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ANALYSIS OF THE ROLE OF DPD-RI SECRETARIAT STAFF IN BENGKULU PROVINCE

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ABSTRACT

This study is titled "Analysis of the Roles of Secretariat Staff at the DPD-RI Representative Office in Bengkulu Province." One of the issues arising regarding the role of Secretariat staff at the DPD-RI Representative Office in Bengkulu Province is the suboptimal performance of their duties. In the implementation carried out by the secretariat staff of the DPD-RI Representative Office in Bengkulu Province, there are discrepancies with the processes or provisions established in the guidelines for managing DPD-RI offices in provincial capitals, as issued by the General Secretariat of the Regional Representative Council of the Republic of Indonesia in 2022. The purpose of this study is to identify, describe, and analyze the roles of the secretariat staff at the DPD-RI Representative Office in Bengkulu Province. This is a qualitative descriptive study; data were collected from informants selected using purposive sampling. Data collection was conducted using in-depth interviews, observation, and documentation. The results of the study indicate that the roles of the secretariat staff at the DPD-RI Representative Office in Bengkulu Province have been carried out in accordance with the implementation guidelines. However, improvements and refinements are still needed to ensure even better performance of these roles. To that end, the author recommends taking concrete steps to ensure the sustainable fulfillment of the roles of the Secretariat Staff of the DPD-RI Representative Office in Bengkulu Province, improving the quality of their work, and striving to provide specialized education or training.

Keyword : Roles, Secretariat Staff, DPD-RI, Bengkulu

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INTRODUCTION

Within an organization, roles are a crucial element that determines how individuals carry out the tasks, responsibilities, and functions inherent to their positions. Role theory explains that every individual in an organization has a set of behavioral expectations that must be fulfilled in accordance with the position they hold. In other words, the success of an institution is determined not only by its formal structure but also by the extent to which its members are able to fulfill their roles effectively, in accordance with their established core duties and functions. In an institutional context, roles performed optimally support the achievement of organizational goals, whereas role mismatches can create obstacles in the execution of duties and the delivery of services.

The importance of establishing DPD-RI offices in the regions, as stipulated in Article 252(4) of Law No. 13 of 2019 on the MPR, DPR, DPD, and DPRD which states that DPD members must have offices in provincial capitals holds strategic significance for the DPD-RI in fulfilling its constitutional mandate. Furthermore, the presence of regional representatives is certainly a key consideration; it would be difficult for the (central) government to accurately or definitively ascertain the aspirations and interests of the people and the regions without local representatives at the central level.

However, it must be acknowledged that achieving major goals requires the support of a group of people who share the same objectives, with various approaches employed to reach those goals. It is simply not possible for the people's representatives (DPD-RI) to work alone. Therefore, the presence of a secretariat office and its staff is essential, as they must possess the necessary capabilities and expertise in technical matters. Additionally, they must be equipped with sufficient skills in their respective fields. Furthermore, they must maintain a positive attitude toward their work and constantly strive to improve their performance. The achievement of an organization's or institution's goals depends heavily on staff participation in driving and managing the office's operations. This is closely tied to each staff member's ability to carry out their primary duties and functions.

The duties of Administrative Staff and Security Staff are as follows :

Administrative Staff

The duties of Administrative Staff are as follows :

- Supporting DPD-RI members in carrying out their constitutional duties
- Assisting DPD-RI members in carrying out their constitutional duties
- Providing administrative support for DPD-RI members' activities in the regions
- Receiving and reporting public feedback to DPD-RI members
- Maintaining communication with the DPD-RI General Secretariat and relevant regional agencies
- Being responsible for the Secretariat's inventory (Source: DPD-RI General Secretariat: 2022)

Security Staff

The job description for security staff is as follows:

- Accompany DPD-RI members as needed
- Receive visitors to the secretariat as appropriate
- Prepare meeting rooms as needed
- Create a monthly duty roster in accordance with the security staff's agreement
- Responsible for the secretariat's inventory items
- Maintain security and order at the secretariat
- Perform duties and obligations in accordance with the procedures outlined in the handbook (Source: General Secretariat of the DPD RI: 2022)

However, the current issue is that secretariat staff have not been able to carry out their duties and functions effectively. This was revealed through preliminary interviews and observations at the DPD-RI Representative Secretariat in Bengkulu Province, specifically :

- There is a shortage of staff at the DPD-RI Representative Secretariat in Bengkulu Province.
- Staff at the DPD-RI Representative Secretariat in Bengkulu Province rarely assist with the individual activities of DPD-RI members from Bengkulu Province, unless such activities are held at the DPD-RI Representative Secretariat in Bengkulu Province or are conducted on behalf of a committee.
- Facilities, infrastructure, and the operational budget system at the DPD-RI Representative Secretariat in Bengkulu Province are inadequate.

- There is currently no dedicated staff member specifically tasked with receiving, recording, archiving, and subsequently reporting public feedback to DPD-RI members. Furthermore, the staff at the DPD-RI Bengkulu Provincial Representative Office are unable to collect and archive data related to public feedback reports.
- No specific individual has been appointed or given full responsibility for the secretariat's inventory items. Furthermore, damaged inventory items are not archived or are simply left lying around; they are not separated during storage from inventory items that are still usable, and they are not neatly organized or stored in a dedicated location or warehouse.

Based on the above observations, it can be concluded that the issues occurring at the DPD-RI Representative Secretariat in Bengkulu Province in carrying out its duties and functions such as technical issues related to work facilities and infrastructure, as well as communication challenges between staff members, expert staff, and leadership are significant. Consequently, all these issues can slow down administrative processes and affect the smooth operation of the DPD-RI Provincial Representative Office in Bengkulu.

Based on the above discussion, the researcher is interested in examining the issues surrounding the role of staff at the DPD-RI Representative Office in Bengkulu Province under the title "Analysis of the Roles of Secretariat Staff at the DPD-RI Representative Office in Bengkulu Province."

METHODOLOGY

This study employs a descriptive research design using qualitative methods. This study focuses on the role of the staff at the DPD-RI Representative Office Secretariat in Bengkulu Province; naturally, this also involves the secretariat/office itself and several administrative and security staff members stationed at the DPD-RI Representative Office Secretariat in Bengkulu Province. The researcher will focus specifically on and describe the role of the staff at the DPD-RI Representative Office Secretariat in Bengkulu Province.

This research is an activity intended to determine the roles of the staff at the DPD-RI Representative Office in Bengkulu Province. The study will examine aspects related to the indicators of these roles, namely : supporting DPD-RI members in carrying out their constitutional duties; assisting DPD-RI members in carrying out their constitutional duties; providing administrative support for DPD-RI members' activities in the region; receiving and reporting public aspirations to DPD-RI members; maintaining communication with the DPD-RI Secretariat General and relevant local government agencies; and being responsible for the secretariat's inventory.

Informants in this study were selected using purposive sampling. The informants for this study include: administrative staff, internal security staff, the staff coordinator of the DPD-RI Representative Office for Bengkulu Province, members of the DPD-RI Representative Office for Bengkulu Province, the Head of the Protocol and TUP Subdivision of the Bengkulu Provincial Government, and members of the public in Bengkulu Province.

This study encompasses primary and secondary data, which will be obtained through in-depth interviews, as well as through archives and documents related to the research being conducted. More specifically, the data were obtained through data collection techniques, namely observation, interviews, and documentation. Observations were conducted by directly observing the activities, behaviors, and interactions of secretariat staff in carrying out their duties, as well as the physical and administrative conditions of the office.

In depth interviews were conducted with key informants, such as secretariat staff, members of the DPD-RI, and members of the public who had previously voiced their aspirations. Documentation was used to collect secondary data in the form of archives, reports, photographs, and other supporting documents relevant to the research focus.

Meanwhile, the data analysis technique in this study employed a qualitative interpretive analysis approach, in which the researcher interpreted, described, and discussed in depth the phenomena, events, or actual issues present at the time the research was conducted.

RESULTS AND DISCUSSION

1. Supporting The Activities Of DPD-RI Members In Carrying Out Their Constitutional Duties

In terms of supporting the activities of DPD-RI members regarding their constitutional duties such as working meetings between members and provincial, regency, or municipal governments; regional committee working meetings, gatherings in the form of seminars, focus group discussions (FGDs), and discussions; visits by DPD-RI members to the relevant province upon official invitation from local stakeholders; and activities to gather public input through field visits and meetings at the provincial, regency, and city levels, there is currently a shortage of staff at the Secretariat of the DPD-RI Representative Office for Bengkulu Province.

According to the 2022 Guidelines for the Management of DPD RI Offices in Provincial Capitals issued by the DPD-RI General Secretariat on page 75, in order to support the technical, administrative, and specialized tasks of DPD RI members in provincial capitals, personnel are to be assigned in phases. Consequently, for the first phase beginning June 1, 2012, 144 officials were supposed to be assigned, comprising 1 person as the Office Head (equivalent to Echelon IIIa), 4 persons as Subdivision Heads (equivalent to Echelon IVa), and 1 administrative/support staff member. However, in reality, the DPD-RI Representative Secretariat in Bengkulu Province has only 13 administrative staff members and 4 internal security staff members. Since the office is not yet permanently established, the guidelines for managing DPD-RI offices in the province cannot yet be fully implemented.

Furthermore, according to the 2022 guidelines for managing DPD offices in the provinces issued by the General Secretariat of the DPD-RI on page 20, there should be four subdivisions: the Planning and Finance Subdivision; the Technical Services and Proceedings Subdivision; the Public Communications, Data, and Information Subdivision; and the Administrative and General Affairs Subdivision; as well as functional positions assigned by the central office. Due to a shortage of employees/staff, the DPD-RI Representative Secretariat in Bengkulu Province has only been able to operate the Administrative and General Affairs Subdivision and the Security and Order Subdivision;

however, tasks from the other subdivisions are also carried out within the Administrative and General Affairs Subdivision, resulting in a heavy workload for staff. Consequently, staff cannot focus solely on the Administrative and General Affairs Subdivision but must also handle tasks from the other subdivisions. Consequently, in carrying out their roles as staff members, they often take on multiple duties within the Secretariat of the DPD-RI Representative Office in Bengkulu Province, which inevitably affects the effectiveness and efficiency of their support for DPD-RI members in fulfilling their constitutional duties.

2. Assisting DPD-RI Members In Carrying Out Their Constitutional Duties

In assisting DPD-RI members with the implementation of their constitutional duties, staff of the DPD-RI Representative Office in Bengkulu Province accompany the DPD-RI members representing Bengkulu Province if such activities take place at the DPD-RI Representative Office in Bengkulu Province and on behalf of a committee; otherwise, for activities such as individual working visits by DPD-RI members, staff of the DPD-RI Provincial Representative Office in Bengkulu will assist them only upon request. This is because DPD-RI members representing Bengkulu Province already have dedicated expert staff assigned to them.

Typically, the staff of the DPD-RI Bengkulu Provincial Representative Office only provide technical and administrative support. For example, during working meetings between members and the provincial government, in addition to providing administrative support, the staff of the DPD-RI Bengkulu Provincial Representative Office coordinates with expert staff, the provincial government, and relevant parties to prepare everything related to the activities of DPD-RI members, including: working meetings between members and the provincial government; committee working meetings in the region for oversight and budget purposes; Meetings in the form of seminars, focus group discussions (FGDs), discussions, and others; Activities to gather public input through field visits or provincial, regency, and city meetings.

3. Providing Administrative Support For DPD-RI Members' Activities In The Region

Regarding the provision of administrative support for DPD-RI members' activities in the regions, the DPD-RI Provincial Representative Office in Bengkulu lacks adequate facilities, infrastructure, and an operational budget system. For example, two printers are inoperable due to damaged ink cartridges, forcing staff to carry out administrative tasks outside the office to expedite their work. In addition, there are two broken computer CPUs that cannot be used, and there is a shortage of office supplies such as paper, envelopes, and printer ink. These issues must first be reported by the staff coordinator, who then drafts a memo or similar letter to the Central Secretariat General of the DPD-RI. Only then are they followed up by the General Secretariat of the DPD-RI Central Office. However, in reality, the follow-up process takes a considerable amount of time and the outcome is uncertain.

Furthermore, it is also noted that the operational budget system is inadequate; this is evident in the fact that, when utilizing the operational budget, the funds available at the DPD-RI Representative Office in Bengkulu Province are not held in cash or managed through an advance payment system. What this means is that in the event of sudden or emergency needs (including funds for facilities and infrastructure), the required funds are first advanced by staff at the DPD-RI Provincial Representative Office in Bengkulu, after which a request or notification is submitted to the General Secretariat of the DPD-RI at the national level. Only then can the funds be reimbursed by the DPD-RI Central Secretariat. Therefore, reforming the budget system for example, by providing an emergency cash fund at the representative office level or simplifying reimbursement procedures is an urgent step toward restoring the professional role of secretariat staff as the formal bridge between the people and their representatives in the DPD-RI. Thus, issues regarding facilities and infrastructure, as well as the existing operational budget system at the DPD-RI Provincial Representative Secretariat in Bengkulu, can hinder the provision of administrative support to DPD-RI members and the administration of the DPD-RI Provincial Representative Secretariat in Bengkulu, and naturally affect the smooth operation of the DPD-RI Provincial Representative Secretariat in Bengkulu.

On the other hand, the staff of the DPD-RI Representative Secretariat in Bengkulu Province provide administrative support for the activities of DPD-RI members, both individually and collectively, ranging from planning, implementation, and reporting to evaluation. The staff of the DPD-RI Representative Secretariat in Bengkulu Province are involved in every activity of DPD-RI members in accordance with their respective duties. However, sometimes some staff members do not fully understand their duties, and errors occasionally occur in the provision of administrative support to DPD members in facilitating the implementation of their activities.

Furthermore, when providing administrative support, political tasks often arise suddenly and schedules frequently change; staff must be prepared to carry out these tasks on short notice and complete them quickly. Since secretariat staff are expected to be trained and experienced to serve in a multifunctional capacity within the support system not merely providing administrative support for DPD-RI members' activities in the region. For example, when acting as a bridge to first gather public aspirations and then convey them to the DPD-RI member representing Bengkulu Province, special training for staff is therefore necessary.

4. Receiving and Reporting Public Aspirations to DPD-RI Members

When receiving and reporting public aspirations to DPD-RI members, secretariat staff do not have the authority to decide on follow up actions regarding these aspirations unless they have received specific instructions from a DPD-RI member. Their role is limited to collecting and then reporting these aspirations to the relevant DPD-RI members. Furthermore, there are currently no dedicated staff members specifically assigned to receive, document, archive, and subsequently report these public concerns to DPD-RI members. Additionally, the staff of the DPD-RI Representative Office for Bengkulu Province are not yet able to collect and process data on these concerns, nor is there a system in place for archiving the data from these public reports.

On the other hand, members of the public whether individuals or organizations rarely voice their concerns at the Secretariat of the DPD-RI Representative Office in Bengkulu

Province. However, it is common for many to come and submit proposals for financial assistance to be forwarded to members of the DPD-RI representing Bengkulu Province. They sometimes prefer to voice these concerns when DPD-RI members are on working visits to the region, at seminars, focus group discussions, or by submitting them to the “House of Aspirations” of the DPD-RI Representative for Bengkulu Province or directly to the expert staff of the DPD-RI Representative for Bengkulu Province. As for public visits to the “Rumah Aspirasi,” although they are not very frequent, some visitors come as individuals while others represent organizations. Typically, community members come to file complaints regarding stalled or neglected infrastructure projects, damaged infrastructure such as roads in their areas that need to be promptly reported to the government for repair, repairs to public facilities like mosques, assistance with tents for village communities, school infrastructure improvements, assistance with rice field plowing machines, and so on. This indicates that the public places greater trust in direct and personal channels rather than formal bureaucratic channels.

The public’s preference for “aspiration houses” and direct contact with members of the DPD-RI stems from several fundamental reasons. First, face to face interaction provides a sense of being valued and emotional and political assurance that their grievances will truly be addressed. Second, members of the DPD-RI are perceived as more responsive because they can immediately provide a response or a commitment to follow up, unlike the secretariat, which functions only as a temporary repository without decision-making authority. Third, the absence of dedicated staff at the secretariat leaves the public without a clear point of contact or official to engage with, thereby eroding trust in formal channels. Fourth, a weak data management system lacking systematic collection and archiving raises concerns that public concerns might be lost or not forwarded.

Additionally, regarding activities to gather public input, DPD-RI members have carried out two approaches: direct and indirect collection of public input. First, direct collection is conducted by DPD-RI members during working visits to regions through face to face interactions such as at seminars, focus group

discussions, public hearings, and other forums as well as through informal channels. Indirect public input, on the other hand, can be gathered by DPD-RI members through meetings and consultations, as well as by reporting public input to the Secretariat of the DPD-RI Representative Office for Bengkulu Province or to the respective “public input centers” of the DPD-RI members representing Bengkulu Province. These various direct and indirect public input-gathering activities are intended to serve as channels for the public to convey their aspirations to DPD-RI members representing Bengkulu Province, where regional interests and the challenges faced by the region can be raised and advocated for at the national level, ultimately leading to concrete development solutions for the region.

To restore the secretariat’s function as an effective and trustworthy formal bridge for public input, strategic steps are required. The secretariat needs to establish a dedicated staff trained in public service and records management, build a digital data management system integrated with physical archives, and conduct intensive outreach to the public regarding the secretariat’s role and authority. Furthermore, coordination with DPD-RI members must be strengthened to establish a standard mechanism ensuring that every public aspiration submitted through the secretariat receives a response within a specified timeframe, and that the results of follow-up actions are returned to the secretariat for archiving. The establishment of permanent or mobile complaint centers is also necessary so that members of the public who cannot meet directly with DPD-RI members still have a reliable official channel for their concerns. With these steps, the secretariat will no longer be viewed merely as a collection point for funding proposals but will transform into a professional, transparent, and trustworthy center for handling public concerns, thereby restoring and optimizing its function as a formal bridge between the people and their representatives in the DPD-RI.

5. Establishing Communication With The General Secretariat Of The DPD-RI And Relevant Regional Agencies

The General Secretariat of the DPD-RI only communicates with the DPD-RI Representative Office in Bengkulu Province when necessary. If the DPD-RI Representative

Office in Bengkulu Province has a specific request for the General Secretariat of the DPD-RI, the coordinator of the DPD-RI Representative Office in Bengkulu Province coordinates with the office head, who then follows up with the General Secretariat of the DPD-RI. Since the office head is based at the DPD-RI General Secretariat headquarters, and furthermore, the DPD-RI Representative Office in Bengkulu Province does not have detailed contact information for the DPD-RI General Secretariat.

The matters communicated to the staff of the DPD-RI Bengkulu Provincial Representative Office who collaborate and coordinate with the expert staff of the DPD-RI members representing Bengkulu Province were directed to the General Secretariat of the DPD-RI regarding the constitutional duties of DPD-RI members, specifically concerning the schedule of activities for DPD-RI members representing Bengkulu Province in the region, as well as matters related to activities and all aspects supporting the performance of DPD-RI members representing Bengkulu Province in facilitating activities such as planning, preparing, and organizing events; arranging the equipment to be used; securing speakers; gathering materials, equipment, and data required during the events; and managing the funds or budgets for activities to be carried out by DPD-RI members representing Bengkulu Province. They must support the constitutional duties of DPD-RI members, both individually and collectively.

In addition, staff of the DPD-RI General Secretariat and the DPD-RI Bengkulu Provincial Representative Office also provide information to the provincial government's protocol and executive administration departments. The role of the Protocol and Executive Administration Division is limited to facilitating the activities of DPD-RI members in the region; for example, regarding working meetings at the provincial government or at the regency/city level, they require data related to their respective committees. Therefore, the Protocol and Executive Administration Division arranges these meetings. This involves arranging the venue and time, as well as bringing together relevant parties connected to the data requested by the DPD-RI members. During working visits to the region, the Protocol and Executive Administration Office facilitates all matters related to the activities of

DPD-RI members such as accommodations, transportation, airport pickups for DPD-RI members, police escorts, and assistance from protocol staff when needed. However, the activities of DPD-RI members are not scheduled; they vary from year to year and are always subject to change based on their requests, as they maintain their own schedules for working visits.

6. Responsibility for Secretariat Inventory Items

Regarding responsibility for office inventory items, DPD-RI members have no authority over the follow-up procedures for office inventory items that are damaged or have reached the end of their useful life. DPD-RI members merely offer suggestions and are consulted regarding these office inventory items when needed. This is because everything related to office inventory including its budget comes from the central office, and the primary responsibility lies with the office head at the DPD-RI General Secretariat headquarters.

Staff at the DPD-RI Representative Office in Bengkulu Province report issues regarding these inventory items to the office head, who then forwards the report to the DPD-RI General Secretariat at the central office. For example, in the case of renovating the DPD-RI Representative Office in Bengkulu Province, the secretariat staff document the details and are responsible for those inventory items. In the event of an audit, the Inspectorate of the DPD-RI General Secretariat typically visits the DPD-RI Representative Office in Bengkulu Province to inspect the inventory items both those still in usable condition and those that are damaged at the office.

Since the office is not yet permanently established and cannot fully implement the DPD-RI office management guidelines for provincial capitals, and since there is no dedicated staff member assigned to handle or be responsible for the office's inventory items, accountability for the inventory items at the DPD-RI Representative Office in Bengkulu Province is shared by the administrative staff and the internal security staff. For example, the organization, recording, inspection, storage, archiving, and maintenance of these office inventory items are the shared responsibility of the staff at the DPD-RI Representative Office in Bengkulu Province.

In practice, the secretariat's inventory

items have not been neatly organized and are not stored in a single designated location because the designated room can no longer accommodate them. Furthermore, damaged inventory items are not archived or are simply left lying around and are not separated from inventory items that are still usable during storage.

This situation indicates fundamental weaknesses in internal governance, specifically the lack of implementation of Standard Operating Procedures (SOP) governing inventory management, as well as the low capacity of secretariat staff in basic office management. The absence of SOPs means there are no standard guidelines regarding the process of recording, storing, maintaining, and disposing of inventory items, so staff members tend to act without standardized procedures. Meanwhile, the lack of basic management training means that staff lack the technical competencies to systematically classify, organize, and document assets. Consequently, inventory management is carried out sporadically and reactively, without structured planning. These findings indicate that weaknesses in inventory management are not merely technical issues but rather a reflection of institutional governance that is not yet professional. Therefore, the development of SOPs for inventory management and the enhancement of staff competencies through basic management training are urgent steps that must be immediately implemented to improve the overall administrative governance of the secretariat.

CONCLUSION

Based on the results of the study "Analysis of the Roles of Secretariat Staff at the DPD-RI Representative Office in Bengkulu Province," it can be concluded that, in general, the Secretariat staff at the DPD-RI Representative Office in Bengkulu Province have been carrying out their roles; however, their implementation differs from the processes or provisions established in the guidelines for managing DPD-RI offices in provincial capitals issued by the General Secretariat of the Regional Representative Council of the Republic of Indonesia.

The roles currently performed by the staff of the DPD-RI Representative Office in Bengkulu Province are not yet optimal. Based on the facts observed in the field and the

research aspects examined by the researcher, namely :

- In terms of supporting DPD-RI members in carrying out their constitutional duties, there is still a shortage of staff at the DPD-RI Representative Office in Bengkulu Province.
- In terms of assisting DPD-RI members in carrying out their constitutional duties, staff at the DPD-RI Provincial Representative Secretariat in Bengkulu rarely provide support for the individual activities of DPD-RI members in Bengkulu Province, except when such activities are conducted at the DPD-RI Provincial Representative Secretariat in Bengkulu or on behalf of a committee.
- In providing administrative support for DPD-RI members' activities in the region, the facilities, infrastructure, and operational budget system at the DPD-RI Representative Secretariat in Bengkulu Province are inadequate.
- Regarding the receipt and reporting of public feedback to DPD-RI members, there are currently no dedicated staff members specifically tasked with receiving, compiling, archiving, and subsequently reporting such public feedback to DPD-RI members. Furthermore, the staff at the DPD-RI Representative Secretariat in Bengkulu Province are not yet able to collect and process data on these concerns, and there is no system in place for archiving the data from these public feedback reports.
- In terms of establishing communication, the DPD-RI Representative Secretariat in Bengkulu Province does not have detailed contact information for the DPD-RI General Secretariat.
- Regarding responsibility for the Secretariat's inventory items, no specific individual has been designated or given full responsibility for them. Furthermore, damaged inventory items are not archived or are simply left lying around; they are not separated during storage from inventory items that are still usable, and they are not neatly organized or stored in a dedicated location or warehouse.

Based on the findings and discussion regarding the Analysis of the Roles of Secretariat Staff at the DPD-RI Representative Office in Bengkulu Province, the following recommendations can be made :

- Secretariat staff must better understand the core duties and functions of staff at the DPD-RI Representative Office in Bengkulu Province in supporting the performance of the duties and functions of DPD-RI members.
- Efforts should be made to provide specialized education and training for Secretariat staff at the DPD-RI Representative Office in Bengkulu Province.
- To improve the quality of work at the DPD-RI Provincial Representative Secretariat in Bengkulu in support of the duties and functions of DPD-RI members, it is necessary to restructure the current organizational structure of the Secretariat staff and adapt it to the demands of the duties and functions of the Secretariat staff themselves.
- The DPD-RI Representative Office Secretariat in Bengkulu Province should continue to monitor the performance of its secretariat staff.

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