



Policy Strategy for Increasing The Capacity of Human Resources Leaders of The DPRD Members of Bandung Regency

Dewi Kurniasih^{1*)}

Published online: 5 June 2022

Abstract

The ability of a leader and member of the DPRD, in the industrial era 4.0 is required to have the capacity of human resources in accordance with the era. Making a policy strategy for the capacity of human resource development in the council is a very important thing needed by the regional government and the central government. The DPRD Secretariat needs to become a professional plenary staff in line with the strengthening of the role and position of DPRD in the regional government system. The discussion is related to the presence of PP No. 41 of 2007 concerning Regional Government Organizations. Government Regulation No. 41 of 2007 concerning the Secretariat of the DPRD, Article 4 states that the secretariat of the DPRD is an important factor in empowering the DPRD, where it plays a role in assisting and facilitating DPRD members in carrying out their duties and functions. In line with the development of the nation's constitutional and political life, including developments in people's consultative institutions, people's representative institutions, and regional representative institutions, and regional people's representative institutions, it is regulated in Law Number 27 of 2009 concerning the Structure and Position of the People's Consultative Assembly, the People's Representative Council. Regional Representative Council, Regional People's Representative Council, which is intended as an effort to restructure the composition and position of the People's Consultative Assembly, People's Representative Council, Regional Representative Council, and Regional People's Representative Council in the context of realizing people's deliberation institutions, people's representative institutions, and representative institutions. regions, as well as regional people's representative institutions.

Keywords: DPRD; Government Regulation; Human Resources

Abstrak

Kemampuan seorang pemimpin dan anggota DPRD, di era industri 4.0 dituntut untuk memiliki kapasitas sumber daya manusia yang sesuai dengan eranya. Pengambilan strategi kebijakan untuk kapasitas pengembangan sumber daya manusia di kedewanan menjadi hal yang sangat penting diperlukan oleh pemerintah daerah maupun pemerintah pusat. Sekretariat DPRD perlu menjadi staf paripurna yang profesional seiring dengan menguatnya peran dan kedudukan DPRD dalam sistem pemerintahan daerah. Pembahasannya dikaitkan dengan kehadiran PP Nomor 41 Tahun 2007 tentang Organisasi Pemerintah Daerah. Peraturan Pemerintah Nomor 41 Tahun 2007 Tentang Sekretariat DPRD, pada Pasal 4 disebutkan bahwa sekretariat dewan merupakan faktor penting dalam pemberdayaan DPRD, dimana ia berperan dalam membantu serta memfasilitasi anggota DPRD dalam melaksanakan tugas dan fungsinya. Sejalan dengan perkembangan kehidupan ketatanegaraan dan politik bangsa, termasuk perkembangan dalam lembaga permusyawaratan rakyat, Lembaga perwakilan rakyat, dan lembaga perwakilan daerah, dan lembaga perwakilan rakyat daerah diatur dalam Undang-Undang Nomor 27 Tahun 2009 tentang Susunan dan Kedudukan Majelis Permusyawaratan Rakyat, Dewan Perwakilan Rakyat, Dewan Perwakilan Daerah, dan Dewan Perwakilan Rakyat Daerah, yang dimaksudkan sebagai upaya penataan susunan dan kedudukan Majelis Permusyawaratan Rakyat, Dewan Perwakilan Rakyat, Dewan Perwakilan Daerah, dan Dewan Perwakilan Rakyat Daerah dalam rangka mewujudkan lembaga permusyawaratan rakyat, lembaga perwakilan rakyat, dan lembaga perwakilan daerah, serta lembaga perwakilan rakyat daerah.

¹Government Science Department, Faculty of Social and Politic, Universitas Komputer Indonesia

*) *corresponding author*

Dewi Kurniasih

Government Science Department, Faculty of Social and Politic, Universitas Komputer Indonesia
Jl. Dipatiukur No. 102-118 Kelurahan Lebak Gede,
Kecamatan Coblong, Kota Bandung, Provinsijawa Barat –
Indonesia 40132

Email: dewi.kurniasih@email.unikom.ac.id

Kata Kunci: DPRD; Peraturan Pemerintah; Sumber Daya Manusia

INTRODUCTION

The ability of a leader and member of the DPRD, in the industrial era 4.0 is required to have the capacity of human resources in accordance with the era. Making a policy strategy for the capacity of human resource development in the council is a very important thing needed by the regional government and the central government.

As in Law 23 of 2014 it is stated "that in carrying out the performance of Regional Government, it states that the DPRD is an element of regional administration and is equipped with DPRD accessories, namely the Honorary Body or DPRD Secretariat (hereinafter abbreviated as Setwan) which is directly administratively responsible to the Regional Government". To be able to carry out its roles and functions optimally, the DPRD needs to be supported by the DPRD Secretariat. The DPRD Secretariat needs to become a professional plenary staff in line with the strengthening of the role and position of DPRD in the regional government system. The discussion is related to the presence of PP No. 41 of 2007 concerning Regional Government Organizations.

Government Regulation No. 41 of 2007 concerning the Secretariat of the DPRD, Article 4 states that the secretariat of the DPRD is an important factor in empowering the DPRD, where it plays a role in assisting and facilitating DPRD members in carrying out their duties and functions. As a regional apparatus, the DPRD Secretariat is responsible for compiling accountability reports for government agencies in order to participate in realizing good governance and is the spearhead of the implementation of DPRD activities in regional governments.

In line with the development of the nation's constitutional and political life, including developments in people's consultative institutions, people's representative institutions, and regional representative institutions, and regional people's representative institutions, it is regulated in Law Number 27 of 2009 concerning the Structure and Position of the People's Consultative Assembly, the People's Representative Council. Regional Representative Council, Regional People's Representative Council, which is intended as an effort to restructure the composition and position of the People's Consultative Assembly, People's Representative Council, Regional Representative Council, and Regional People's Representative Council in the context of realizing people's deliberation institutions, people's representative institutions, and representative institutions. regions, as well as regional people's representative institutions. Increasing human resources is not only carried out by the executive but also must be done by the legislature, this increase in human resources will later provide changes for the government, especially the people of Bandung Regency. Bandung Regency has potential that can still be developed not only as an agricultural and plantation area but also as an area that has tourism attractiveness because it requires the ability of people's representatives who have the capacity and strong commitment to develop Bandung Regency in the future.

METHOD

This research is classified as descriptive research which seeks to describe in detail and conduct an in-depth analysis of the relationship between the provincial and district governments. This study uses a qualitative approach with inductive reasoning that does not only look at one factor, but involves many factors with certain limitations.

Qualitative research is used to explore and reveal the phenomenon of the relationship between levels of government in this case the provincial and district governments. In addition, the qualitative method can be understood and understood the relationship process that occurs more specifically in depth and is able to explore things that are outside the written rules, such as personal relationships, attitudes, views and behavior of employees/officials between the two levels of government. Qualitative methods are also able to capture typical environmental factors, different from one another and with different community characters.

According to Sugiyono (2013:224) data collection techniques are the most strategic steps in research, because the main purpose of research is to obtain data:

1. Interview technique, according to Esterberg in Sugiyono (2013:231) interview is a meeting of two people to exchange information and ideas through question and answer, so that meaning can be constructed in a certain topic. Basically, interviews can be grouped into two types, namely structured interviews and unstructured interviews:
 - a. Structured interviews are used as a data collection technique when the researcher knows for sure about the information to be obtained. In conducting the interview, the researcher prepared an instrument in the form of written questions and the answers had been prepared.
 - b. Unstructured interviews are interviews that are free to be arranged systematically and completely. The guide only uses an outline of the problem to be asked.
2. Observation technique, Sutrisno Hadi in Sugiyono (2013:145) suggests that, observation is a complex process, a process composed of various biological and psychological processes. Two of the most important are the processes of observation and memory.
3. Documentation Techniques, according to Sugiyono (2013: 240) documents are records of events that have passed. Documents can be in the form of writing, pictures, or monumental works of someone. Documents in the form of writing such as diaries, life histories, stories, biographies, regulations, policies. Image documents such as photos, live images, sketches, and others. Documents in the form of works such as works of art, which can be in the form of pictures, sculptures, films, etc. Document studies are complementary to the use of observation and interview methods in qualitative research.
4. FGD

The data needed in this study include facts or information about the Human Resource Capacity of leaders and members of the Bandung Regency DPRD. For this reason, the data needed include primary data and secondary data. Primary data is data directly obtained in the field through in-depth interviews and focus group discussions (FGD). While secondary data is data that has been processed and published officially obtained from documentation and official news media.

The data collection procedure in a qualitative approach uses unstructured free interview techniques and FGDs as well as document review based on data sourced from facts in the field about the object of research and regional profile data. The free

unstructured interview guide contains a list of open-ended questions in free and informal oral dialogue with informants about facts and information on the relationship between the provincial government and the district/city government.

Primary data obtained through interviews and completed with FGDs include:

- a. Data on the capacity of the leadership and council members of the Bandung Regency DPRD
- b. Data on the roles of leaders and members of the Bandung Regency DPRD council
- c. Data on whether the implementation of the guidance and texts within the Bandung Regency DPRD has a positive impact
- d. Data on the dynamics of the relationship between leaders and members of the council in the Bandung Regency DPRD

While the secondary data needed include:

- a. The potential of human resources, especially the Leaders and Members of the Bandung Regency DPRD
- b. Policies on coordination, guidance and supervision in the Bandung Regency DPRD
- c. Report on the implementation of the Bimteks program in the Bandung Regency DPRD
- d. Minutes of the coordination meeting between the Leaders and Members of the Bandung Regency DPRD
- e. News clippings related to dynamics in the Bandung Regency DPRD

Based on the interview and FGD material, empirical information about the object of research was obtained, which was then edited, reduced and presented, as well as verified and interpreted in order to answer the research questions.

RESULTS AND DISCUSSION

Strategy and Policy Concept

Strategy Definition

Strategy comes from the Greek word *strategos*, which means general. Therefore, the word strategy literally means "Art and General". This word refers to what is the main concern of the top management of the organization. Specifically, strategy is the placement of the company's mission, setting organizational goals by binding external and internal forces, formulating certain policies and strategies to achieve goals and ensuring their proper implementation, so that the main goals and objectives of the organization will be achieved.

Meanwhile, in the Big Indonesian Dictionary (KBBI) online, the word strategy is defined as a careful plan of activities to achieve specific goals. Strategy is an overall approach that deals with the idea, planning, and execution of an activity over a certain period of time. In a good strategy there is coordination of the work team, has the theme of identifying the supporting factors in accordance with the principles of rational implementation of ideas, efficiency in funding and having tactics to achieve goals effectively.

According to Buzzel and Gale, strategy is the key policies and decisions used by management, which have a

major impact on financial performance. These policies and decisions usually involve important resources and cannot be easily replaced.

According to Griffin strategy is a comprehensive plan to achieve organizational goals. (The strategy is a comprehensive plan for accomplishing an organization's goals).

Strategy is a comprehensive plan in order to achieve organizational goals. For companies, strategy is needed not only to achieve social and managerial processes by which individuals and groups obtain what they need and want through creating and exchanging products and value with others.

Policy Definition

According to the Big Indonesian Dictionary, Policy is a series of concepts and principles that become the outline and basis of a plan in the implementation of a job, leadership, and ways of acting (about government, organization, and so on); a statement of ideals, goals, principles, or intentions as a guideline for management in achieving goals. The term can be applied to governments, private sector organizations and groups, as well as individuals. Policies are different from rules and laws. Where the law can enforce or prohibit a behavior (eg a law requiring the payment of income tax), the policy is simply a guide to the course of action that is most likely to have the desired result.

Policy is a speech or writing that provides general instructions regarding the determination of the scope that gives limits and general direction for a person to move. Etymologically, "policy" is a translation of the word (policy). Policy can also be interpreted as a series of concepts and principles that become the line of carrying out a job, leadership, and way of acting. Policies can be in the form of decisions that are thought out carefully and carefully by top decision makers and not activities.

James E. Anderson (Irfan Islamy, 2000: 17) defines that policy is a series of actions that have a specific purpose that is followed and carried out by one actor a group of actors in order to solve a particular problem). While Amara Gianttaya said that wisdom is a tactic and strategy that is directed to achieve a goal. Therefore, a policy must contain 3 (three) elements, namely:

1. Identification of the goals to be achieved.
2. Tactics or strategies of various steps to achieve the desired goal.
3. Provision of various inputs to enable the actual implementation of the tactic or strategy.

Solichin Abdul Wahab stated that the term policy itself is still a matter of disagreement and is an arena for debate by experts. So to understand the term policy, Solichin Abdul Wahab (2008: 40-50) provides some guidelines as follows:

1. Policies must be distinguished from decisions.
2. Policies are not necessarily distinguishable from administration.
3. Policies cover behavior and expectations.
4. Policies include inaction or inaction.
5. Policies usually have an end result to be achieved.
6. Each policy has certain goals or objectives, either explicit or implicit.
7. Policy emerges from a process that goes on over time.
8. Policy covers inter-organizational and intra-organizational relationships.

9. Public policy, although not exclusive, concerns the key roles of government institutions.
10. The policy is formulated or defined subjectively.

According to Budi Winarno (2007: 15), the term policy (policy term) may be used broadly as in "Indonesia's foreign policy", "Japan's economic policy", and or it may also be used to mean something more specific, for example if we said the government's policies on debureaucratization and deregulation. Both Solihin Abdul Wahab and Budi Winarno agreed that the term policy is often used interchangeably with other terms such as program goals, decisions, laws, provisions, standards, proposals and grand designs (Suharno, 2010 : 11).

Irfan Islamy as quoted by Suandi (2009 : 12) policy must be distinguished from wisdom. Understanding wisdom requires further considerations, while policy includes the rules that are in it. James E. Anderson as quoted by Irfan Islamy (2009 : 17) reveals that policy is "a purposive course of action followed by an actor or set of actors in dealing with a problem or matter of concern". carried out by an actor or a group of actors to solve a particular problem).The policy concept offered by Anderson according to Budi Winarno (2007: 18) is considered more appropriate because it focuses on what is actually being done and not on what is proposed or intended. In addition, this concept also clearly distinguishes between policies (policy) and decisions (decision) which means choosing between various alternatives.

Richard Rose as quoted by Budi Winarno (2007: 17) also suggests that policy should be understood as a series of activities that are more or less related and their consequences for those concerned rather than as a stand-alone decision. The opinions of the two experts can at least explain that exchanging the term policy with a decision is wrong, because basically policy is understood as a direction or pattern of activity and not just a decision to do something.

Based on the explanations of the experts mentioned above, it can be concluded that policies are actions or activities that are intentionally carried out by a person, group or government in which there is an element of decision in the form of an effort to choose among various alternatives that are useful to achieve certain goals and objectives.

Policy Stages

The stages of making public policy according to William N. Dunn, (2003) are as follows:

1. Agenda Setting

Agenda setting is a very strategic phase and process in the reality of public policy. In this process, there is room for interpreting what are called public problems and priorities in the public agenda are contested. If an issue succeeds in gaining status as a public problem, and gets priority on the public agenda, then the issue is entitled to get more allocation of public resources than other issues. In setting the agenda, it is also very important to determine a public issue that will be raised in a government agenda. Policy issues are often referred to as policy problems. Policy issues usually arise because there have been disagreements between actors regarding the direction of action that has been or will be taken, or conflicting views regarding the character of the problem. According to William N. Dunn (2003), policy issues are a product or function of a debate

about the formulation, details, explanations and assessments of a particular problem. However, not all issues can enter into a policy agenda.

2. Policy Formulation

Issues that have been included in the policy agenda are then discussed by policy makers. The problems were defined for later in the search for the best solution to the problem. Solving these problems comes from various alternatives or existing policy options. Similar to the struggle for a problem to be included in the policy agenda, in the policy formulation stage each alternative competes to be selected as a policy that is taken to solve the problem.

3. Adoption/Legacy

Policy The purpose of legitimacy is to authorize basic governance processes. If the act of legitimacy in a society is governed by the sovereignty of the people, citizens will follow the direction of the government. But citizens must believe that legitimate government action must be supported. Legitimacy can be managed through the manipulation of certain symbols, where through this process, citizens learn to support the government.

4. Policy Implementation

The policies that have been taken are implemented by administrative units that mobilize financial and human resources.

5. Policy Evaluation/Assessment

Policy evaluation can be said to be an activity involving the estimation or assessment of a policy that includes substance, implementation and impact. In this case, evaluation is seen as a functional activity. This means that policy evaluation is not only carried out at the final stage, but is carried out throughout the policy process. Thus, policy evaluation may include the formulation of policy problems, proposed programs to solve policy problems, implementation, and the policy impact stage.

Factors Influencing Policy

According to Suharno (2010: 52-53) the policy-making process is a complicated and complex job and is not as easy as imagined. However, the administrators of an institutional organization or institution are required to have the responsibility and willingness, as well as the ability or expertise, so that they can make policies with both intended and unintended risks. Policy making is influenced by several factors. The important thing to watch out for and which can then be anticipated is that in policy making, there are often common mistakes. The factors that influence policy making are:

1. The influence of external pressures
Not infrequently policy makers have to meet demands from outside or make policies due to external pressures.
2. The influence of old habits
The old habits of organizations as quoted by Nigro are referred to as sunk costs, such as capital investment habits which until now have not been professional and sometimes very bureaucratic, tend to be followed by these habits by administrators, even though decisions / policies relating to these rights are

criticized, because as something wrong and needs to be changed. These old habits often deserve to be followed, especially if an existing policy is seen as satisfactory.

3. The influence of personal traits
Various decisions/policies made by decision/policy makers are heavily influenced by their personal characteristics. Personal nature is a factor that plays a major role in determining decisions/policies.
4. There is influence from outside groups
The social environment of decision/policy makers also plays a big role.
5. The influence of past circumstances
The point of this factor is that training experience and previous work history experience influence policy or decision making. For example, people worry about delegating their authority to others for fear of being misused (Suharno, 2010: 52-53).

Human Resources Concept

Definition of Human Resources

Human resources are the main factors that support the implementation of activities within an organization to achieve a goal set by the organization. The organizations in question are government and private organizations.

According to Nawawi in Siagian, what is meant by human resources includes 3 meanings, namely:

1. Human resources are those who work within an organization (often called personnel, labor, employees, or employees).
2. Human resources are human potential as the driving force of the organization in realizing its existence.
3. Human resources are potential assets that function as capital (non-material/non-financial) in a business organization that can be realized into physical and non-physical real potential in realizing the existence of the organization

Human Resource Capacity Development

Definition of Development

According to Andrew E. Sikula quoted by Mangkunegara (2003:50), development is a long-term educational process that uses systematic and organized procedures in which managerial employees learn conceptual and theoretical knowledge to achieve common goals. Development according to Suprihanto (2001:88) is an activity to improve the ability of employees by increasing knowledge and understanding of general knowledge including increasing mastery of theory, decision making in dealing with organizational problems.

From the development explanations put forward by the experts mentioned above, the development can be said as a process of capacity building or long-term education to improve conceptual abilities, decision-making abilities and expand human relations to achieve general goals carried out systematically, systematic and organized and carried out by managerial employees (upper and middle level). So, in this case the development is aimed at managers or staff so that they are better able to manage an organization through decision making and expanding human relations. The development components include:

- a) Goals and development must be clear and measurable, meaning that every activity carried out for

development must be clear where it is headed and can be done, and must be adapted to conditions, do not make it up and can be accounted for.

- b) The trainers must be experts who are adequately qualified (professional), meaning the people who are used as trainers are people who are indeed capable of training and that is their field so that the results they get are good.
- c) The development material must be adjusted to the objectives to be achieved, meaning that the material provided does not run away from the path or goal to be achieved because it will result in losses.

The objectives of the development are:

- a) Increasing appreciation of the soul and ideology
- b) Increase work productivity
- c) Improving the quality of work
- d) Improve the determination of human resource planning
- e) Improve morale and work spirit
- f) Improving occupational health and safety
- g) Increase stimulation so that employees are able to achieve maximum performance
- h) Avoid obsolescence
- i) Improving the personality of employees.

Definition of Capacity

Milen (2006: 12) defines capacity as the ability of individuals, organizations or systems to carry out their proper functions effectively, efficiently and continuously. Meanwhile, according to Morgan (Milen, 2006: 14), capacity is the ability, skill, understanding, attitude, values, relationships, behavior, motivation, resources, and conditions that enable each individual, organization, network / sector, and system wider community to carry out their functions and achieve the development goals that have been set from time to time. Furthermore, Milen sees capacity building as a special task, because the special task is related to factors in a particular organization or system at a certain time.

Furthermore, UNDP in Milen (2006: 15) provides an understanding of capacity development as a process in which individuals, groups, organizations, institutions, and communities improve their abilities to (a) produce performance in the implementation of main tasks and functions (core functions), solve problems, formulate and realize the achievement of the goals that have been set, and (b) understand and meet development needs in the wider context in a sustainable way.

Capacity building has dimensions, focus and type of activity. The dimensions, focus and type of activity according to Grindle (1997:1-28), are:

1. Dimensions of HR development, with a focus on: professional personnel and technical capabilities as well as types of activities such as: training, hands-on practice, working climate conditions, and recruitment,
2. Dimensions of organizational strengthening, with a focus on: management arrangements to improve the success of roles and functions, as well as types of activities such as: incentive systems, personnel equipment, leadership, organizational culture, communication, managerial structure,
3. Institutional reform, with a focus on: institutions and systems as well as macro structures, with the type of activity: economic and political rules of the game,

changes in policies and regulations, and constitutional reform.

Definition of Human Resource Capacity Development

Based on the results of Grindle and Hilder-Brand studies in several developing countries (Grindle, 1997), there are five main dimensions that are targeted for capacity development, one of which is the Human Resources Dimension (HRD), focused on how HR is educated and drawn to a career in the public sector. and the use and placement of individuals as they pursue careers such as these. More specifically, capacity building is directed at managerial, professional, and technical abilities as well as the extent to which training and career paths can affect the overall performance of each task assigned to him.

Individual HR capacity development is a strategic part and underlies the other dimensions. Therefore, Leavit in Djatmiko (2004) places HR capacity development at the first level, namely: 1) Individual level; 2) Institutional level; and 3) System Level.

The importance of implementing HR capacity development programs in order to achieve organizational goals. Human resource capacity development carried out by the organization is beneficial for employees in developing careers, skills, and resilience in carrying out work. (Labola, 2019).

Various ways are carried out by a company or agency to develop human resources (Siregar, 2009), including:

a. Education and Training (Training)

The human resource development process is closely related to the concept of education and training. Education and training in this context is a way that must be passed to achieve a development. Development cannot be separated from education and training. This development can run optimally if it is carried out through planned and fundamental and systematic ways (LAN and DEP DAGRI, 2007).

According to Sastradipoera (2002:51), human resource development includes both education that increases general knowledge and understanding of the overall environment as well as training that increases skills in carrying out specific tasks. Human resource education is a long-term development process that includes systematic teaching and practice emphasizing theoretical and abstract concepts. Meanwhile, training is a type of learning process to acquire and improve skills outside the education system that applies in a relatively short time and with a method that prioritizes practice over theory.

According to Soeprihanto (2001:88), education in an organization is an activity to improve employee abilities by increasing knowledge and understanding of general knowledge, including increasing mastery of decision-making theory in dealing with company problems. While training is an activity to improve the ability of employees by increasing knowledge and operational skills in carrying out a job. Thus, educational programs are useful for adding theoretical insight to employees in the field of work according to their position (understanding the function of the position).

Meanwhile, the training program is useful for improving the technical operational capabilities of employees in carrying out their daily duties. Education and training is an effort to develop human resources, especially to develop intellectual abilities and human personality. Education and training is a learning process in order to improve the ability of human resources in carrying out

their duties. While what is meant by the task is to show the position, responsibility, authority, and rights of a person in the organization. The training in question is an effort to transfer skills and knowledge to the training participants in such a way that the participants receive and carry out training when carrying out their work. According to Fathoni (2006:98), the purpose of education and training in general is in the context of coaching employees so that they can: 1) Improve personality and spirit of service to the organization and society 2) Improve quality and ability, as well as skills both in carrying out their duties and leadership. 3) Train and improve work mechanisms and sensitivity in carrying out tasks 4) Train and improve work in planning 5) Improve knowledge and work skills.

b. Non-Training Activities

There are many development activities that can be carried out or followed either independently or organizationally by the agency or by parties outside the agency. Human resource development activities independently include: 1) Reading textbooks, references, and other printed media. 2) Watching education and training programs through TV, video, and other projection media. 3) Listening to radio broadcasts, cassettes and other recorded media. 4) Via computer or internet. 5) Write books, references, articles and so on. 6) Teach or train (according to Covey "Learn by teaching and doing")

Human resource development activities organized by an agency include: Workshops, Seminars, Workshops (Seminars and Workshops), Symposiums, Exhibitions (Exposure), Comparative Studies, Field Trips (FieldTrip).

Transparency and Accountability of Regional Financial Management, as an implementation of public policy in practice, requires capacity adequate human resources in terms of number and expertise (competence, experience) and adequate information in addition to capacity building organization.

LIMITATION OF THE STUDY

Based on the background described above, the problems that are of concern in this research are: "What is the Policy Strategy for Increasing the Capacity of Human Resources for the Leaders of DPRD Members of Bandung Regency?"

CONCLUSIONS AND SUGGESTIONS

The communication strategy planned by the Bandung Regency DPRD has been implemented through stages according to the theory of communication strategy, namely recognizing the audience, compiling messages, determining the method used and selecting the use of print and electronic media. This is part of the responsibility of DPRD members to the people. One of the obligations of DPRD members is to absorb, collect, accommodate and follow up on people's aspirations. Furthermore, the obligations of DPRD members, both Regency/Municipal, include: (1) Being able to absorb and also collect every aspiration from constituents' aspirations by carrying out regular working visits. What is meant by "regular working visits" is the obligation of members of the Regency/Municipal DPRD to meet with their constituents regularly at each recess, the results of the meeting with the

constituents being reported in writing to political parties through their factions in the Regency/Municipal DPRD. Giving moral and political accountability is delivered at every recess to voters in their electoral districts. (2) DPRD members can accommodate and follow up on aspirations and complaints submitted by the community and (3) DPRD members can also be held accountable for any both moral and political duties to constituents, especially in their constituencies.

REFERENCES

- Syafi' i Antonio, Bank Syariah dari Teori ke Praktek, Cet. 1 (Jakarta: Gemalnsani, 2001), hal: 153-157
- Kamus Besar Bahasa Indonesia (KBBI) online, diakses pada tanggal 17 Desember 2021.
- Fandi Tjiptono, Strategi Pemasaran, Cet. Ke-II (Yogyakarta: Andi,2000) hal: 17
- Agustinus Sri Wahyudi. Manajemen Strategi, (Jakarta: Binarupa Aksara,1996) hal:19
- Pandji Anoraga. Manajemen Bisnis, (Jakarta: Rineka Cipta, 2009) hal:339
- Setyo Soedrajat, Manajemen Pemasaran Jasa Bank, (Jakarta:Ikral Mandiri Abadi,1994),hal: 17
- Kamus Besar Bahasa Indonesia yang diakses melalui: <https://kbbi.kemdikbud.go.id/entri/kebijakan>

