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ANALYSIS OF THE EFFECTIVENESS OF THE ADMINISTRATIVE FUNCTIONS OF THE SECRETARIAT OF THE REGIONAL HOUSE OF REPRESENTATIVES (DPRD) OF EAST SERAM REGENCY IN SUPPORTING LEGISLATIVE PERFORMANCE

Noaf Rumau[1], Normawati[1], Hendry Selanno[1], Safrudin Bustam Layn[1]
[1] Universitas Pattimura, Indonesia

Abstract

This study aims to describe and analyze the effectiveness and determinants influencing the implementation of administrative functions by the Secretariat of the Regional House of Representatives (DPRD) of East Seram Regency. This study employed a descriptive qualitative approach involving 15 research informants. Data were analyzed using the interactive analysis model developed by Miles and Huberman. The findings indicate that the "Effectiveness of the Administrative Functions of the DPRD Secretariat of East Seram Regency" has been implemented fairly effectively in terms of both input and process. From the input aspect, regulations and procedural rules provide a clear basis for work, human resources are capable of performing their duties according to their respective fields, and facilities and infrastructure are available to support DPRD activities. However, limitations remain in staff competencies, workload distribution, and the maintenance and development of facilities. From the process aspect, session administration, financial administration, as well as general and personnel administration have been carried out through structured mechanisms. However, their implementation is not yet fully optimal due to issues related to coordination, timeliness, document completeness, changes in agendas, archiving, and limited facilities. Regarding the Determinants of Administrative Function Implementation, administrative effectiveness is influenced by four main factors: human resources, administrative and bureaucratic systems, the political dynamics of the DPRD, and support from the Regional Government. Human resources and work systems serve as internal elements that support the implementation of administrative tasks, while political dynamics require the Secretariat to adapt and provide services in a responsive and professional manner. Support from the Regional Government through policies, budget allocation, facilities and infrastructure, and personnel development also plays an important role in strengthening the capacity of the Secretariat, although limitations remain in meeting organizational needs. The recommendations of this study are to improve human resource competencies, enhance the quality of facilities and infrastructure, increase responsiveness to the dynamics of DPRD activities, strengthen support from the Regional Government, improve the accuracy and timeliness of administrative services, and conduct regular administrative evaluations.

Keywords : *Administrative Function Effectiveness, DPRD Secretariat, Legislative Performance, Human Resources, Administrative Services.*

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Coresponding Author:
Noaf Rumau*
noafrumau23@gmail.com*

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1. Introduction

The Regional House of Representatives (DPRD) is a legislative institution at the regional level that has existed since the early years of Indonesia's independence, although its form, authority, and working mechanisms have undergone changes in line with political developments and the evolution of the constitutional system. As stipulated in Article 148 paragraph (1) of the Law on the People's Consultative Assembly, House of Representatives, Regional Representative Council, and Regional House of Representatives (MD3 Law), the Regency/City DPRD constitutes an element of regional government administration and holds an equal position with the regional government. Furthermore, the subsequent provisions regulate the membership structure, DPRD organs, the rights and obligations of members, as well as rules of procedure and codes of ethics. Thus, the MD3 Law provides a strong legal basis for the existence of Regency/City DPRDs while establishing their working mechanisms and authorities in regional government administration. To carry out these three functions, the DPRD is supported by the DPRD Secretariat, which structurally constitutes part of the Regional Government Apparatus Organization (OPD). The existence of the Secretariat is regulated under Article 222 paragraph (1) of the MD3 Law and further reinforced by Government Regulation Number 18 of 2016 concerning Regional Government Apparatuses. The DPRD Secretariat is headed by a Secretary of the DPRD who is appointed and dismissed by the Regent or Mayor with the approval of the DPRD leadership.

The Secretariat has strategic roles, including administering secretarial affairs, supporting the implementation of legislative functions, providing services for sessions and meeting minutes, managing documentation and publications, and providing technical and administrative support to all members of the DPRD. At the Regency/City level, the DPRD constitutes one of the key elements of regional democracy that influences the direction of development policies. As described above, the operation of this institution is supported by the Secretariat, which is responsible for providing administrative services, supplying information, and facilitating the technical needs of all DPRD members. The effectiveness of administrative services provided by the Secretariat directly contributes to the success of the DPRD in carrying out its functions, including the formulation of regional regulations, budget management, and supervision of government programs.

Administrative functions within the DPRD Secretariat play a crucial role in ensuring that the duties of the legislative institution are carried out effectively and efficiently. According to Rosenbloom, Kravchuk, and Clerkin (2015), public administration is an important instrument for operationalizing policies and ensuring the achievement of government organizational objectives through optimal resource management. In the context of legislative institutions, public administration plays a strategic role as a key mechanism supporting the smooth implementation of institutional functions. Secretarial administration ensures that every legislative process is carried out in accordance with established procedures, from the drafting to the enactment of regulations.

Through professional administrative processes, public aspirations can be properly documented, supporting data for policymaking can be managed accurately, and coordination among divisions within the legislative institution can run smoothly. This is consistent with Frederickson's (2005) view that public administration serves as a means of integrating public interests into the political decision-making process. These secretarial duties include managing the DPRD's work agenda, ranging from scheduling sessions and preparing meeting minutes to managing archives and publishing DPRD activities. The presence of the Secretariat enables DPRD members to focus on policy formulation, the representation of public aspirations, and the supervision of regional government performance without being burdened by technical administrative matters. This role is crucial because the quality of policies produced by the DPRD depends on the availability of complete and accountable information.

The latest organizational regulatory changes, as stipulated in Regent Regulation Number 5 of 2024 concerning Organizational Structure, Duties, Functions, and Work

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Procedures, reflect efforts to simplify the bureaucracy and reorganize secretarial functions to improve efficiency. In practical terms, this policy provides opportunities to restructure administrative functions to accelerate session services, improve documentation transparency, and provide data to support the DPRD's oversight function. However, at the operational level, empirical conditions reveal various challenges. Several problems and indications continue to be encountered by the institution, including:

1. Limited human resources. A major issue concerns limitations in human resources, both in terms of quantity and competence, which affect the smooth delivery of administrative services.
2. Limited facilities, infrastructure, and policy research support. Inadequate archive space, an information management system that is not yet fully digital-based, and limited work equipment constrain administrative efficiency. Several processes are still conducted manually, creating potential risks of errors in data processing.
3. Insufficient coordination. Coordination between the Secretariat and the DPRD's organs remains limited. As a result, the management of session agendas, preparation of documents, and follow-up to meeting outcomes still experience delays.

These conditions highlight the importance of examining the extent to which the administrative functions of the Secretariat are effectively implemented by the Secretariat of the Regional House of Representatives (DPRD) of East Seram Regency.

2. Literature Review

1. Concept of Public Administration

Public administration is a branch of administrative science that focuses on the processes, structures, and behavior of public sector organizations in implementing government policies and programs to meet the needs and interests of society. Chandler and Plano (1988) define public administration as both an art and a science concerned with managing state affairs and implementing public policies formulated by politically authorized institutions. In practice, public administration encompasses the management and coordination of human resources, financial resources, and material resources to achieve public service objectives effectively, efficiently, and accountably. Thus, public administration functions as a bridge connecting government policies with their implementation in practice.

As explained by Nicholas Henry in Layn (2021), there are five paradigms of public administration that illustrate the development of ideas and perspectives concerning public administration as a relatively new and distinctive field of study. The discipline emerged through the integration of organizational theory, management science, and the concept of public interest. The five paradigms are as follows:

- Paradigm 1: The Politics-Administration Dichotomy (1900–1926).
- Paradigm 2: The Principles of Public Administration (1927–1937).
- Paradigm 3: Public Administration as Political Science (1950–1970).
- Paradigm 4: Public Administration as Administrative Science (1956–1970).
- Paradigm 5: Public Administration as Public Administration (1970–present).

Furthermore, in the development of administrative science, Denhardt and Denhardt identify three major perspectives in public administration: Old Public Administration (OPA), New Public Management (NPM), and New Public Service (NPS). The principles of public administration include efficiency, effectiveness, accountability, transparency, participation, and an orientation toward public service. These principles aim to ensure that public administration can continuously provide value to society.

Gulick and Urwick (1937), through the concept of POSDCORB, which consists of Planning, Organizing, Staffing, Directing, Coordinating, Reporting, and Budgeting, emphasize the importance of implementing public administration in a planned, systematic, and coordinated manner. These principles provide guidance for government officials in

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carrying out their duties. Therefore, administrative processes should not merely comply with formal procedures but should also produce tangible, measurable, and directly beneficial outcomes for society.

The functions of public administration can generally be divided into two categories: managerial functions and operational functions. According to Siagian (2014), managerial functions encompass a series of activities, including planning to determine the direction and strategies of an organization, organizing to establish an effective work structure, directing to motivate and guide personnel in performing their duties, coordinating to harmonize various activities, controlling to ensure that implementation follows established plans, and evaluating to assess achievements and determine corrective measures. Meanwhile, operational functions include the management of personnel, finances, facilities and infrastructure, as well as the provision of public services, which constitute the core responsibilities of government institutions. These two functions complement each other in ensuring the smooth implementation of public administration. Managerial functions provide the framework and strategic direction, while operational functions ensure the implementation of technical activities in practice.

Strategically, public administration does not merely regulate the functioning of government. It also serves as an important instrument for building and maintaining public trust in state institutions. Such trust develops through public services that are of high quality, transparent, and accountable, and that respond appropriately to societal needs. Osborne and Gaebler (1992) emphasize the importance of innovative and adaptive public administration that can respond to globalization, technological developments, and rapidly changing social and political dynamics. Professionally implemented public administration provides a foundation for the establishment of good governance.

2. Theory of Effectiveness

The concept of effectiveness is one of the key indicators for measuring an organization's success in achieving its established objectives. Gibson, Ivancevich, and Donnelly (1997) define effectiveness as the extent to which an organization is able to achieve predetermined targets by utilizing available resources. In the context of public administration, effectiveness focuses not only on final outcomes but also on the processes and mechanisms employed to achieve those outcomes, including the accuracy and appropriateness of public service delivery. Thus, effectiveness serves as an important measure for assessing the extent to which administrative functions are implemented optimally to support the achievement of an organization's vision and mission.

Steers (1985) proposes three approaches to assessing effectiveness: the goal approach, the system resource approach, and the strategic constituencies approach. The goal approach assesses effectiveness based on the level of success in achieving predetermined targets. The system resource approach evaluates effectiveness based on an organization's ability to acquire, utilize, and maintain the resources required to support its operations. Meanwhile, the strategic constituencies approach assesses effectiveness from the perspective of satisfaction among stakeholders who have a direct interest in organizational performance. These approaches provide a comprehensive framework for evaluating administrative performance in public institutions, including the Secretariat of the DPRD.

Furthermore, Steers (1985) and Campbell (1977) identify several factors that influence organizational effectiveness, including organizational structure, leadership, work culture, human resource quality, resource availability, clarity of objectives, communication capacity, and the existence of an effective evaluation system. These factors interact with and influence one another. Consequently, weaknesses in one aspect may affect the overall level of organizational effectiveness. Therefore, efforts to improve effectiveness require comprehensive and continuous improvements across relevant organizational dimensions.

In the context of public administration, effectiveness theory has strategic relevance for assessing bureaucratic performance, including the implementation of administrative functions within the DPRD Secretariat. Effectiveness is not measured solely by the quantity of

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administrative outputs produced but also by the level of satisfaction among the public and stakeholders with institutional performance. Consistent with the view of Robbins and Coulter (2012), high effectiveness reflects an organization's ability to balance the achievement of its objectives with the optimal utilization of available resources. Therefore, applying the principles of effectiveness to the administrative management of the DPRD Secretariat of East Seram Regency is crucial to ensuring that the legislative, budgeting, and oversight functions of the DPRD can be carried out optimally.

3. Management Theory

The concept of management is a key element that plays a role in directing and controlling administrative activities to achieve predetermined objectives. The implementation of public administration can operate optimally when supported by management activities that include planning, organizing, directing or guiding, coordinating, controlling, and communicating. The term management originates from the word to manage, which means to organize or regulate. Such regulation is carried out through a systematic process based on the sequence of management functions. Thus, management serves as an important pillar that ensures all administrative activities are directed, coordinated, and implemented effectively to achieve the desired outcomes.

Management refers to the process of organizing activities within an organization. This organization is carried out through a process structured according to the sequence of management functions. Hasibuan (2011:2) states that, "Management is both a science and an art of effectively and efficiently utilizing human resources and other resources to achieve specific objectives." Since this definition does not fully describe the concept of management, the researcher also refers to Stoner's definition.

Stoner, as cited in Handoko (2009:2), defines management as follows: "Management is the process of planning, organizing, leading, and controlling the efforts of organizational members and the use of all other organizational resources to achieve predetermined organizational objectives."

Based on the various definitions of management presented above, the researcher concludes that management is a process consisting of a series of systematic activities directed toward achieving objectives through cooperation and the optimal utilization of resources. Management has characteristics of a science. In addition, the functions of management reflect the main tasks that must be performed and constitute the core of all managerial activities. According to several experts, management functions include the following. Terry, as cited by Handayaningrat (1995), classifies management functions into: 1. Planning; 2. Organizing; 3. Actuating; and 4. Controlling

4. Concept of Secretariat Management in Regional Government

Secretariat management in regional government is a process of planning, organizing, implementing, and controlling all administrative activities aimed at supporting the effective implementation of the duties of regional heads and regional government apparatuses. According to Handayaningrat (1995), a secretariat serves as an administrative service center with a strategic function in providing technical and administrative support and coordinating activities among work units within the government. In the context of regional government, the secretariat serves as a link between policy formulation and operational implementation. Therefore, the quality of secretariat management significantly determines the effectiveness of public organizational performance.

The main functions and roles of a secretariat include correspondence services, records and archives management, data management, work agenda preparation, scheduling of leaders' activities, and coordination of government activities. According to Siagian (2014), the secretariat has a strategic role in ensuring the availability of accurate and timely information as a basis for decision-making by organizational leaders. This function is not merely administrative but also includes a coordinating role that connects various work units, thereby ensuring continuity in the implementation of government tasks. Terry (2006) states that effective management requires careful planning, clear organization, directed implementation,

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and consistent supervision. In regional government practice, these principles are implemented through the application of Standard Operating Procedures (SOPs), the utilization of information technology, and systematic records and archives management.

5. DPRD Functions: Legislation, Budgeting, and Oversight

The Regional House of Representatives (DPRD) is a regional legislative institution that holds an equal position with the regional government as an element of regional government administration based on the principles of regional autonomy and co-administration. The position, functions, duties, and authorities of the DPRD are regulated by Law Number 23 of 2014 concerning Regional Government, as subsequently amended by Law Number 9 of 2015. In general, the DPRD has three main functions: the legislative function, the budgeting function, and the oversight function. These functions are intended to ensure that regional government administration is conducted in accordance with the principles of democracy, transparency, accountability, and public participation (Halim, 2012).

The legislative function of the DPRD refers to its authority to formulate regional regulations jointly with the regional head. Nugroho (2014) emphasizes that the legislative function serves as a strategic instrument for formulating public policies with strong legal legitimacy. The legal provisions governing the implementation of the legislative function of the DPRD are explicitly stipulated in Article 149 paragraph (1) letter a of Law Number 23 of 2014 concerning Regional Government. This regulation provides a normative basis for the DPRD to perform its legislative role optimally, ensuring that each regional regulation not only fulfills legal requirements but also reflects the aspirations and actual needs of the community. Thus, the legislative function serves as a vital instrument for realizing democratic, responsive, and accountable regional governance.

The second function is the budgeting function, which refers to the authority of the DPRD to discuss and approve the Regional Revenue and Expenditure Budget (APBD) jointly with the regional head. This process includes discussions on the General Budget Policy (APBD/KUA), the formulation of Temporary Budget Priorities and Ceilings (PPAS), and the enactment of the APBD as the official regional financial document. Mardiasmo (2009) states that the budgeting function of the DPRD serves as a mechanism for controlling the utilization of regional financial resources to ensure that they are managed effectively, efficiently, transparently, and accountably.

3. Method

This study employs a qualitative research approach using a case study design. This approach is oriented toward gaining an in-depth understanding of meanings, processes, and social phenomena, with an emphasis on the subjective and contextual aspects of human or institutional experiences. This study aims to analyze the effectiveness of the administrative functions of the Secretariat of the Regional House of Representatives (DPRD) of East Seram Regency in supporting legislative performance. Data and information were collected using triangulation techniques. Miles and Huberman (1994) explain that triangulation is an important strategy for examining the validity and credibility of data in qualitative research. The data collection techniques employed in this study consisted of interviews, observation, and documentary studies. The data analysis technique followed the interactive model developed by Miles and Huberman (2014), which consists of four interconnected stages: (1) Data Collection, (2) Data Display, (3) Data Condensation, and (4) Conclusion Drawing/Verification.

4. Results and Discussion

1. Effectiveness of the Implementation of Administrative Functions by the Secretariat of the Regional House of Representatives (DPRD) of East Seram Regency

Based on the input indicators, the effectiveness of the implementation of administrative functions by the Secretariat of the DPRD of East Seram Regency is influenced by regulatory and procedural readiness, the quality of human resources (HR), and the availability of

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facilities and infrastructure. The research findings indicate that the implementation of administrative functions by the Secretariat of the DPRD of East Seram Regency has a relatively strong foundation in terms of the input aspect, as described below:

a) Regulations and Procedural Rules

The research findings indicate that the Secretary of the DPRD, the Chairperson of the DPRD, and the DPRD leadership provided consistent information showing that the implementation of secretariat duties refers to Regent Regulation of East Seram Regency Number 5 of 2024 and Government Regulation Number 12 of 2018. These regulations serve as guidelines for implementing secretarial administration, facilitating meetings and sessions, managing attendance administration, preparing minutes, managing documentation, and maintaining archives. The regulations also help clarify the boundaries of authority between the DPRD as a political institution and the DPRD Secretariat as an administrative and technical support unit. Thus, in terms of regulations and procedural rules, the DPRD Secretariat has an institutional foundation that supports procedural order, coordination, and certainty in the implementation of its duties.

b) Human Resources

In general, the employees of the DPRD Secretariat have been able to perform their duties according to their respective areas of responsibility. Human resources provide support for administrative services, session administration, financial management, document management, and the facilitation of various DPRD activities. However, the effectiveness of human resources is determined not only by the number of employees but also by the suitability of their competencies to their duties and workloads. Informants identified the need to strengthen capacity in regulatory knowledge, session administration, document management, information technology, and understanding of the DPRD's working mechanisms. Therefore, the research findings indicate that human resources constitute an important asset in implementing administrative functions. Nevertheless, further competency development, more proportional workload distribution, and stronger coordination are still required to ensure that staff capabilities correspond more closely to the complexity of the DPRD's agenda.

c) Facilities and Infrastructure

Meanwhile, the research findings concerning facilities and infrastructure reveal a relatively different condition. Basic facilities, such as offices, meeting rooms, computers, communication networks, administrative equipment, and session facilities, are generally available and remain usable to support DPRD activities. However, limitations in the quantity, quality, condition, and maintenance of several facilities become obstacles when multiple activities take place simultaneously. This condition is also reflected in the 2024 budget structure, in which the total budget after amendments reached approximately IDR 31.266 billion, while capital expenditure amounted to only IDR 30 million. This finding indicates that the Secretariat is still able to perform its administrative functions using the available facilities, but the development and renewal of facilities have not been optimal. Therefore, facilities and infrastructure can be regarded as one of the factors contributing to the fact that the effectiveness of administrative functions has not yet reached an optimal level.

Furthermore, regarding the Process Aspect, the research findings include:

a. Session Administration

Shows that the DPRD Secretariat has implemented its work stages in a relatively systematic manner. The process includes preparing agendas and schedules, invitation letters, meeting materials, attendance lists, meeting rooms and session equipment, recording proceedings, preparing minutes, documentation, and archiving. The research findings from the Secretariat, DPRD leadership, and DPRD members indicate a consistent view that the Secretariat plays an important role in ensuring that administrative requirements are available before, during, and after sessions. However, the process still faces several challenges, including sudden changes to agendas, delays in materials from relevant parties, the need for

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rapid coordination, and limited facilities when several activities take place simultaneously. Therefore, session administration can be considered fairly effective, as it has supported the implementation of the DPRD's legislative, budgeting, and oversight functions. Nevertheless, improvements are still needed in terms of coordination speed, staff competencies, and supporting facilities.

b. Financial Administration

The interview findings indicate that the financial management process has been implemented through the stages of planning, implementation, recording, verification, control, and accountability. Each use of the budget is directed toward the programs and activity needs of the DPRD and must be supported by verifiable administrative documents. This process demonstrates the existence of a relatively clear control mechanism to ensure that budget utilization is consistent with established plans and applicable regulations. However, several challenges remain, including the completeness of supporting documents, changes in activity schedules, the dynamics of DPRD needs, and inter-unit coordination. These challenges sometimes prolong the disbursement and accountability processes because changes in activities must be adjusted to the relevant planning and budget documents. Therefore, financial administration can be considered procedurally fairly effective, but it still requires improvements in documentation accuracy, coordination, and the ability to adapt administrative processes to the dynamics of DPRD activities.

c. General and Personnel Administration

Also demonstrates relatively good implementation. General administration includes the management of incoming and outgoing correspondence, recording and storage of archives, provision of documents, office supplies, internal services, and technical support for meetings, sessions, working visits, recess activities, and other institutional activities. The DPRD leadership and members, as service users, assess that the Secretariat's services have contributed to the smooth implementation of DPRD activities. The distribution of employee duties has also been adjusted to their respective positions and responsibilities.

Nevertheless, the interviews identified several areas requiring improvement, particularly in records and archives management, service responsiveness, facility maintenance, timeliness in fulfilling administrative needs, and coordination when sudden changes occur in the DPRD agenda. Therefore, general and personnel administration can be considered fairly effective, although it has not yet reached an optimal level in terms of responsiveness and administrative management.

Synthesis of Key Findings, The effectiveness of the implementation of administrative functions by the Secretariat of the DPRD of East Seram Regency can be characterized as fairly effective but not yet optimal. Regulations and procedural rules represent the strongest aspect in providing certainty, as they serve as working guidelines and clarify the division of authority. Meanwhile, human resources have been able to perform their primary functions but still require competency development and workload adjustment.

Facilities and infrastructure have functionally supported DPRD activities. However, limitations in procurement, maintenance, and technology remain constraining factors. In terms of processes, session administration, financial administration, and general and personnel administration have been implemented through clear mechanisms and have supported DPRD activities. Nevertheless, several challenges remain, particularly regarding coordination, timeliness, document completeness, changes in agendas, records and archives management, and limited facilities.

2. Determinant Factors in the Implementation of Administrative Functions by the Secretariat of the DPRD of East Seram Regency

Based on the interview findings, four determinant factors influence the implementation of administrative functions by the Secretariat of the DPRD of East Seram Regency: Human Resources, Administrative and Bureaucratic Systems, DPRD Political Dynamics, and Regional Government Support. These four factors are interrelated in determining the

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Secretariat's capacity to provide administrative services to the DPRD leadership and members in an orderly, responsive, and sustainable manner.

a. Human Resources (HR)

Human Resources (HR) constitute a highly important internal factor because all administrative services depend on the ability of staff to perform their duties. The research findings indicate that work experience, understanding of administrative and financial matters, task distribution based on the organizational structure, and coordination skills constitute key resources supporting secretarial activities. The existence of work procedures also helps employees perform their duties in a more structured manner. However, effective service delivery still requires strengthened competencies and staff capacity development to enable personnel to adapt to the complexity of DPRD needs.

b. Administrative and Bureaucratic Systems

Administrative and bureaucratic systems play a role in establishing clear workflows, authorities, task distribution, and responsibilities. The interview findings indicate that administrative implementation has followed the organizational structure, work procedures, and applicable regulations. These systems support the management of sessions, preparation of meeting materials, documentation, financial administration, correspondence, and services to the DPRD. Although the system has operated fairly effectively, stronger coordination, communication, and staff responsiveness are still required to prevent bureaucratic procedures from causing delays when changes occur in the needs or agenda of the DPRD.

c. DPRD Political Dynamics

Third, DPRD political dynamics constitute an external factor that directly influences the workload and work patterns of the DPRD Secretariat's administrative activities. Changes in meeting agendas, developments in policy discussions, the interests of political factions, and activities of DPRD organs may result in changes in the requirements for materials, documents, schedules, and supporting facilities. The interview findings indicate that these conditions can still be managed through coordination, task distribution, and work flexibility. The Secretariat is required to remain professional and provide services objectively to all elements of the DPRD without becoming involved in the political interests of individual parties. Therefore, adaptability and responsiveness are important aspects in maintaining smooth administrative operations amid the political dynamics of the DPRD.

d. Regional Government Support

Regional Government support constitutes an external factor that strengthens the capacity of the DPRD Secretariat through policies, budget allocation, facilities and infrastructure, personnel management, and institutional coordination. The interview findings indicate that such support has contributed to the implementation of sessions, meetings, official travel, recess activities, financial administration, and other operational needs. However, this support has not yet been fully optimal because it is influenced by regional fiscal capacity, budget priorities, the process of submitting institutional needs, and limitations in providing facilities and infrastructure. Therefore, the effectiveness of Regional Government support still requires strengthening, particularly in terms of budget consistency, provision of facilities, personnel capacity development, and accelerated coordination. Overall, the research findings demonstrate that the implementation of administrative functions by the Secretariat of the DPRD of East Seram Regency is determined by the integration of internal and external factors. Human resources constitute the internal foundation, while the administrative system provides procedural certainty. Externally, political dynamics require adaptability and responsiveness, while Regional Government support provides the institutional resources necessary to support administrative functions.

Synthesis of Key Findings, The synthesis of the key findings indicates that the implementation of administrative functions by the Secretariat of the DPRD of East Seram Regency is fundamentally supported by four interrelated factors: human resource quality, administrative and bureaucratic systems, DPRD political dynamics, and Regional

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Government support. Human resources with relevant experience, clear task distribution, and an adequate understanding of their duties constitute the primary foundation for administrative implementation. Administrative and bureaucratic systems provide certainty regarding procedures, authority, and workflows, enabling services to be delivered in a structured manner. At the same time, DPRD political dynamics require the Secretariat to possess adaptability, coordination, and responsiveness because changes in agendas and political needs may affect administrative activities. Regional Government support through policies, budget allocation, facilities, and personnel development also strengthens the capacity of the DPRD Secretariat, although limitations in fiscal capacity and the provision of facilities and infrastructure remain. Thus, the main finding of this study indicates that the effectiveness of administrative functions is determined not only by the internal capacity of the DPRD Secretariat but also by its ability to integrate staff competencies, work systems, responsiveness to political dynamics, and institutional support from the Regional Government.

5. Conclusions and Suggestions

1. Effectiveness of the Implementation of Administrative Functions.

The Secretariat of the DPRD of East Seram Regency has been able to perform its administrative functions fairly effectively, both in terms of inputs and processes. From the input aspect, regulations and procedural rules provide a clear basis for work, human resources are capable of carrying out their duties according to their respective fields, and facilities and infrastructure are available to support DPRD activities. However, limitations remain in staff competencies, workload distribution, facility maintenance, and facility development. From the process aspect, session administration, financial administration, and general and personnel administration have been implemented through structured mechanisms. However, their implementation has not yet been fully optimal due to challenges related to coordination, timeliness, document completeness, changes in agendas, records and archives management, and limited facilities.

2. Determinant Factors in the Implementation of Administrative Functions

The effectiveness of administrative functions is influenced by four main factors: human resources, administrative and bureaucratic systems, DPRD political dynamics, and Regional Government support. Human resources and work systems constitute internal elements that support the implementation of administrative tasks, while political dynamics require the Secretariat to adapt and provide services in a responsive and professional manner. Regional Government support through policies, budget allocation, facilities and infrastructure, and personnel development also contributes to strengthening the capacity of the Secretariat, although limitations remain in meeting organizational needs.

Recommendations

The DPRD Secretariat should:

1. Improve human resource competencies through relevant training and capacity development.
2. Improve the quality of facilities and infrastructure to support administrative activities.
3. Increase responsiveness to the dynamics of DPRD activities, particularly changes in agendas and administrative needs.
4. Strengthen Regional Government support, especially in terms of policies, budgets, facilities, and personnel development.
5. Improve the accuracy and timeliness of administrative services through effective coordination and clear work procedures.
6. Conduct regular administrative evaluations to identify weaknesses and ensure continuous improvement.

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