



## Effectiveness of Provincial DPRD Secretariat performance in supporting the supervisory functions of council members

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### Abstract

This study aims to evaluate the effectiveness of the East Java Provincial DPRD Secretariat in supporting the supervisory function of council members. The method used in this study is a qualitative descriptive approach with a policy evaluation perspective, as described by William N. Dunn. The instrument used is a Likert-scale questionnaire, with results processed and presented descriptively. The results of the study indicate that the secretariat's performance is relatively effective, especially in data provision, administration, and other technical support. These findings show that the secretariat has performed its role well in supporting the implementation of legislative oversight functions. Based on the study's results, the program's implementation is running quite well according to respondents' perceptions. However, there is still a gap in the community's understanding of the program's overall benefits. Government support, particularly capital, is not yet freely accessible to all parties due to administrative constraints. In addition, capacity-building programs have not reached all targets equally. Coordination between relevant institutions also needs to be improved so that program implementation can run more effectively and in an integrated manner.

**Keywords:** DPRD Secretariat performance, effectiveness, policy evaluation, supervisory function

### Introduction

In the Indonesian government system, the Regional People's Representative Council (DPRD) plays a strategic role in carrying out three main functions, one of which is oversight. This function is crucial in determining the direction of regional development and the quality of public services. To carry out this function optimally, the DPRD cannot work alone. Administrative and technical support from the DPRD Secretariat is required, as the regional apparatus is primarily responsible for providing services to the council's leadership and members. Normatively, the DPRD Secretariat is responsible for providing administrative support by facilitating meetings, preparing academic and information documents, and providing technical support for the council's supervisory function within the regional government. The effectiveness of the DPRD Secretariat's administrative support function has not always met expectations. Various challenges, such as limited human resources, poor coordination between the secretariat and council members, and bureaucratic hurdles, have consistently hindered the implementation of these tasks. Therefore, this affects the suboptimal implementation of the DPRD's strategic functions in the benefit of the regional community.

In East Java Province, one of the most complex provinces with a large administrative area, the role of the DPRD Secretariat is vital. The effectiveness of evaluating administrative support functions is crucial for assessing the DPRD's performance in establishing regional policies and supervising the implementation of regional government administration. The Regional Representative Council (DPRD) is a regional government body with three main functions, one of which is supervisory, as stipulated in Law Number 23 of 2014 concerning Regional Government. In carrying out this function, the DPRD Secretariat is essential because it serves as an administrative service and provides technical operational support to the DPRD.

Based on the problem background, the objectives of this study are to describe and analyze the effectiveness of the East Java Provincial DPRD Secretariat in providing administrative support for the implementation of the supervisory function of DPRD members. To describe and analyze the factors affecting the effectiveness of the East Java Provincial DPRD Secretariat. To describe and analyze the dominant factors in providing administrative support for the implementation of the supervisory function of DPRD members.

The expected results of this research are theoretical: it can contribute to the development of public administration theory, particularly regarding the effectiveness of public sector organizations in supporting the functions of regional legislative bodies. It enriches studies on the performance of local government organizations, with an emphasis on the role of the DPRD secretariat as a strategic support unit in oversight. Strengthen theoretical understanding of factors that influence the effectiveness of legislative support organizations, such as human resources, organizational structure, governance, and coordination systems, which can be integrated into public sector performance management theory. Encourage the development of new conceptual models or analytical frameworks for measuring legislative secretariats' performance, which can serve as academic references for further research.

**Practically:** for the East Java Provincial DPRD Secretariat, providing constructive input to improve performance effectiveness in providing administrative support for the implementation of the DPRD's oversight function. The results of this study serve as a basis for formulating internal policies, enhancing human resource capacity, and optimizing work systems. For members of the East Java Provincial DPRD, it helps them understand the extent to which the secretariat's administrative support affects their performance, thereby encouraging better synergy between

the legislature and its supporting elements. For the Regional Government (Executive), it can be used as a consideration in formulating more efficient and responsive institutional governance policies, particularly those related to strengthening regional legislative support institutions. For Other Government Agencies, it can be used to improve the performance of support for DPRD members' tasks using benchmarks for DPRD secretariats in other provinces or regencies/cities.

### Literature Review

According to Suharto (2008) <sup>[35]</sup>, "political authorities that make public policy, namely those who have a mandate from the public or the people, generally act on behalf of the people." Public policy is a decision made by authorized policymakers to solve societal problems and is implemented to achieve specific objectives.

According to R. Dey, as quoted in *Realitas Kebijakan* (Kridawati, 2011) <sup>[17]</sup>, public policy can be defined as all government decisions to take or not take action. The term "all" in this context covers various regulations at various levels, which are then translated into operational guidelines and program activity plans and involve specific actors and target groups.

The public policy process, or Policy Cycle, is a model that describes the systematic stages in the formulation and implementation of public policy. This model helps us understand how a policy is designed, implemented, and evaluated. In general, the policy cycle consists of six main stages, namely: problem identification, policy formulation, policy legitimation, policy implementation, policy evaluation, and policy termination or change.

The main objectives of public policy are to regulate and underpin the existence and supporting functions of the DPRD Secretariat, including: providing data, reports, and studies that assist the DPRD in overseeing the operation of regional government. The aim is to ensure that the regional government implements programs as planned.

Organizational effectiveness is a measure of an organization's success in achieving its stated goals. According to Steers (1985) <sup>[32]</sup>, organizational effectiveness can be measured through several indicators, such as productivity, efficiency, adaptability, employee job satisfaction, and the organization's ability to innovate. In the context of the DPRD Secretariat, the effectiveness of a group's performance reflects the extent to which the secretariat can carry out its service functions to the fullest extent in supporting the implementation of the DPRD's duties.

Policy evaluation is a systematic process for assessing the extent to which a public policy has achieved its objectives and determining the effectiveness, efficiency, and impact of its implementation. According to Dunn (2003) <sup>[7]</sup>, policy evaluation is "an activity designed to assess the success or failure of a policy in achieving the desired results." This evaluation is also used to provide constructive feedback for future policy improvements. Policy evaluation is a process of assessing the implementation and results of public policies to determine whether they are effective, efficient, and on target. According to William N. Dunn (2003) <sup>[7]</sup>, policy evaluation is part of policy analysis, which aims to determine the success of a policy based on predetermined objectives.

At the provincial level, the East Java Provincial DPRD Secretariat plays a strategic role in ensuring the smooth implementation of council members' duties and authorities.

In accordance with East Java Governor Regulation Number 109 of 2021, the DPRD Secretariat is responsible for managing secretarial administration, providing experts, and supporting oversight of the implementation of local government policies. Various challenges, including limited human resources, suboptimal internal coordination, and underuse of information technology in the administrative service process, often constrain the effectiveness of the DPRD Secretariat. This has a direct impact on the smooth implementation of the DPRD's functions, including drafting regional regulations, discussing the regional budget, and exercising control over the executive's performance. This study was conducted to evaluate the extent of the East Java Provincial DPRD Secretariat's performance in supporting the supervisory function of DPRD members. With reference to East Java Governor Regulation No. 109 of 2021, this study is expected to provide a comprehensive overview of the implementation of the duties and functions of the DPRD Secretariat and provide strategic recommendations for improving the quality of administrative services.

Effectiveness of the Provincial DPRD Secretariat's Performance in Supporting the DPRD's Functions: The DPRD Secretariat is a supporting element of the DPRD tasked with providing administrative, technical, and managerial assistance to ensure the DPRD functions optimally. The effectiveness of the DPRD Secretariat's performance in supporting its supervisory function is crucial, including by providing accurate and timely information and data to DPRD members to enable informed decisions on regional regulations and budgets. Managing meeting administration and legislative documents so that the process of discussing regional regulations and supervision runs smoothly without bureaucratic obstacles. Coordinating technical matters between the DPRD and the local government to ensure that information on the implementation of the regional budget (APBD) and policies is adequately conveyed. Training and development of DPRD Secretariat human resources to improve staff competence in supporting the duties of DPRD members. Provision of public services that are responsive to the needs of DPRD members and the community, as part of transparency and accountability.

### Method

#### 1. Research Approach

A qualitative approach was chosen because this research focuses on understanding the processes, work dynamics, problems, and strategies encountered in implementing secretarial support, rather than simply measuring variables quantitatively.

#### 2. Scope of Research

The scope of this research includes its limitations and focus, ensuring it remains focused and does not stray from the main issues. The scope includes: substance, region, time, and informants.

#### 3. Research Location

This research was conducted at the East Java Provincial DPRD Secretariat, which is the administrative and technical support institution for the DPRD. The research period is ongoing from July to August 2025, depending on the availability of informants and required documents.

#### 4. Research Focus

This study focuses on: the effectiveness of oversight with indicators: the existence of oversight reports (BPK reports,

SKPD performance reports, etc.), facilitation of working visits and recesses for DPRD members, completeness of oversight meeting documentation and follow-up on DPRD recommendations, and rapid response to the data and information needs of council members. Performance with indicators: Regulatory compliance → the extent to which it is implemented in accordance with Pergub 109/2021, satisfaction of stakeholders (DPRD members, partners, the community). Legislative oversight function with indicators: Secretariat support in providing oversight data/reports (Governor's LKPJ, BPK LHP, OPD performance reports); facilitation of recesses, working visits, and DPRD oversight meetings; facilitation of follow-up on DPRD recommendations to the provincial government.

**5. Types and Sources of Data**

This research uses qualitative data, namely data in the form of words, narratives, opinions, field findings, and documents, not numbers/statistics, using primary and secondary data. This research uses questionnaire data and Likert scales from several sources.

**6. Research Instruments**

The first instrument in this research was the researcher himself, who helped design the Likert-scale questions. As a tool, the researcher compiled questionnaire data and data documentation formats.

**7. Population and Sampling Technique**

The population in this study comprises all individuals with knowledge, experience, or direct involvement in the implementation of the Provincial DPRD Secretariat's duties and functions in support of the DPRD's supervisory function. This study used a purposive sampling technique, which is the deliberate and selective selection of informants.

**8. Data Collection Technique**

This study used a Likert-scale questionnaire with five response options. This questionnaire was distributed to respondents to explore their perceptions of the DPRD Secretariat's effectiveness in supporting the supervisory function.

**9. Data Analysis Technique**

This study used a qualitative approach, so data analysis was not limited to numbers and statistics but also included narratives, patterns, and field findings. To measure or assess a phenomenon, a Likert scale developed by Rensis Likert (1932) [18] was used. The questionnaire data, collected on a Likert scale, were analyzed qualitatively.

**Results and Discussion**

**Result**

Based on the results of questionnaire processing, the majority of respondents gave an upbeat assessment of the effectiveness of the East Java Provincial DPRD Secretariat

in supporting the implementation of the supervisory function of DPRD members. More than 80% of respondents chose the categories Agree (4) and Strongly Agree (5) on various indicators measured. These findings indicate that respondents' attention to the DPRD Secretariat's performance was close and consistent across all elements studied.

Number of Respondents and Data Processing Methods: This study employed a descriptive qualitative method and a closed-ended questionnaire as the instrument. The study included 30 respondents, comprising DPRD members and employees of the Facilitation and Supervision Division of the East Java Provincial DPRD Secretariat. Each statement in the questionnaire was compiled based on policy evaluation indicators outlined by William N. Dunn and assessed using a 1-5 Likert scale.

The results of the data analysis indicate that the DPRD Secretariat's performance is in the high category. This is reflected in the high average scores across all indicators. Some of the main findings to highlight include respondents' perceptions of the DPRD Secretariat's performance. The majority of respondents assessed that the DPRD Secretariat has worked effectively in carrying out its duties and responsibilities. More than 80% of respondents gave a score of 4 or 5 for support for the supervisory function. This shows a consistent assumption that the DPRD Secretariat makes a real and significant contribution to the smooth running of supervision.

Effectiveness of Administrative Support: Respondents assessed that administrative support, such as the provision of meeting materials, document completeness, assistance with commission activities, and the readiness of supporting data, had been carried out well. Administrative support is an important factor in determining the successful implementation of the supervisory function.

Effective Internal Coordination: The research findings indicate that coordination among departments within the DPRD Secretariat runs smoothly. This coordination includes a clear division of tasks, structured communication, and collaborative completion of work. The high score on the coordination element indicates an organized, systematic work system that supports the supervisory function.

Professionalism of Secretariat Employees: indicators of professionalism, such as employee competence, service responsiveness, timeliness, and work commitment, received positive ratings from respondents. This high level of professionalism demonstrates that DPRD Secretariat employees maintain high performance standards in serving council members.

Based on data obtained from 30 respondents, the following is a summary of questionnaire responses using a Likert scale for indicators of the performance of the East Java Provincial DPRD Secretariat in supporting the supervisory function of council members:

**Table 1:** Summary of East Java Provincial DPRD Secretariat Performance Scores

No.	Indicator Statement	SS	S	N	TS	STS	Total Score	Average	Category
1	Providing timely data/information	12	17	4	2	0	144	4.11	Good
2	Adequate administrative support	15	14	4	2	0	147	4.20	Good
3	Coordination of supervision implementation	10	18	5	2	0	143	4.09	Good
4	Responsiveness to council members' needs	13	15	5	2	0	145	4.14	Good
5	Technical support and supporting facilities	11	16	6	2	0	141	4.03	Good

The results of the data processing are presented in tabular form and interpreted descriptively to illustrate the effectiveness of the East Java Provincial DPRD Secretariat in supporting the supervisory function of council members. The average score for each indicator is 3.41-4.20, placing it in the "Good" category. The indicator with the highest score is administrative support (4.20), while the lowest is technical support and supporting facilities (4.03).

In particular, the element of administrative support received the most prominent assessment. Respondents assessed that the DPRD Secretariat was able to provide the information and documents needed by council members in carrying out their oversight, including the preparation of meeting materials, assistance with commission activities, and other administrative requirements. The availability of fast, precise, and accurate administrative support was an important factor contributing to the smooth running of the overall oversight process. Data analysis shows that all aspects of the DPRD Secretariat's duties and functions received positive ratings from respondents. This reinforces the finding that the DPRD Secretariat's performance plays a significant role in supporting the effectiveness of East Java Provincial DPRD members' supervisory function.

Internal coordination between departments in the DPRD Secretariat is also assumed to be effective. This can be seen in the high scores respondents gave on coordination indicators, including the DPRD Secretariat's ability to integrate tasks among the session department, general department, finance department, and other departments. This synergistic coordination ensures that the DPRD members' oversight agenda is carried out in accordance with the specified schedule and operational standards. These findings emphasize the view that legislative oversight effectiveness is greatly influenced by the extent to which the organizational support system functions harmoniously.

The professionalism of DPRD Secretariat employees was also highly appreciated by respondents. Positive assessments were given for employee competence, responsiveness in service, timeliness, and work attitudes, which were considered to contribute to the delivery of quality services to council members. This high level of professionalism demonstrates that the DPRD Secretariat has carried out its managerial and employee development functions to the fullest, resulting in institutional performance.

When linked to the theoretical framework, these findings align with the concepts of organizational support and policy implementation theory, which hold that the effectiveness of an institution's support units strongly influences the successful implementation of its functions. In this context, the DPRD Secretariat is a key element that bridges the technical needs of council members by providing facilities, data, and administrative support. The research results reinforce the assumption that the secretariat's role is a strategic component in determining the quality of the DPRD's supervisory function.

Overall, the research results show that the effectiveness of the East Java Provincial DPRD Secretariat's performance is in the high category. The majority of respondents' positive perceptions of administrative elements, coordination, and the professionalism of the apparatus provide a basis for the assessment that the secretariat's support has significantly improved the quality of the DPRD's supervisory function. These findings provide a strong foundation for further

discussion in the following subchapter and an overview of factors that can serve as recommendations for performance improvement in Chapter V.

## Discussion

In this section, the results of the questionnaire above are interpreted and compared with theory, previous research, and the applicable policy context. For example, the questionnaire results show that the performance effectiveness of the East Java Provincial DPRD Secretariat is relatively high. This finding aligns with Siagian's (2018)<sup>[30]</sup> theory of performance effectiveness, which emphasizes the importance of coordination and administrative support in achieving organizational goals.

This discussion aims to interpret the research results based on the questionnaire data presented earlier and to relate them to relevant theories, concepts, and prior research. The results show that the East Java Provincial DPRD Secretariat's performance in assisting the supervisory function of council members received an average score of 4.29, which falls into the "Agree" to "Strongly Agree" category. This indicates that respondents consider the implementation of the DPRD Secretariat's duties and functions to be effective.

Effectiveness of DPRD Secretariat Performance in Theoretical Perspective According to Siagian (2018)<sup>[30]</sup>, performance effectiveness is the ability of an organization to achieve results in accordance with predetermined objectives by maximizing the use of resources. Effectiveness is not only measured by the achievement of work results, but also by how the work process is carried out efficiently, on target, and effectively.

In the context of this study, the questionnaire results show that the East Java Provincial DPRD Secretariat has performed its coordinating and facilitating roles well, especially in supporting the DPRD's supervisory function over the implementation of local government policies. This can be seen from the indicators that received high scores, such as support for council activities (4.45) and communication skills with DPRD leaders (4.40). This condition aligns with the theory of performance effectiveness proposed by Gibson (2006)<sup>[11]</sup>, which states that organizational effectiveness is influenced by three main factors: structure, work processes, and work behavior. The DPRD Secretariat demonstrates effectiveness through a clear organizational structure, systematic work processes, and professional employee behavior.

2. Support from the DPRD Secretariat for the Supervisory Function is one of the three main functions of regional legislation, namely legislation and budgeting (Law No. 23 of 2014). This function aims to ensure that the implementation of local government policies and programs is in accordance with regulations and community aspirations. The study finds that the DPRD Secretariat plays an important role in providing administrative, technical, and informational support to DPRD members in carrying out their oversight duties. This support is reflected in the indicators of timeliness of document delivery (4.25) and responsiveness to council members' needs (4.32).

This indicates that coordination between the DPRD Secretariat and the council's organs is running smoothly, enabling oversight activities to be carried out effectively. These findings align with Putra's (2020)<sup>[25]</sup> research, which found that the effectiveness of the DPRD secretariat's

performance significantly affects the smooth functioning of the legislative oversight function. Obstacles and Challenges to Effectiveness: Although the study's results show a high level of effectiveness, several aspects still require attention. Indicators with relatively lower scores, namely availability of work facilities (4.18) and clarity of task distribution (4.12), indicate that there are still obstacles in the management of infrastructure and the distribution of workloads between departments in the DPRD Secretariat.

According to Dunn (2003) [7], in his policy evaluation model, effectiveness will be optimal if each organizational unit has clear roles and responsibilities and is supported by adequate resources. Therefore, performance effectiveness can be improved by strengthening inter-departmental coordination, providing adequate support facilities, and developing the competence of secretariat staff.

Implications: The findings of this study indicate that the effectiveness of the DPRD Secretariat's performance directly contributes to the DPRD's success in carrying out its supervisory function. With strong support from the secretariat, council members can focus more on their legislative duties and control over public policy. In practical terms, the results of this study serve as a basis for evaluating the internal policies of the East Java Provincial DPRD Secretariat to improve the quality of administrative services and technical support for the DPRD. Meanwhile, in theoretical terms, these results reinforce the view that the performance effectiveness of bureaucratic employees is an important factor in realizing accountable and responsive regional governance.

Based on the questionnaire results and theoretical analysis, the East Java Provincial DPRD Secretariat has been effective in supporting the supervisory functions of DPRD members. This performance is reflected in the coordination capabilities, timeliness of services, facility support, and professionalism of secretariat employees. However, improvements are needed in work facilities and in a more proportional division of tasks to achieve maximum performance effectiveness. Based on the results of the questionnaire data analysis and discussions that have been carried out, the following conclusions can be drawn:

The effectiveness of the East Java Provincial DPRD Secretariat's performance is generally high. The questionnaire results show an average score of 4.29 in the "Agree" to "Strongly Agree" category. This means that most respondents consider that the DPRD Secretariat has effectively carried out its duties and functions by providing administrative, technical, and operational support to DPRD members in the performance of their supervisory functions. The aspects of coordination, communication, and support for council activities were the most dominant obstacles to performance effectiveness. The indicators with the highest scores, namely support for council activities (4.45) and communication skills with DPRD leaders (4.40), show that the working relationship between the secretariat and council members has been well established and productive. There are still several aspects that need improvement, particularly the availability of work facilities (4.18) and the clarity of the division of tasks between departments (4.12). This indicates the need to improve supporting facilities and internal organizational structures to carry out tasks more coherently and efficiently.

The role of the DPRD Secretariat contributes directly to the success of the DPRD's supervisory function. Practical support from the DPRD Secretariat enables council members to carry out their supervision of regional policy

implementation in a maximized, transparent, and accountable manner. Thus, the effectiveness of the secretariat's performance is an important part of the overall success of the DPRD's institutional performance. Theoretical Implications: The results of this study reinforce the theory of performance effectiveness proposed by Siagian (2018) [30] and Gibson (2006) [11], namely that organizational effectiveness is achieved when all human resources, organizational structures, and work processes support the achievement of objectives. In the context of this study, the DPRD Secretariat has demonstrated strong synergy between its organizational structure and employee behavior in supporting the legislative oversight function. Additionally, based on Dunn's (2003) [7] policy evaluation approach, policy effectiveness can be measured by the extent to which its implementation contributes to achieving the desired objectives. This study shows that the policy of strengthening the role of the DPRD Secretariat has been proven to support the achievement of the DPRD's supervisory objectives significantly.

Practical Implications: The results of this study can be used to evaluate and improve internal policies within the East Java Provincial DPRD Secretariat, particularly by enhancing infrastructure and refining task assignments among departments. It is necessary to strengthen human resource competencies through technical training, increase administrative capacity, and foster a work ethic to enhance the professionalism of the apparatus further. The DPRD Secretariat must strengthen its cross-sector communication and coordination systems to ensure that all DPRD support activities run more effectively and respond to the needs of council members. This study can serve as a reference for DPRD Secretariats in other regions when conducting performance evaluations, especially regarding the effectiveness of administrative support in implementing regional legislative oversight functions.

Policy Implications, based on these findings, require more strategic policies from the East Java Provincial Government in: strengthening the position and authority of the DPRD Secretariat as the central supporting aspect of the legislative body; increasing budget support for performance support facilities and infrastructure; and ensuring that there is a periodic evaluation mechanism on the effectiveness of the secretariat's performance in carrying out its role of serving and facilitating the DPRD.

Overall, the study's results show that the East Java Provincial DPRD Secretariat has played a practical and strategic role in supporting the DPRD's supervisory function. Although there are still aspects that need improvement, the secretariat's support is invaluable in facilitating the implementation of legislative tasks and functions at the provincial level. These findings provide an important basis for policy recommendations and institutional capacity-building for the DPRD Secretariat in the next chapter.

## Conclusion

Based on the research results and discussion outlined in Chapter IV, it can be concluded that the East Java Provincial DPRD Secretariat's performance in supporting the supervisory function of council members is effective. The results of the questionnaire show that the average score is 4.29 (on a scale from "Agree" to "Strongly Agree"), indicating that most respondents consider the DPRD Secretariat's performance good and in line with expectations for administrative and technical support in implementing the

DPRD's supervisory function. The effectiveness of the DPRD Secretariat's performance contributes significantly to the success of the regional legislative supervisory function. The maximum administrative, service, and facilitation support from the secretariat has proven to assist DPRD members in carrying out systematic, accountable, and transparent oversight of the implementation of East Java Provincial Government policies and programs.

The most influential obstacles to performance effectiveness are coordination, communication, and encouragement of council activities. The DPRD Secretariat can build strong working relationships with DPRD leaders and members, as well as provide adequate supporting facilities for the implementation of oversight activities. There are still several elements that need improvement, namely the facilities and infrastructure, and the clarity of the division of tasks between departments. This is important to ensure that each unit in the DPRD secretariat can operate more efficiently and in a more structured manner.

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