

Performance of the Secretariat of the House of Representatives Ciamis Regency

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Abstract: The research conducted on the performance of the Ciamis Regency DPRD Secretariat was motivated by the still low percentage of achieving benefits from DPRD Secretariat activities in 2022 by 71.43% of the target. Of course, this is due to the performance in terms of human resources in the Secretariat of the DPRD Ciamis not optimal in carrying out their duties and functions. The method used in this study is a descriptive research method with a qualitative approach, data collection techniques used by the author in this study are literature studies and field studies consisting of observations, interviews, and documentation. Meanwhile, data analysis techniques are carried out by data reduction, data processing, drawing conclusions and verification. Based on the results of the study it is known that the performance of the DPRD Secretariat Ciamis is quite good, although in practice there are still some indicators of performance that is not optimal.

INTRODUCTION

Facing competition in the global era, organizations are required to work more efficiently and effectively. Increasingly fierce competition causes organizations to be able to improve competitiveness in order to maintain the survival of the organization. Every organization is required to display excellent performance in various fields, especially those related to its stakeholders. Today's increasingly complex environmental situation requires an organization to be able to satisfy the interests of diverse stakeholders.

According to Robbins (in Budihardjo, 2014: 17), suggests that the organization as a collection of social entities that are consciously coordinated within relatively clear boundaries and together within a certain time limit and continuously to achieve a goal. Thus, the organization can be viewed as a product of an organizing process (*organizing*) and as a social unit formed in order to achieve certain goals. Organizational development will have the same goal of effectiveness. Organizational structure changes implemented through 3 ways, namely:

1. *Adaptive Change*: organizations make changes by adjusting to changes that occur;
2. *Inovative Change*: organizations make changes to improve organizational performance;
3. *Radically inovative change*: organizations make radical/fundamental changes to the entire system (Kreiner and Kinicki, 2001)

According to Steers (1999: 159) argued that the measurement of effectiveness :

1. *Achievement of goals*
Achievement is the overall effort of achieving a goal should be viewed as a process.
2. *Integration*
Integration is the measurement of an organization's ability to socialize, develop consensus, and communicate with other organizations.
3. *Adaptations*
Adaptation is a process of self-adjustment made to align an individual to the changes that occur in their environment.

According Tangkilisan (2005: 141) measurement and effectiveness can be seen directly from the four indicators, namely:

1. Target achievement. The purpose of achieving the target here means the extent to which the target can be set by the organization can be realized properly. This can be seen from the extent to which the implementation of organizational goals in achieving the target goals in accordance with the objectives set.
2. Adaptability. The success of an organization is seen from the extent to which the organization can adjust to the changes that occur both from within the organization and outside the organization.
3. Job satisfaction. A condition that is felt by all members of the organization that is able to provide comfort and motivation for improving organizational performance. The focus of this element is between work and the appropriateness of rewards or incentives imposed on members of the organization who excel and have done work in excess of the existing workload.
4. Responsibility. The organization can carry out its mandate in accordance with the provisions that have been made before, and can face and solve problems that occur with its work.

According to the above opinion, it can be concluded that effectiveness is an ability to perform an activity in an organization or lembaga both physically and non – physically to achieve an organizational goal. Whether or not an organization is effective in achieving its goals cannot be separated from the effectiveness of individuals in the organization.

All organizations that are formed at the initiative of the government, society, or together, are always formal so the organizational structure is also formal. However, in every formal organizational structure, there is always an informal structure that always interacts to build relationships within an organization. (Gulick & Urwick, 2004). *Outcome* from the interaction of relations of formal and informal structures it is organizational conflict management. Thus, structuring the organizational structure is very important to understand the content of the relationship between formal and informal structures that will occur. Structure shows how the various relationships of resources, power and authority within the organization. Organizational structure design is done for the effectiveness of the organization. Thus, for organizations facilitated by the government, structural design is not

only for the sake of efficiency and effectiveness but also for the sake of empowerment, justice and welfare as well as public trust in the government.

The organization must also be based on the availability of resources (human, social, power, natural and artificial). The goal is for the organization to live, grow and develop in the direction as envisioned through the vision and mission of the organization. Based on the vision and mission as well as adequate resource support, it is formulated Structure Design, Job Design and organizational management which in turn becomes input for the preparation of the legal basis for the establishment of the organization. Through the legal basis, legal certainty and guarantees are obtained about the structure, authority of resource management and organizational management forms and the actualization of vision and mission in organizational culture. All three components undergo processes that affect each other. The formation of the organizational structure is influenced also by resources, vision and mission but the strongest influence comes from the provisions of the constitutional, philosophical-sociological, juridical and operational foundations.

Human Resources (HR) is one very important factor that can not even be separated from an organization, both institutions and companies. HR is also the key that determines the development of the company. In essence, human resources in the form of humans employed in an organization as movers, thinkers and planners to achieve organizational goals. In an organization, Human Resources (HR) is not just a machine that does not have the mind to make progress in order to further improve its capabilities. If we are in a factory old machines that can easily be exchanged for sophisticated machines with modern technology, we will not find in humans who are clearly the driving force of the success of an organization. Good human resources continues to grow in accordance with the progress of the organization and the complex work faced. But what if the HR does not develop in accordance with the movement of the organization, the answer is easy for the private sector they will quickly replace the HR. Unfortunately this is not the case in government agencies. Human resources cannot be arbitrarily exchanged and fired when they no longer fit the needs of a fast-moving organization. People with low abilities have to stay afloat, perhaps by taking advantage of colleagues with the required abilities or they can just stand still, not producing according to what the organization wants. Finally, new human resources have more jobs with the same salary even below the human resources who do not have the ability.

The success of an organization is inseparable from the high level of professionalism provided by its employees. Every organization will always need talented employees to achieve a goal. Of course, the ability to work individually and the ability to cooperate in groups will provide convenience in achieving an organizational goal. This is because the performance of employees in carrying out work has a relationship with the goals of the organization. The concept of performance can basically be seen from two points of view, namely employee performance and organizational performance. these two things are related to each other because the goals of an organization will not be achieved if there is no employee performance of the organization. Prawirosentono (in Pasolong, 2013: 176) suggests that: "performance is the work that can be achieved by an employee or a group of employees in an organization, in accordance with the authority and responsibility of each, in an effort to achieve the objectives of the organization concerned legally, does not violate the law and in accordance with morals and ethics".

Therefore, humans are the main movers whose presence is needed in an organization. the entire output of the organization depends on the initiative and work of human resources. In this case, Human Resource Management is said to be effective if it has a relation to improving employee performance, both at the individual level, workgroup level, and organizational level.

Organizational performance is an indicator of the level of achievement that can be achieved and reflects the success of an organization, as well as the results achieved from the behavior of members of the organization. Performance can also be said to be a result (output) of a certain process carried out by all components of the organization to certain resources used (input). Furthermore, performance is also the result of a set of processes of activities carried out to achieve certain objectives of the organization. For an organization,

performance is the result of cooperation activities among members or components of the organization in order to realize organizational goals. Organizational performance is the totality of the results of work achieved by an organization the achievement of organizational goals means that, the performance of an organization can be seen from the level to which the organization can achieve goals based on previously set goals (Surjadi, 2009 : 7). Furthermore, organizational performance according to Keban (2014: 183) is "something that describes the extent to which a group has carried out all activities principal so as to achieve the vision and mission of the institute." Another opinion conveyed by Nasucha (in Fahmi, 2013: 3) is that organizational performance is the effectiveness of the organization as a whole to meet the needs set by each group with regard to systemic efforts and improve the ability of the organization to continuously achieve its needs effectively. Based on this opinion, it can be understood that organizational performance is a measure that describes the extent to which an organization has carried out its basic activities so as to achieve the results as determined by the organization.

The importance of assessment for work requires that performance appraisal must be completely objective, namely measuring for real employee work (Effendi, 2002 : 199). This means that the implementation of the assessment should reflect the implementation for the actual work or evaluate the behavior that reflects the successful implementation of the work. According Kumorotomo (in Pasolong 2013: 180) uses several performance indicators to be used as guidelines in assessing the performance of public bureaucracy, among others :

1. Efficiency is concerned with the consideration of the success of public service organizations get profit, utilizing the factors of production as well as considerations derived from economic rationality.
2. Effectiveness, namely whether the objectives of the public service organization has been achieved?
3. It is closely related to technical rationality, values, mission, organizational goals and development agency functions.
4. Justice, that is questioning the distribution and allocation of services organized by public service organizations. This criterion is closely related to the concept of adequacy or expediency. Both question whether certain levels of effectiveness, needs and values in society can be met. Issues related to the equitable distribution of development, services to rural groups and so on, will be able to be answered through these criteria.
5. Responsiveness, that is, in contrast to business carried out by private companies, public service organizations are part of the responsiveness of the state or government to the urgent needs of society. Therefore, the criteria of the organization as a whole can be accounted for transparently in order to meet these responsiveness criteria.

Based on the results of these opinions can be concluded relating to the assessment of work is basically needed to see the assessment of the success or failure of the implementation of activities, programs, and/or policies in accordance with the goals and objectives that have been set in order to realize the mission and vision of an institution.

It is undeniable that the problem of public sector performance is increasingly present in the life of the nation and state. This is due to the increasing complexity of the public management process both at the central and local government levels and the encouragement of development. One of the positive impacts of development is social life and the quality of human resources is increasing. People are increasingly critical in responding to various policies issued by the government. One of the critical attitudes of society that began to grow at this time include demands for the performance of employees, especially employees in the field of public organizations or government agencies. the

performance of employees of an organization is very important and a priority, because it is closely related to the main tasks and functions of an organization.

Universally the existence of local government is basically in the framework of public service delivery (*provision of public services*) for the welfare of society. In line with that, Law No. 23 of 2014 on regional government stipulates in Article 1 Paragraph (6) that: "regional autonomy is the right, authority, and obligation of autonomous regions to regulate and manage their own Government Affairs and the interests of local communities in the Unitary State System Of The Republic of Indonesia." This is based on the fact that local governments, especially districts and cities, are the organizational units of government closest to the community, so it is considered the most capable of translating the aspirations and interests of local communities that need to be served or fulfilled by the government.

Problems in one area will certainly be different from what happens in other areas, as well as the aspirations and interests of the community. If this condition must be served or handled by the Central Government then the public service provided may not be effective. The government based on Law No. 23 of 2014 plays a role in establishing minimum service standards as well as regulatory functions, guidance, and control of the performance of its implementation by local governments.

The secretariat of the Ciamis Regency DPRD is an administrative service organization and provides support for the duties and functions of the DPRD, as stated in Ciamis Regent Regulation Number 36 of 2016 concerning the position, duties, functions, organizational structure and work procedures of the regional apparatus Article 6 (six) paragraph 1. Then, in Article 7 (seven) paragraph 2 explained that the DPRD Secretariat in carrying out its duties mneyelenggarakan function:

1. DPRD Secretariat Administration;
2. Implementation of DPRD financial administration;
3. Facilitating the holding of DPRD meetings; and
4. Preparation and coordination of expert personnel required by the DPRD.

The DPRD secretariat is a regional working unit which is very important to carry out the duties and functions of the DPRD, to realize good governance. In the implementation of the DPRD Secretariat program, it is also necessary to organize the organization and work as well as increase the capacity of human resources of these employees, in order to realize the optimal performance of the DPRD Secretariat of Ciamis Regency.

Analysis of the performance of public organizations becomes very important, by looking at the performance after changes to a public organization. Obviously, this performance appraisal is used to see what the shortcomings and advantages in an organization this is in line with the opinion Sedarmayanti (2014: 261) said that "performance appraisal is a systemic affair, about the strengths/advantages and weaknesses that are 4 related to the work of a person or group." Performance appraisal for apatur is useful to assess the quantity, quality and effectiveness of services, motivation and adjustment of the organization's budget. In addition, it will be determined by the sharpness in determining the scope, method and indicators used.

Then, whether or not a public organization's performance can be measured from productivity related to the level of efficiency and effectiveness of services, service quality orientation to customers, responsiveness, responsibility, and public accountability. This is as stated by according to Dwiyanto (2017: 50-51) public bureaucracy performance measures as follows :

1. Productivity. Productivity is generally understood as the ratio between inputs and outputs.
2. Quality of Service. Measure the extent to which the quality of services provided to the community.
3. Responsiveness is the ability of organizations to recognize the needs of the community, set the agenda and priorities of services and develop public service programs in accordance with the needs and aspirations of the community.

4. Responsibility, which explains whether the implementation of the activities of public organizations is carried out in accordance with the principles of correct administration or in accordance with the principles of correct administration or in accordance with the policies of the organization both explicit and implicit.
5. Accountability refers to how much the policies and activities of public organizations are subject to political officials elected by the people.

In addition to being measured by these five criteria, optimal performance needs to be supported by human resources of government officials both in quantity and quality, as well as the availability of facilities and infrastructure as well as adequate public service facilities. Based on the results of the government agency Performance Accountability Report (LAKIP) of the Ciamis Regency DPRD Secretariat in 2021, it is known that the percentage of achievement of benefits from DPRD Secretariat activities reached 71.43% of the target. This figure shows that the benefits derived from activities The DPRD secretariat in 2021 is useful but not optimal. This is due to the still not optimal quality of human resources in the Secretariat of DPRD Ciamis in carrying out its principal duties and functions. In addition, based on data obtained from the Secretariat of the DPRD Ciamis, the quantity of ASN (State Civil apparatus) consisting of structural positions, functional positions, technical danpelaksana only amounted to 30 people the number is still less if coupled with the burden of work in terms of facilitation of leadership and board members amounting to 50 people. It can be seen from the table below:

Table.1 condition of the number of employees in the secretariat of Parliament Ciamis based on the level of graduates.

Graduates	Number Of Officers	Of ASN	Number Of Non ASN	Total Employees
	30 People		19 People	
S2	8		-	8
S1	11		10	21
D3	1		-	1
Senior High School	6		7	13
Package C	4		-	4
Junior High School	-		2	2

Source: Ciamis Regency DPRD Secretariat, 2023.

Furthermore, these problems are outlined in the strategic plan of the Ciamis Regency DPRD Secretariat for 2019-2024 which states that the implementation of Administrative Service tasks and providing support for the duties and functions of the DPRD is not optimal as it should be caused by:

1. The apparatus of the DPRD secretariat has not fully understood the tasks and functions and implemented them in the implementation of activities. This resulted in the results of the activities carried out by the Secretariat of Parliament has not been able to contribute to the achievement of the organization's vision and mission;

2. Not optimal enforcement of discipline apparatus that have an impact on the achievement of overall performance;
3. Competence and integrity of diverse apparatus;
4. Not optimal commitment apartur in completing the report on time;
5. Data storage that has not been managed properly, which resulted in hampering the preparation of reports.

At this level perceived factors of structure, human resources and culture are very influential on the performance of bureaucratic apparatus in carrying out their duties and functions in accordance with the vision, mission and objectives of the organization. Therefore, based on the background of these problems the purpose of this study is the author wants to do an in-depth analysis of the implementation of the performance of the secretariat of the Parliament Ciamis .

METHODOLOGY

The method used in this study is descriptive method with qualitative approach. In the opinion of Moloeng (2010: 6) " qualitative research as research that intends to understand the phenomenon of what is experienced by the subject of research, such as behavior, perception, motivation, action, holistically by way of description in the form of words and language, in a special context that is natural by utilizing various scientific methods".

In this study, researchers used a qualitative descriptive approach. In the opinion of Margono (2013:39) : "with a qualitative descriptive approach, the analysis of data obtained (in the form of words, images or behavior), and not set forth in the form of numbers or statistical figures, but by providing exposure or portrayal of the situation or condition under study in the form of narrative description". Thus the qualitative approach will convey an assessment procedure that produces descriptive data in the form of written or oral words of the people and the observed behavior. In this case, the researcher interprets and explains the data obtained by the researcher from interviews, observations, documentation, so as to get answers to problems in detail and clearly.

So, based on the description of the qualitative descriptive method the reason researchers choose to use this research method is because researchers intend to describe things related to the performance of the Secretariat of the House of Representatives Ciamis. With a view to understanding what phenomena are experienced by research subjects holistically and by way of description in the form of words and language in a natural context using the scientific method of observation, interviews, and documentation studies, which in practice is not limited to the collection and classification of data but also analyze and interpret the meaning that data.

RESULT AND DISCUSSION

1. Organizational performance of DPRD Secretariat Ciamis

"An organization can be said to be effective when the organization's goals or values as set out in its vision are achieved. These values are values that have been mutually agreed between the stakeholders of the organization concerned" (Keban, 2014: 227). Assessment of performance is an important thing in an organization. this is because the results of this assessment can be used as an evaluation of what the advantages and disadvantages in an organization.

By assessing performance, efforts to improve the implementation of the main tasks and functions of the organization can be done systematically and more directed. Organizational performance of the secretariat of the parliament Ciamis is the result of the work of employees of the apparatus at the Secretariat of the parliament Ciamis, either directly or indirectly. Indicators used to assess organizational performance at the Secretariat of the parliament Ciamis in this study are:

a. Productivity

In this case, the concept of productivity is not only limited to measuring the level of efficiency, but also concerns the effectiveness of services. The concept of productivity is considered too narrow and then *General Accounting Office (GAO)* developed a broader measure of productivity by including how much public services deliver as expected as one of the important performance indicators. The indicators of this dimension are seen from the quality of human resources, the implementation of tasks according to duties, and employee discipline.

Based on the results of observations and interviews in this study found that the quality of human resources in the secretariat of DPRD Ciamis not too optimal. This is seen from the limited ability of employees in facilitating the leadership and members of the board. This condition is aggravated by the limited quantity of ASN in the Secretariat of the DPRD Ciamis which is not directly proportional to the amount of work load in facilitating the leadership and board members amounting to 50 people. So that these things have an influence on the implementation of overlapping tasks. Furthermore, in terms of employee discipline, all employees of the DPRD Secretariat have implemented good work discipline by complying with existing working hours in the Ciamis Regency DPRD Secretariat.

From the descriptions above, it shows that the implementation of tasks at the Secretariat of the DPRD Ciamis from the aspect of productivity as seen from the quality of human resources, the implementation of tasks according to duties, and employee discipline can be said to be good. Although the implementation is not quite optimal because it still encountered overlapping work, as well as neglect of work.

b. Quality Of Service

Service quality means the expected level of excellence and control over the level of excellence to meet the wishes of customers, namely the community. The quality of Service is not seen from the point of view of the organizers or service providers, but based on the perception of the community (customers) as recipients of services. The issue of service quality tends to become increasingly important in explaining the performance of a public service organization. The logical consequence for the secretariat of the DPRD Ciamis as a service organization is to put the service to board members as the most important factor in the implementation of the task. The quality of service in this case is seen from the ability of the DPRD Secretariat to facilitate board members.

Based on the results of observations and research found that the DPRD Secretariat is good enough in facilitating in terms of General Administration, Finance, and implementation of meetings of board members. Although faced with limited human resources conditions, but the leadership and members of the board feel very helped by the quality of services provided by the Secretariat of the DPRD Ciamis.

c. Responsiveness

Responsiveness in the context of this research is related to the ability of the Secretariat of the DPRD Ciamis to recognize the needs of service users in this case members of the DPRD Ciamis, set the agenda and priorities of services and develop service programs in accordance with the needs and aspirations of service users. The responsiveness of the North Mamuju Regency DPRD Secretariat in responding to the kendalakendala that occurred is very necessary in the service because it is evidence of the organization's ability to recognize the needs of DPRD members.

From the observation and research it is known that various efforts have been taken to respond to input from board members. One of them is related to the fulfillment of the rights and obligations of board members (salaries, and benefits) has been well facilitated. In addition, in order to facilitate the flow of coordination and communication with board members, the DPRD Secretariat also places special staff from NON-ASN in each faction. Therefore, in relation to the dimension of responsiveness of the DPRD Secretariat can be said to be quite good.

d. Responsibility

Responsibility can be said to be the implementation of work or activities in accordance with the principles of correct administration and in accordance with organizational policies. In this case the responsibility of the employees of the secretariat of the parliament Ciamis will be seen from the process of speed and accuracy in the completion of the work in the Secretariat of the Parliament Ciamis.

Based on the results of observations and research found that the speed and accuracy of employees in the Secretariat of the Parliament Ciamis is still not optimal. This is because there are employees who still have difficulty adapting to IT. So that the services provided are sometimes delayed and become less than optimal.

e. Accountability

The Performance Accountability Report communicates the achievement of the performance of the Ciamis Regency DPRD Secretariat during 2021. Performance achievements (*performance results*) the year 2021 is compared with the Performance Plan (*Performance Plan*) year 2021 as a measure of the annual success of the organization. in this regard, the accountability of the DPRD Secretariat Ciamis measured from the implementation of the mission of the DPRD Secretariat Ciamis. the mission of the Secretariat of the DPRD Ciamis is to improve professionalism in supporting the realization of the roles, duties, and functions of the DPRD Ciamis.

Based on the results of observations and research, the accountability of the performance of the DPRD Secretariat Ciamis still relatively low. This is because there are still employees who do not understand their duties and functions thoroughly so that it has an influence on the performance of an organization.

2. Obstacles that affect the performance of the secretariat of Parliament Ciamis

Based on the results of interviews conducted researchers that the obstacles that affect the performance of the secretariat of Parliament Ciamis are as follows:

- a. Still the lack of availability of Human Resources or Labor in the Secretariat of Parliament Ciamis. Whereas Human Resources is the main factor that is very important for the achievement of the goal of an Organization .The number of human resources is still far proportional to the number of members of parliament where all members of Parliament Ciamis namely 50 people and should be facilitated entirely by the secretariat of the parliament with the number of human resources is still far below that, causing a buildup of jobs because on one employee can get several jobs at the same time and efficiency in the execution of a job
- b. Still lack of creativity and innovation from the employees of the secretariat of Parliament
- c. There is still a lack of facilities and supporting infrastructure in the implementation of the facilitation of DPRD members, because on the basis of the success of an organization other than the quality of existing human resources is also supported by adequate infrastructure, because employees will not be able to work optimally in carrying out their work, so there is a need for Secretariat of Parliament Ciamis.
- d. Still not optimal supervision conducted by the leadership of the employees. So that this often leads to violations related to employee work discipline.

3. Efforts are being made to overcome obstacles that affect the performance of the secretariat of Parliament Ciamis

Based on the results of interviews conducted by researchers that the efforts made to overcome obstacles that affect the performance of the secretariat of the parliament Ciamis are as follows:

- a. The increase in the number of employees in the secretariat of the Parliament Ciamis can be one solution in the performance of the Secretariat of the parliament, with the addition of the number of employees will certainly be able to compensate for the needs of members of the parliament with a sufficient number of members so that the buildup of work will be reduced and in the completion of a job will be more effective and efficient. Especially in terms of anticipating the shortage of non-expert personnel, the secretariat of Parliament is expected to be able to open job vacancies in accordance with what is needed to support the performance of the Secretariat of Parliament Ciamis effective.
- b. Improving the quality of employees is also an important factor in supporting the successful performance of a DPRD Secretariat organization, namely by training and technical guidance. It is intended to increase the productivity and responsiveness of employees so as to be able to accommodate the aspirations and needs in the programs and activities of the DPRD Secretariat Ciamis, and able to create quality human resources that can increase creativity and innovations supporting the successful performance of the DPRD Secretariat.
- c. Improvement of infrastructure DPRD Secretariat, another factor in the success of an organization DPRD Secretariat is also supported by adequate facilities and infrastructure, therefore it is necessary to increase the supporting infrastructure in the implementation of employee performance by paying attention to the needs of employees in each of its parts.
- d. Supervision and guidance that must be carried out in stages by the leadership to subordinates must be objective and transparent in order to foster mutual trust, mutual respect and mutual support in the implementation of the main tasks and functions of each employee. Then, employee discipline becomes mandatory instilled to all employees, especially in the presence and application of strict sanctions to employees who violate discipline during working hours such as oral and written reprimands according to the rules contained in the ASN code of ethics.

CONCLUSION

Based on the discussion of the results of research on the performance of the secretariat of the Parliament of Ciamis it can be concluded that the performance of the Secretariat of the Parliament of Ciamis is generally quite good, but there are still some indicators that are not fully in accordance with the implementation of the performance of the Secretariat of the Parliament such the speed of completion of the work is not yet fully maximized.

Therefore, to overcome this, the Secretariat of the Ciamis Regency DPRD must be able to optimize and optimize organizational performance by paying attention to aspects of productivity, service quality, responsiveness, responsibility, and accountability. This can be achieved by continuously improving the performance capacity of the apparatus through training and guidance. In addition, improving employee work discipline is needed in order to create a good working climate. Improvement of work discipline can be done by applying reward dan punishment. In addition, quarterly performance evaluation is one of the important activities to be carried out so that the shortcomings of an organization can be known and solutive steps can be found to overcome problems related to organizational performance.

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