

Implementation of Strategic Management in the Legislative Function of Commission I of the Bungo Regency DPRD

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ABSTRACT

Changes in the composition of political party seats in the Bungo Regency Regional People's Representative Council (DPRD) over the past three periods reflect local political dynamics that directly influence the legislative function, particularly in Commission I, which oversees governance, law, and legislation. This study aims to analyze the development of political party seat distribution in the 2014-2019, 2019-2024, and 2024-2029 periods, and examine its implications for the implementation of strategic management in the legislative function. The method used is descriptive analysis with a qualitative approach, utilizing legislative election results data from official sources and a review of Bungo Regency DPRD documents. The results show a significant shift in political power, with several parties experiencing an increase in the number of seats, such as NasDem, Demokrat, Gerindra, and PKB, while other parties such as Golkar, PKS, PPP, and PBB experienced a decrease. The number of parties holding seats decreased from 13 to 10 in the last period, indicating a consolidation of political power. These findings emphasize the importance of implementing strategic management that includes coalition-based legislative planning, strengthening legislative capacity, and effective political coordination mechanisms to ensure that legislative products are more responsive, inclusive, and oriented towards the public interest.

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1. INTRODUCTION

The Regional People's Representative Council (DPRD) holds crucial functions: legislation, budgeting, and oversight, which are the foundation for regional government performance and good governance [1]. However, in practice, legislative authority is often weak due to executive dominance, resulting in minimal internal DPRD initiatives. This situation strongly argues for the need for systematic strategic management implementation [2]. This situation is exacerbated by the low capacity and availability of human resources (HR), particularly in drafting proactive and high-quality regional regulations [3]. Therefore, implementing a managerial strategy encompassing legislative planning, implementation, and evaluation is crucial for legislative commissions such as Commission I of the Bungo DPRD to carry out more effective legislative work.

A study in the North Buton Regency DPRD showed that very few DPRD-initiated regional regulations were passed due to limited human resources and the educational backgrounds of legislative members that did not support the law-making function [4]. A similar finding was found in the Meranti Islands Regency DPRD, where the effectiveness of the legislative function was hampered by a lack of innovation and the use of information technology in legislative data processing [5]. Meanwhile, in the Bintan Regency Regional People's Representative Council (DPRD), the secretariat's implementation of an organizational strategy based on standard operating procedures (SOPs), information systems, and regular training has been shown to improve

the quality of internal legislative services [6]. These factors emphasize that strategic management is inseparable from legislative effectiveness.

The misalignment between the DPRD's institutional structure and legislative needs becomes even more apparent when legislative commissions face obstacles in planning their annual agendas. In the Central Kalimantan Provincial DPRD, for example, research shows that the implementation of legislative functions is highly dependent on intensive internal communication between the leadership and the legislative body, as well as the availability of an adequate budget for member training and commission operations [7]. Furthermore, a study in the Merauke Regency DPRD highlighted the need for a more adaptive and participatory legislative institutional design to effectively solicit public aspirations, particularly through forums like public hearings and community workshops [8]. The implementation of a strategic management approach that includes legislative needs planning mechanisms, the use of information technology for documenting legislative agreements, and a monitoring system for legislative outcomes has been shown to strengthen the sustainability of legislative functions in several regions [9]. This approach is very relevant to be implemented in Commission I of the Bungo Regency DPRD to be able to formulate a legislative agenda that is based on local needs, is open, and sustainable.

Legislative performance is also significantly influenced by inter-commission coordination and synergy with the executive. Wahyu Nugroho's research suggests that optimizing the function of legislative institutions in the era of regional autonomy can be achieved if the Regional People's Representative Council (DPRD) is able to collaborate with the executive in policy oversight, create checks and balances, and ensure that the resulting regulations benefit the public [10]. In this context, a strategic management model must include effective institutional communication mechanisms, regular coordination forums, and a feedback system after regulations are implemented so that the Bungo Regency DPRD Commission I not only ratifies Regional Regulations but also ensures their relevance and effectiveness in daily government practice [11].

Global crises such as the COVID-19 pandemic have tested the capacity of regional legislatures to respond to unexpected situations. DPRD's with long-term legislative blueprints, state-of-the-art information systems, and standard operating procedures are able to adapt more quickly in emergency situations, maintaining the continuity of legislative function [12]. Commission I, which oversees governance and law, needs a similar mechanism to be able to be critical and adaptive, including updating the legislative process quickly while remaining accountable.

Accountability and public participation are essential elements of good legislative governance. A Regional People's Representative Council (DPRD) that is able to involve the community in drafting regional regulations and carry out its oversight function transparently will have stronger public legitimacy [13]. In the South Sumatra Provincial DPRD, female legislators have proven capable of substantively representing community aspirations, demonstrating that inclusive representation also enhances legislative quality [14]. Therefore, management strategies that support stakeholder involvement and diverse representation need to be a priority in strengthening Commission I's legislative function.

Based on these considerations, this study seeks to formulate a comprehensive strategic management model, encompassing: (1) annual legislative planning based on local needs, (2) institutional strengthening through human resource development and internal systems, (3) coordination mechanisms between commissions and the executive, (4) a monitoring and evaluation system for legislative outcomes, and (5) mechanisms for public participation and inclusivity. This model is designed to address legislative challenges in Bungo Regency while maintaining the effectiveness, adaptability, and accountability of legislative institutions.

2. METHOD

This study uses a descriptive-qualitative approach with systematic stages to explore in depth how the implementation of strategic management can strengthen the legislative function of Commission I of the Bungo Regency DPRD. This method is divided into five main stages as follows:



Figure 1. Research Stages

2.1. Analysis of the Regional Legislative Context

The first stage aimed to understand the legislative context in Bungo Regency, including the challenges faced by Commission I in carrying out its legislative function. Researchers examined the institutional structure of the Regional People's Representative Council (DPRD), the duties and authorities of Commission I, and the dynamics of the legislative-executive relationship. Data was collected through document studies such as the DPRD's Rules of Procedure, the Regional Legislation Program (Prolegda), and performance reports.

2.2. Identification of Strategic Problems

In this stage, key problems hindering legislative effectiveness were identified. Problems were analyzed based on initial observations, legislative performance reports, and interviews with members of Commission I and DPRD secretariat staff. The focus was directed at aspects of legislative planning, low internal regulation initiatives, and weak oversight of regulation implementation.

2.3. Data Collection and Classification

This was conducted through observation and interviews to obtain the necessary information to serve as a basis for this research [15]. Informants included members of Commission I of the DPRD, the council secretary, the local government legal department, as well as academics and local public policy activists. The data was classified into four main pillars of strategic management: (1) planning, (2) implementation, (3) coordination, and (4) legislative evaluation.

2.4. Developing a Strategic Legislation Management Model

Based on the analyzed data, researchers developed a model for implementing strategic management in the legislative function. This model took into account local needs, resource availability, institutional structure, and the national regulatory framework. The model was developed by referring to previous literature and successful legislative practices in other regions.

2.5. Formulating Policy Recommendations

The final stage involved formulating policy recommendations to Commission I of the Bungo Regency DPRD. These recommendations covered structural aspects (such as strengthening the legislative secretariat), cultural aspects (capacity development of legislative members), and systemic aspects (digitizing the Prolegda and public engagement). Recommendations focused on the sustainability of the strategy and the integration of the legislative performance monitoring and measurement system.

3. Results and Discussion

3.1. Overview of Changes in the Composition of the Bungo Regency DPRD

Changes in the composition of political party seats in the Bungo Regency DPRD over the last three periods (2014-2019, 2019-2024, and 2024-2029) reflect the complex dynamics of local politics. Each period demonstrated shifts in party power influenced by internal factors such as cadre consolidation, legislative member performance, and campaign strategies, as well as external factors such as national political dynamics, central government policies, and emerging local issues.

These dynamics are important to analyze because they directly impact the legislative process, particularly within the scope of Commission I of the Bungo Regency DPRD, which oversees governance, law, and legislation. The party composition in the DPRD determines the political constellation that influences decision-making, legislative agenda priorities, and regional political stability.

Table 1. Number of Political Party Seats in the Bungo Regency DPRD over the Last Three Periods

Political Parties	2014–2019	2019–2024	2024–2029
Nasdem	2	4 ▲	7 ▲
Demokrat	6	3 ▼	6 ▲
Gerindra	3	4 ▲	5 ▲
PAN	3	4 ▲	4 -
PKB	2	3 ▲	4 ▲
Golkar	5	4 ▼	3 ▼
PDI-P	3	3 -	3 -
PKS	3	4 ▲	1 ▼
PPP	2	2 -	1 ▼
Hanura	4	1 ▼	1 -
PBB	1	1 -	0 ▼
Perindo	-	1 (baru)	0 ▼
PKPI	1	0 ▼	-
Berkarya	-	2 (baru)	-
Jumlah Anggota	35	35 -	35 -
Jumlah Partai	12	13 ▲	10 ▼

The table shows that the NasDem Party experienced a significant increase in seats, from just 2 in the 2014-2019 period to 7 in the 2024-2029 period. Conversely, several parties, such as Golkar, PKS, PPP, Hanura, and PBB, experienced a decrease in seats in the last period. The number of political parties holding seats also decreased from 13 in the 2019-2024 period to 10 in the 2024-2029 period, indicating a consolidation of political power at the regional level.

This change demonstrates the importance of political strategy, cadre consolidation, and strengthening the community support base for each political party. The fluctuating seat composition also indicates that voter preferences in Bungo Regency are quite dynamic, influenced by legislative performance, candidate figures, and emerging local issues.

3.2. Analysis of the Substantive Role of Female Legislators

The presence of women in the Bungo Regency Regional People's Representative Council (DPRD) is not only a matter of quantity, but also the quality of their participation in the legislative process. Based on official meeting minutes and publications on the Bungo Regency Regional People's Representative Council (DPRD) website, women's involvement in deliberations on Draft Regional Regulations (Ranperda) tends to be limited to social and welfare issues, while their participation is relatively low in technical draft regulations such as spatial planning or investment licensing.

This phenomenon aligns with the findings of the Ministry of Women's Empowerment and Child Protection (KemenPPPA) in its 2023 Indonesian Gender and Child Profile, which shows that nationally, women's substantive participation in politics is not evenly distributed across all policy areas. The average female representation in the district/city DPRD, at 17.6%, remains far from the 30% affirmative action target, and is even lower in regions with strong patriarchal cultural foundations.

3.3. Analysis of Seat Changes per Party

1. NasDem Party

NasDem experienced a consistent and significant increase in its share of the party, from 2 seats (2014-2019) to 4 seats (2019-2024), and then again to 7 seats (2024-2029). Driving factors likely include a strategy of recruiting legislative candidates with a strong base in strategic electoral districts, utilizing local issues and party programs relevant to community needs, enhancing the party's image through popular figures, and giving NasDem a strong bargaining position in legislative deliberations and the potential to lead strategic coalitions in the Regional People's Representative Council (DPRD).

2. Democratic Party

The Democratic Party experienced a sharp decline from 2019-2024 (from 6 to 3 seats), but recovered to 6 seats in 2024-2029. This recovery indicates a successful strategy evaluation, likely through cadre regeneration and strengthening the party's image, placing legislative candidates in appropriate electoral districts, and more visible legislative performance during the recovery period.

3. Gerindra Party

Gerindra's seats gradually increased from 3 to 4 to 5. This stable increase indicates consistent influence in society, particularly in electoral districts with a nationalist voter base.

4. PAN & PKB Parties

PAN has remained stable at 4 seats since its second term, indicating a solid voter base but stagnant growth. PKB, on the other hand, has steadily increased from 2 to 3 to 4 seats, likely due to expanding its influence in rural areas and religious communities.

5. Golkar Party

Golkar experienced a sustained decline (5 to 4 to 3 seats), possibly due to a weakening of its traditional base and a lack of regeneration of local figures. This decline has resulted in Golkar's diminished role in controlling the direction of legislation.

6. PKS & PPP Parties

PKS increased its seats to 4 in its second term, but plummeted to 1 seat in its final term. PPP also experienced a similar decline. The likely cause is the fragmentation of its voter base due to the emergence of new parties and intense competition in certain electoral districts.

7. Hanura, PBB, Perindo, PKPI, and Berkarya

These five parties experienced instability and even lost seats, indicating a weak consolidation strategy and low competitiveness at the local level.

3.4. Implications for Commission I's Legislative Function

1. This seat composition impacts:

- a. Coalition Strength - Dominant parties such as NasDem and Demokrat have the opportunity to lead coalition formation in determining legislative priorities.
 - b. Consensus and Legislative Acceleration - Reducing the number of parties (from 13 to 10) can facilitate coordination, but also has the potential to create political dominance that reduces checks and balances.
 - c. Focus of the Legislative Agenda - Parties with strong bases in certain sectors tend to influence the direction of legislation, for example, PKB in the areas of religion and education, Gerindra in infrastructure and agriculture.
2. Factors Causing Changes in Composition
 - a. Legislative Performance - Success in championing regulations that favor the public has a significant impact on vote acquisition.
 - b. Quality of Legislative Candidate Figures - Popularity and closeness to the public are determining factors in victory.
 - c. Local and National Issues - Voters respond to issues such as infrastructure development, public services, and national policies.
 - d. Party Consolidation – Internally solid parties are able to maintain and even increase their seats.
3. Legislative Management Strategy Based on Political Data
 - a. To improve the effectiveness of the legislative function, Commission I of the Bungo Regency DPRD can implement:
 - b. Planning a Legislative Agenda Aligned with Coalition Strength – Identifying priority issues that can be agreed upon by the majority of parties.
 - c. Strengthening Legislator Capacity – Training new members to quickly adapt to legislative mechanisms.
 - d. Establishing a Political Consultation Forum – Integrating cross-party aspirations to avoid deadlock.
 - e. Monitoring and Evaluation of Legislation Based on Performance Indicators – Ensuring the success of each regulation produced can be measured.

4. Conclusion

An analysis of the development of political party seat composition in the Bungo Regency Regional People's Representative Council (DPRD) over the past three periods reveals significant political dynamics. The increase in seats for several parties, including NasDem, Demokrat, Gerindra, and PKB, reflects the success of their consolidation strategies and broadening their support base, while the decline in seats for parties like Golkar, PKS, PPP, and PBB indicates challenges in maintaining political influence. The number of parties holding seats in the DPRD also decreased from 13 in the 2019-2024 period to 10 in the 2024-2029 period, indicating a consolidation of political power at the local level.

This change in composition has direct implications for the legislative function of Commission I of the Bungo Regency DPRD. Parties with a dominant number of seats have greater bargaining power in determining legislative priorities, while a reduction in the number of parties can facilitate coordination in decision-making. However, this situation also has the potential to create political dominance that can affect the balance and diversity of aspirations in the legislative process.

Factors influencing these compositional changes include previous legislative performance, the quality of legislative candidates, internal party consolidation, relevant local issues, and national political dynamics. Effective strategic management is key for Commission I to manage these dynamics, by ensuring legislative agenda planning is based on community needs, strengthening the capacity of council members, and building inclusive political communication. With the right strategy, Commission I is expected to not only maintain political stability in the Regional People's Representative Council (DPRD) but also improve the quality of legislative products that are responsive to the interests of all levels of society.

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