

ANALYSIS OF THE EFFECTIVENESS OF THE IMPLEMENTATION OF THE PLENARY MEETINGS OF THE REGIONAL PEOPLE'S REPRESENTATIVE COUNCIL (DPRD) OF BANDAR LAMPUNG CITY

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Abstract:

The research method used is descriptive qualitative research. This method is used to describe the effectiveness of the implementation of sessions and meetings of the Bandar Lampung City Regional People's Representative Council. All data were obtained directly from informants in the field using interviews and document studies. The results of the study indicate that, based on the analysis, it can be concluded that the effectiveness of the implementation of sessions and meetings of the Bandar Lampung City Regional People's Representative Council according to the dimensions of (a) Goal Attainment is not optimal. (b) Integration: Meeting effectiveness is hampered by weak coordination between Regional People's Representative Council organs. (c) Adaptation: The Regional People's Representative Council is still less responsive to change. (d) Productivity: The implementation of trials and meetings has not yet produced output commensurate with the resources.

Keywords: Effectiveness, Implementation, Trials, Meetings

INTRODUCTION

The implementation of Plenary Meetings of the Regional People's Representative Council (DPRD) is an integral part of the work mechanism of local legislative institutions, intended to ensure a democratic, participatory, and accountable decision-making process. Through this forum, DPRD members convey community aspirations, discuss draft regional regulations, evaluate the implementation of the regional budget (APBD), and perform oversight functions over the performance of local government. Therefore, the effectiveness of these meetings serves as an important benchmark for assessing the overall institutional performance of the DPRD.

The effectiveness of DPRD Plenary Meetings not only reflects the internal performance of the legislative institution but also serves as an indicator of the quality of regional governance. Effective plenary sessions produce strategic political decisions that are well-targeted and responsive to the needs of the local community. Conversely, when sessions are inefficient and unproductive, the legislative, budgeting, and oversight functions of the DPRD face obstacles that directly impact the quality of public policy at the regional level.

Furthermore, principles of good governance—such as accountability, transparency, participation, and effectiveness—become essential references in



DPRD session management. Upholding these principles strengthens the DPRD's legitimacy and increases public trust in local representative institutions. Thus, effectiveness is assessed not only from procedural or administrative aspects but also from how far DPRD decisions provide tangible benefits to the public interest.

Human resources also play a crucial role. The capacity of DPRD members to understand policy issues, debate substantively, and analyze budget documents and draft regulations significantly influences meeting outcomes. Likewise, support from the Secretariat staff and expert teams determines whether sessions can run effectively. Without sufficient administrative support, the decision-making process becomes slow and less accurate.

In the digital era, the use of information technology in DPRD meetings is a key determinant of effectiveness. Electronic meeting systems, digital documentation, and online publication of session results can accelerate workflows and improve transparency. However, not all DPRD in Indonesia are able to optimally implement such systems due to limited facilities, human resources, and technical readiness.

Based on the background and recent empirical data, several problems regarding the effectiveness of the Plenary Meetings of the DPRD of Bandar Lampung City can be identified as follows:

1. Low attendance and participation of DPRD members in meetings.
Some sessions are delayed or postponed due to a lack of quorum, indicating weak discipline and responsibility among members toward institutional agendas.
2. Inaccuracy in scheduling and agenda implementation.
Frequent rescheduling or delays occur due to late submission of documents, technical unpreparedness, or weak coordination among DPRD auxiliary bodies (AKD), reducing legislative efficiency.
3. Low utilization of information technology in the meeting system.
Documentation, minutes, and publication of results are still conventional, hindering transparency and effectiveness.
4. Limited transparency and accountability of meeting results to the public.
Publication of session results and DPRD performance reports is not routinely conducted, causing negative public perceptions.
5. Weak follow-up on meeting outputs and DPRD recommendations.
Some recommendations such as those related to the Accountability Report (LKPJ) or audit findings from BPK are not fully implemented, reducing the significance of DPRD oversight functions.

Based on the problem identification, the effectiveness of the Plenary Meetings of the DPRD of Bandar Lampung City still faces various internal and external challenges. To address these issues, the following research problems are formulated:

1. How effective is the implementation of the Plenary Meetings of the DPRD of Bandar Lampung City during the research period?
2. What factors support and hinder the effectiveness of the DPRD Plenary Meetings in Bandar Lampung City?

Literature Review

2.1 Concept Of Effectiveness

Effectiveness is a crucial concept in management, organization, governance, and education. It refers to the extent to which established goals can be achieved optimally with the available resources. Effectiveness concerns not only outcomes but also the processes undertaken to achieve them.

Effectiveness has undergone transformation due to technological advances and changing societal needs. Thus, understanding effectiveness must evolve to address emerging challenges. In public administration education, for example, curriculum effectiveness must produce graduates equipped to contribute directly to better governance.

Effectiveness involves two key dimensions:

1. Output Achieved

An organization or program is effective if its outcomes align with established goals. For example, public administration effectiveness may be measured through improved public welfare or efficient administrative processes.

2. Processes Undertaken

Effectiveness also assesses how efficiently resources (time, labor, budget) are used in achieving goals. The ability to reduce waste while improving quality reflects organizational effectiveness.

Effectiveness is essential because it influences strategic decisions, program evaluation, and policy success. Effective measurement requires clear, measurable indicators, such as test results in education or service satisfaction in government.

Overall, understanding effectiveness helps organizations achieve optimal results through efficient processes, fostering improvement and innovation.

2.2 Implementation of DPRD Plenary Meetings

The Regional People's Representative Council (DPRD) is the local legislative body with three strategic functions:

1. legislation;
2. budgeting;
3. oversight.

Plenary Meetings serve as the official forum for political decision-making.

Session implementation must follow laws such as:

1. Law No. 23 of 2014 on Regional Government
2. Government Regulation No. 12 of 2018 on Guidelines for DPRD Rules of Order
3. DPRD Rules of Order at each regional level.

In practice, DPRD Plenary Meetings often face challenges such as poor coordination, late scheduling, poor documentation, and low attendance. This affects legislative quality and representational effectiveness.

In organizational theory (Parsons), integration ensures that all units operate cohesively, maintaining functional harmony. In the context of DPRD, integration includes compliance with norms, coordination, conflict resolution, and effective communication.

Furthermore, Steers' Organizational Effectiveness Model (2019) provides four dimensions used in this study:

1. Goal Attainment
Indicators: performance targets, completion of work programs, achievement of policy outcomes.
2. Integration
Indicators: coordination, communication, discipline, and participation.
3. Adaptation
Indicators: innovation, flexibility, responsiveness to socio-political changes.
4. Productivity
Indicators: optimal use of time, budget, human resources, and quality outputs.

RESEARCH DESIGN

The study employs a qualitative descriptive approach to understand processes, mechanisms, and factors affecting the effectiveness of DPRD Plenary Meetings in Bandar Lampung City.

According to Moleong (2021), qualitative research seeks to understand social phenomena from participants' perspectives, while descriptive methods describe them accurately without manipulating variables.

FINDINGS AND DISCUSSION

1. Goal Attainment

Goal attainment in the implementation of DPRD activities, particularly in meetings and legislative functions, has generally been achieved in accordance with planned objectives. Interviews with the DPRD Secretary (December 2025) indicate that most meeting agendas are carried out based on predetermined schedules and in compliance with the Rules of Order. Core objectives such as policy deliberation, consensus-building, and decision-making processes are largely accomplished, reflecting the institution's functional effectiveness.

However, the level of goal attainment has not yet reached optimal conditions. Several operational challenges persist, including delays in meeting schedules, low attendance rates among members, and inadequate preparation of supporting documents. These issues potentially reduce the quality and efficiency of decision-making processes. The Head of the Session and Legislation Division further emphasized that although sudden changes in agendas frequently occur, the main objectives can still be achieved due to adequate administrative and technical preparation.

From a theoretical perspective, goal attainment is a critical dimension of organizational effectiveness, as highlighted in contemporary public administration studies. Recent scholars argue that the achievement of institutional goals is not only measured by outputs but also by the efficiency, timeliness, and quality of the processes involved. Therefore, while the DPRD demonstrates the ability to meet its primary objectives, improvements in

planning discipline, attendance management, and document readiness are necessary to enhance overall effectiveness.

2. Integration

Integration among organizational units within the DPRD has been relatively well established. According to the DPRD Secretary, coordination is conducted through both formal mechanisms – such as structured meetings – and informal communication channels, which help facilitate collaboration across units. This reflects an existing effort to ensure alignment among various functions involved in legislative and administrative processes.

The Head of the Sessions Division also noted that coordination extends across multiple units, including general affairs and finance, covering all stages from planning to implementation. This indicates that integration is embedded within procedural workflows and is recognized as an essential component of organizational performance.

Nevertheless, integration has not been fully optimized. Challenges remain in terms of information synchronization and consistency in communication. Differences in interpretation, delays in information sharing, and occasional misalignment between units still occur. Recent studies in organizational governance emphasize that effective integration requires not only coordination mechanisms but also shared information systems, clear communication protocols, and collaborative organizational culture. Without these elements, coordination efforts may become fragmented and less effective. Therefore, strengthening communication systems and enhancing inter-unit collaboration are necessary to achieve more cohesive integration.

3. Adaptation

The adaptability of the DPRD in responding to changing conditions and dynamic agendas can be categorized as moderate. Interviews reveal that the institution is capable of adjusting to sudden changes, particularly in meeting schedules and procedural requirements, through rapid coordination among relevant units. The DPRD Secretary highlighted that flexibility in responding to situational changes has become part of the organizational practice, allowing activities to continue despite uncertainties.

Similarly, the Head of the Sessions Division emphasized that technical adjustments are often implemented quickly to accommodate immediate changes. This demonstrates a certain level of operational resilience and responsiveness at the technical level.

However, adaptation remains limited when viewed from a broader perspective. The integration of digital technologies, such as electronic documentation systems and hybrid meeting platforms, has not yet been fully optimized. In addition, responsiveness to evolving public expectations and governance standards remains an ongoing challenge. Contemporary research in public sector management underscores that organizational adaptation must encompass not only internal adjustments but also technological transformation and responsiveness to external stakeholders. In the era of digital governance, institutions are expected to adopt innovative solutions to enhance transparency,

efficiency, and public engagement. Therefore, strengthening technological capacity and fostering a culture of innovation are essential to improving adaptive capacity.

4. Productivity

Productivity within the DPRD can be considered relatively good when assessed based on the number of meetings conducted and the outputs generated, such as policies, recommendations, and legislative decisions. The DPRD Secretary noted that institutional productivity is reflected in the consistent implementation of scheduled activities and the achievement of expected outputs.

At the operational level, staff members demonstrate a strong commitment to completing administrative and technical tasks in a timely manner, even under conditions of high workload. This indicates a level of dedication and responsibility that supports overall organizational performance.

However, productivity is still constrained by inefficiencies in several areas. Time management during meetings is often less effective, budget allocation may not always be optimized, and follow-up actions on decisions are sometimes delayed or insufficient. These factors reduce the overall impact and effectiveness of organizational outputs.

Recent scholarly perspectives highlight that productivity in public organizations should not be measured solely by the quantity of outputs but also by efficiency, quality, and outcomes. High-performing institutions are characterized by their ability to maximize results while minimizing resource use and ensuring timely follow-up. Therefore, improving time efficiency, strengthening budget management, and enhancing monitoring and evaluation mechanisms are crucial steps to increase overall productivity.

CONCLUSION

Based on the findings of the study, it can be concluded that the effectiveness of the Regional House of Representatives (DPRD) Plenary Meetings, as measured by the organizational effectiveness dimensions proposed by Richard M. Steers, has not yet reached an optimal level. This condition is reflected in four main dimensions. In terms of *goal attainment*, the achievement of meeting objectives is hindered by low attendance rates and an unclear focus of the meeting agenda. From the perspective of *integration*, coordination among DPRD organs remains weak, thereby affecting the overall decision-making process. Regarding *adaptation*, the organization demonstrates a slow response to environmental changes and digital transformation. Furthermore, in the dimension of *productivity*, the outputs of plenary meetings are not proportional to the resources utilized, including time, personnel, and budget.

In addition, several inhibiting factors contribute to the suboptimal effectiveness of DPRD Plenary Meetings, including unclear agenda planning, low member discipline, inadequate internal coordination, limited adaptability to technological and situational changes, and inefficiencies in the use of time, budget allocation, and follow-up actions. Therefore, continuous improvement efforts are required, particularly in strengthening agenda management,

enhancing organizational discipline and coordination, and developing adaptive capacity to respond to dynamic organizational and technological changes. These efforts are expected to improve the effectiveness and performance of plenary meetings in achieving organizational goals more efficiently and sustainably.

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