders and Council Members.

## **5. CONCLUSION**

Based on the results of the discussion in the previous chapter, several conclusions were obtained in this study as follows: The Service Mechanism for Leaders and Council Members are deemed not to meet satisfactory standards. Secretariat employees are sometimes unable to position themselves as State Civil Apparatus because of the uneven workload and mistakes from the primary duties and functions made, giving the impact that what they do is not entirely an obligation because there is no reward in it.

The service procedure provided by the Regional Secretariat to the Leaders or Council Members is also still in the optimization stage. Where the Regional Secretariat tries to simplify and maximize its services from time to time. However, it is necessary to innovate and improve the service system in order to provide satisfaction and loyalty to the Leaders and members in carrying out the three functions of the Council, namely legislation, budgeting and supervision. The role and support of the Setwan are very much needed here as the implementing element and who facilitates the implementation of the activities of the Malang Regency Regional People's Representative Council.

The Communication System between the Regional Secretariat as a servant to the Leaders and Council Members is still trying to be improved. However, several factors hinder the communication system, which is none other than the Council Members' factors. The first is that because of the different Board Members, which is sometimes very difficult to provide input or vision related to the field of work. Secondly, they (board members) are generally apathetic about the next month's work plan, so the Writer or secretariat staff are required to take the initiative. In making the agenda of activities, sometimes they do not feel that it fits the agenda that has been made and ask for directions and what solutions they want because they also do not have the provisions, which causes difficulties in the field. Because *the background* of academics is very different from the background of traders.

Services for Council Leaders from the Regional Secretariat to Leaders and Council Members in its development do have progress, but at this time, it is still not considered to be within the maximum limit. Leaders and Members in carrying out their duties are assisted by the Secretariat of the Regional Representatives Council, starting from the planning process, administration, preparation of correspondence, notification of activity agendas, preparation of meetings along with materials, food, drinks and meeting facilities that have been prepared. So, the Council only has to carry out its duties and functions as representatives of the people. However, in carrying out the secretarial obligations of the DPRD, sometimes there are some shortcomings, including implementing the DPRD Secretariat, which often does not optimally consider the diverse needs of each DPRD Leader and Member.

The work quality of the Malang Regency DPRD Secretariat employees is considered lacking, although not all; this is seen from the many minor problems that can interfere with the quality of work. Among them, in collaborating and supporting the implementation of services for the Leaders and Members of the Council, the secretariat staff of the Regional House of Representatives (DPRD) often do things that are not up to standard because there are no Fixed Procedures (Protap) or Service Operational Standards (SOP). The Secretariat seems to be carrying out its duties only as a formality.

Based on the conclusions above, there are several suggestions that researchers want to convey in this study, including: There needs to be self-awareness from the Secretariat Employees of the Malang Regency Council to carry out their duties and obligations if they get rewards and are afraid of punishment. Performance must be maximized to support meeting the needs of the Leaders and Council Members so that the work results of the Leaders and Council Members can be maximized. In carrying out its duties and Functions, the DPRD Secretariat must be able to synergize with the Work Program or Work Plan of the Council so that the performance of Members and Leaders can run according to the plan and the results are maximized.

Communication and coordination between the Sections in the Malang Regional People's Council (DPRD) must be improved so that the implementation of the duties and functions of each Section can run well. Especially the communication from the Regional Secretariat Staff with the Leaders and Council Members, which must be continuously improved so that the wishes and desires of the Council Members can be fulfilled so that the results of their work will be maximized.

It is necessary to develop a Standard Operating Procedure (SOP) for the DPRD Secretariat in carrying out the Main Duties and Functions in Supporting the Implementation of the Performance of Malang Regency Leaders and Council Members. There needs to be a "Job Description" for all staff in the Secretariat of the Malang Regency Council so that they can play a good role according to their respective duties and functions.

There is a staffing evaluation or assessment of employee work results on a regular, periodic and measurable basis. Furthermore, given motivation or reprimand and even sanctions for employees who are less than optimal, indisciplined, and do not carry out work with high loyalty and dedication. Employees with the potential and achievement are given rewards or awards and recommendations for a more appropriate promotion according to their abilities.

The Secretariat of the Regional House of Representatives serves as a bridge between the Regional People's Representative Council (DPRD) and the Regional Government so that the implementation of the wheels of regional government can run better between Muspida in Malang Regency. In providing services to the Leaders and Members of the Regional House of Representatives (DPRD), it is necessary to innovate the Regional Secretariat by utilizing various developing technologies. With technology, services and meeting the needs of Leaders and Board Members can be carried out and completed very quickly. If the services provided are fast, precise and straightforward, the performance of the Leaders and Board Members will be maximized in the future.

## **REFERENCES**

- Arikunto, Suharsimi. 2002. *Research Procedures a Practical Approach*. Jakarta: Rineka Cipta.
- Bambang Sunggono, (2004). *Law and Public Policy*. Jakarta: PT. Ray. Graphics
- Bogdan*, Robert and Steven Taylor. 1992. *Introduction to Qualitative Methods*. Surabaya: National Effort.
- Djuharie, O. Setiawan. 2001. *Guidelines for Writing Thesis, Thesis and Dissertation*. Printing 1. Yrama Widya Publisher, Bandung.
- Dunn, William N. 2003. *Introduction to Public Policy Analysis*. Yogyakarta: Gadjah Mada University Press.
- Miles, Huberman, Saldana. *Qualitative Data Analysis, A Methods Sourcebook*. Edition 3 (USA: Sage Publications, 2014). Translation of Tjetjep Rohendi Rohidi, UI-Press.
- Miles, Matthew B. & A. Michael Huberman. 1992. *Qualitative Data Analysis*. Translated by Tjetjep Rohendi Rohidi. Jakarta: UI Press.
- Moleong, Lexy J. 2002. *Qualitative Research Methods*. PT Youth Rosda Karya, Bandung.
- Nafi, M. and Supriadi B., (2017), 'Strategies of Tourism. Development through cotourism Spectrum for Increasing Tourists' Visit', in *Rural Resarch and Palanning Group and Palanning Group*, pp. 75–85.
- Nugroho, Riant. 2002. *Public Policy, Policy Dynamics, Policy Analysis, Policy Management*. Jakarta: Elex MediaKomputindo.
- Nurcholis, Hanif. 2007. *Theory and Practice of Regional Government and Autonomy*. Grasindo Publisher, Jakarta.
- Intan, D., Sari, P., Widjajani, R., & Noor, T. (2022). *Implementation Of E-Government In Improving Public Service : The Policy of the Directorate General of Taxes at the South Malang, in Indonesia*. 8(2), 42–46. <https://doi.org/10.31695/IJASRE.2022.8.2.6>
- Sadhana, Kridawati. *Public Policy Reality*. Malang, Malang State University Publisher (UM Press), 2011
- Salamoen Soeharyo and Nasri Effendi. 2009. *System of Administration of the Government of the Unitary State of the Republic of Indonesia*. Institute of State Administration of the Republic of Indonesia, Jakarta.