



Organizational Rightsizing Analysis of the Existence of the DPD RI Office in the Provincial Capital of South Sumatera

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A B S T R A C T

This study aims to explain the effectiveness of organizational rightsizing of the DPD RI Office in the Capital City of South Sumatra Province as a supporting system for DPD RI members in carrying out their roles as regional representatives. The research method used is a qualitative method with a descriptive approach. Using structured interviews, participant observation, and documentation, data was collected. Meanwhile, data validation uses triangulation techniques. Selecting informants believed to comprehend the research problem to yield primary data (purposive sampling). Data analysis was carried out using the interactive model of Miles, Huberman and Saldana (2014). The results showed that 2 of the three aspects of the organizations rightsizing could have gone better. From the aspect of strategic policy, it has reflected a picture of the conditions and conditions to be realized in 2020-2024. From the aspect of the division of organizational units, the Office has not relied on the principles of rightsizing the organization. From the aspect of integrating people (apparatus HR management), the needs of employees in the Office are not following the organization's requirements. Based on these findings, this study concludes that the Office's functions in managing constituent aspirations are not optimal due to failure to meet two of the three rightsizing requirements for the office organization.

INTRODUCTION

The Regional Representatives Council of the Republic of Indonesia (DPD RI) is a legislative body that was formed after the amendments of 1945 Constitution. The basis for the formation of the DPD RI was the third amendment of 1945 Constitution (Articles 22C, 22D, and 22E of the 1945 Constitution). The formation of the DPD RI was carried out to fulfill the people's sense of justice in the regions, expanding and enhancing the spirit and capacity of regional participation in national life and strengthening the unity of Indonesia (Andriyan, 2018; Nisa, 2017).

The presence of DPD RI is expected to create mechanisms of checks and balances between branches of state power (Agustin & Maulana, 2020; Sorik, 2021). DPD RI exists for two primary reasons: first and foremost, to include regional needs and interests in national policymaking, and second, to promote a balance of political power in parliament so that legislative authority is not concentrated in a single institution (Wasti, 2018; Widodo, 2014).

Members of the DPD RI are directly chosen by the people through a system of general elections, and it is a state entity that represents each region (province) in Indonesia (Tutik, 2012). Based on these notions, the DPD RI maintains the quality of central-regional government relations within decentralized government (Idrus, 2017).

Nonetheless, the position of DPD RI as the second chamber is a softly bicameral. Theoretically, this could affect the DPD RI's limited power because of the soft bicameral structure of the parliament (Ganghof, 2014; Ganghof et al., 2018). The DPD RI's place in the structure of the parliament is also seen as a complement to the DPR RI (Toding, 2017). Based on these provisions, the DPD RI is "as if" subordinate to the DPR RI, which has control and authority over lawmaking. Following

Article 20, paragraph 1 of the 1945 Constitution, which states that the DPR has the authority to enact laws, this is the case (Andriyan, 2018; Patra, 2018).

Members of the DPD RI are elected individually, outside of political party channels. The process and mechanism for selecting DPD RI members differ from the mechanism for choosing DPR RI members. As a result, DPD RI members lack an established organizational structure and are dispersed across all Indonesian regions. This circumstance presents difficulties for DPD RI Members (Rich, 2011).

This condition ultimately led to the notion that DPD RI representative offices are required in various regions. In a National Webinar entitled "The Role of the DPD RI Office in the Provincial Capital as a Home for Community and Regional Aspirations" on March 29, 2022, the Secretary General of the DPD RI, Dr. Rahman Hadi, M.Si. stated that: "The presence of DPD RI representative offices in each provincial capital will clarify the pattern of interaction between DPD RI Members and stakeholders in the regions, particularly local governments and their constituents. Implementing the functions, responsibilities, and authorities of the DPD RI by incorporating the aspirations of the people and the regions will help eliminate disparities and harmonize the center's relationship with the regions" (DPD RI, 2022).

Regarding the legal basis for its formation (das sollen), the DPD RI Office in the Provincial Capital is formed and governed based on the following legal foundations:

- 1) Law Number 17 of 2014 Article 252 Paragraph (4) mandates that "DPD members in carrying out their duties are domiciled in their constituency and have an office in the Provincial Capital of their Electoral District".
- 2) DPD RI Regulation Number 2 of 2019 concerning Rules of Procedure.

3) DPD RI Secretary General Regulation Number 6 of 2017.

The DPD RI Office in the capital city of South Sumatra was the first to be built and opened. It is one of 18 DPD RI representatives offices in provincial capitals (Okezone.com, 2014; Republika.co.id, 2014). Therefore, the office is an appropriate subject for this investigation. As a pilot project, the existence of the DPD RI Office in South Sumatra Province can ideally clarify patterns of interaction between DPD RI Members and the community and regions so that the constitutional duties of the DPD RI can be optimally carried out by incorporating the aspirations of the people and regions.

Nevertheless, according to an internal report from the Organizational and Administration Section of the General Secretariat of DPD RI (2021), the division of labor is not following the job desk because some positions at the DPD RI office in the Provincial Capital still need to be filled. This prevents the DPD RI office in the provincial capital from carrying out its duties and responsibilities. In addition, based on the results of the researcher's documentation (February to March 2022) of the actual conditions that occurred in the DPD RI Office in the Capital City of South Sumatra Province, several phenomena emerged and became problematic for the existence of the DPD RI Office in the Capital City of South Sumatra Province, such as:

- 1) The implementation of staffing duties for the DPD RI Office in the capital city of the province of South Sumatra is limited to technical and administrative tasks. It has yet to fully absorb and manage community and regional aspirations (Asmasda).
- 2) According to the 2021 DPD RI Secretariat General Task Implementation Report book, the DPD RI Office in South Sumatra Province does not have a mechanism for managing community and regional aspirations captured by DPD RI members.
- 3) According to the most recent apparatus HR distribution data, as of December 2021, the General Secretariat of DPD RI has 524 civil servants, 302 of whom are men and 222 of whom are women. According to Bureau of Organization, Membership and Personnel of DPD RI (2022), there are only 45 people assigned to the DPD RI office in the provincial capital. If divided equally by the number of offices into the regions, as many as 34 offices, then the assigned human resources to the regions are only 1,3 individuals per province. Because no new employees will be hired in 2022, the shortage of human resources is evident when compared to the minimum requirement of four people per province (1 Head of Office and 3 Heads of Subdivisions).
- 4) The DPD RI Office in South Sumatra operates at a suboptimal level due to insufficient human resources/functional staff and inappropriate employee placement patterns in terms of function and size (Tim Reformasi Birokrasi Setjen DPD RI, 2021).
- 5) According to the findings of Puguh Windrawan's research, the role of the DPD RI Representative Office in the regions lacks established work procedures and mechanisms. The community has not yet recognized the regional office's significance (Windrawan, 2017).

This actual condition (*das sein*) contradicts the primary purpose (*das sollen*) of the DPD RI Office in the provincial capital of South Sumatra, which is to serve as an ideal support system for DPD RI Members in their capacity as regional

representatives. The office was chosen because it is a pilot project and the first DPD RI representative office to be built and exist in the region. However, an office outside the ideals of the basic rules results in a discrepancy between the models and reality. It becomes the main limitation of this research.

As a public organization, the DPD RI Office in the capital city of the province of South Sumatra is a part of the DPD RI's General Secretariat, which continues to suffer from chronic organizational inefficiency. Numerous public organizations in Indonesia face this problem, characterized by a large number of misplaced employees, misaligned budgets, and performance inconsistent with the organization's vision and mission (Adnan, 2014; Macella, 2020). The appropriate theory for analyzing these issues is rightsizing. Rightsizing can be used to determine which aspects of a public organization –in this case, the DPD RI Office in the capital city of the province of South Sumatra– become optimal (Otsyulah & Nasibi, 2015; Thoha, 2014).

According to Thoha (2014), there are three aspects (dimensions) that can be used to right size a public organization: a strategic policy, the division of organizational units, and the integration of human resources into the organization. If any or all of these conditions are not met, the organizational rightsizing will not be. In contrast, if these three aspects are implemented, the effort to rightsizing has been implemented (Thoha, 2014).

Based on this explanation, this study examines the following aspects and indicators:

Table 1. Research Focus

Aspect/Dimension	Indicators
Determine Strategic policies	<ol style="list-style-type: none"> 1. Vision and mission of the organization; 2. Availability of strategic plan documents; 3. There are organizational tasks and functions.
Division of Organizational Units and Functions	<ol style="list-style-type: none"> 1. Organizational structure and work procedures; 2. Duties of organizational units; 3. Conformity of the organizational structure with the main tasks and functions; 4. The ability of the organizational structure to be adaptive to environmental changes.
Uniting People (Apparatus HR Management)	<ol style="list-style-type: none"> 1. Compatibility between Employee Needs and Organizational Needs; 2. Relevant Official Position; 3. Procedural Recruitment Pattern;

Source: Thoha (2014)

As far as the author's research has revealed, no studies titled "The Existence of the DPD RI Office in the Provincial Capital" or "Rightsizing the Organization of the DPD RI Office in the Province" or on the same subject have been discovered. All prior research from Anderson (2011); Gabriel et al. (2020); Khairi (2020); Mishra (2021); Arslan et al. (2022); Macella (2020); Otsyulah & Nasibi (2015); Antasari et al. (2021) and Rahman et al. (2021) focuses on organizational restructuring within government agencies in the executive sphere. In the meantime, this study examines organizational and human resource

management in a legislative body (in this case, the General Secretariat of DPD RI).

From the preceding description, it can be concluded that this research is pertinent because: 1) no one has ever written about rightsizing organizations within the DPD RI Secretariat General; 2) studies with similar themes using the rightsizing approach are still scarce and insufficient, as the majority of studies only address one of the three aspects of organizational rightsizing. Therefore, the novelty of this research makes it quite interesting to conduct.

Based on the context of these issues, the purpose of this study is to evaluate the effectiveness of the organizational unit (rightsizing) of the DPD RI Office in the provincial capital of South Sumatra and to explain how the office carries out its function of managing community and regional aspirations.

METHOD

This study used a qualitative, descriptive methodology. Researchers create complex images, analyze words, report details from informant perspectives, and conduct investigations in natural settings using this method (Annink, 2017; Creswell, 2014; Runfolo et al., 2017). Based on the theory of rightsizing organizations, the researcher intends to investigate and analyze the existence of the DPD RI Office in the provincial capital of South Sumatra using this methodology.

This study was conducted for approximately seven months, beginning in May 2022 and concluding in early November 2022. Using structured interviews, participant observation, and documentation, data was collected. Meanwhile, data validation uses triangulation techniques. Selecting informants believed to comprehend the research problem to yield primary data (purposive sampling). These are the key informants:

Table 2. Informant List

Name	Position
Cluster I (Members of DPD RI)	
Jialyka Maharani	DPD RI Member of South Sumatra
Eva Susanti	DPD RI Member of South Sumatra
Cluster II (Officials at the Central Office)	
Fitriani	Head of Bureau of Organization, Membership and Personnel
Purwanto	Head of Center for Regional and Budgetary Studies
Marthen Rundupadang	Head of Dissemination of Community and Regional Aspirations
Bangun Kuntoro Harjo	Head of Management Subdivision, Organization and Management Section
Khalizad Khalis	Legislative Analyst, Organization and Management Section
Cluster III (Officials at the Regional Office)	
Rudiyana Syafutra	Head of DPD RI Office of South Sumatra Province
Hendra Emerald	Head of Personnel, Administrative and Household Subdivision
Sila Nirmala	Head of Protocol Subdivision, Public Communication, Data and Information
Cluster IV (Public/External DPD RI)	
Muhammad Hibbani	Member of DPRD of Palembang City
Gerry Iskandar Alamlah	Chairman of the Panca Marga Youth of South Sumatra

Hardi Saputra	Social Activist (Founder of Palembang Literacy Friends Community)
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Data analysis was carried out using the interactive model of Miles, Huberman and Saldana (2014), namely: (1) data reduction by selecting to obtain disaggregated and relevant data and information; (2) data presentation; and (3) conclusion.

RESULTS AND DISCUSSION

Normatively, the structure of the DPD RI Provincial Office of South Sumatra consists of Heads of Offices, Heads of Subdivisions, and functional group positions. This structure has been in place since the office's inception and has been approved by the Minister for Administrative Reform & Bureaucratic Reform via his Approval Letter No. B/2230/M.PAN-RB/09/2011, dated September 21, 2011, regarding Organizational Approval of the DPD RI Office in the Provincial Capitals.

In subsequent developments, this structure refers to the organizational structure implemented at the central level, with modifications made to accommodate regional requirements. Following the Regulation of the Secretary General of DPD RI No.2 of 2022, the current organizational structure of the DPD RI Office of South Sumatra Province is as follows:

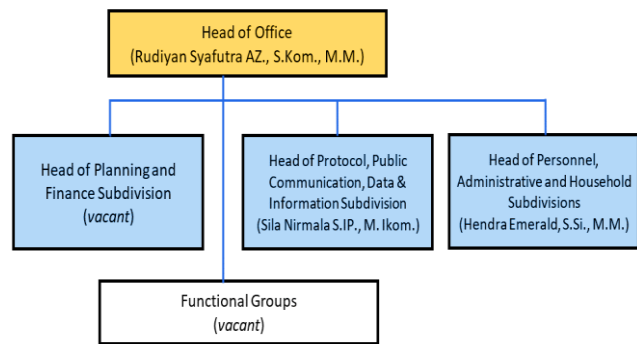


Figure 1. Structure of the DPD RI Office in South Sumatra.

Source: DPD RI Office Secretariat of South Sumatra (2022)

The structure refers to the organizational structure implemented at the central level, with regional needs taken into account. Within the framework of the DPD RI Secretariat General's organizational structure, the formation of regional office is a means of supporting the work of DPD RI Members in the regions. In rightsizing theory, the first aspect to consider in a public organization is a strategic policy, as indicated by an organizational vision and mission, the availability of strategic plans, and the identification of organizational tasks and functions.

Strategic Policy to Support the Performance of DPD RI Members

Based on the rightsizing theory, the first aspect that must be seen in a public organization is the existence of a strategic policy which is indicated by the fulfilment of three indicators, namely: 1) the vision and mission of the organization, 2) the availability of strategic plans, and 3) the determination of organizational tasks and functions.

1. The Vision and Mission of the Organization.

Vision and mission are references for a public organization to realize the goals and objectives of the organization (Hasyim & Wijayanti, 2019; Herman, 2022). The Secretariat General of the

DPD RI, as a public organization, has established its vision and mission in a five-year strategic plan as a policy direction and strategy for achieving its goals and objectives. Referring to the 2020-2024 DPD RI Secretariat General Strategic Plan, the vision and mission of the DPD RI General Secretariat are formulated in consideration of the DPD RI's opportunities and the dynamics of the problems it faces.

The vision of the DPD RI Secretariat General, which reflects a picture of the circumstances and conditions that it wants to realize in 2020-2024, and at the same time, demonstrates the continuity of efforts to provide support to DPD RI institutions is: "Professional, accountable and modern support system for DPD RI". With this vision, it is clear that there is an integration between the vision of the DPD RI and the strategy of the DPD RI Secretariat General. This can be seen from the missions of the DPD RI Secretariat General in its Strategic Organizational Plan: 1) providing administrative support and expertise in carrying out DPD RI constitutional tasks, and 2) implementing bureaucratic reform based on the National Bureaucratic Reform roadmap.

Eva Susanti (DPD RI Member of South Sumatra) stated, "Since the DPD RI South Sumatra Province office is an integral part of the DPD RI General Secretariat, the vision and mission of the regional office naturally aligns with that of the Central Secretariat" (Interview, September 9th, 2022). The vision and mission are identical to that of the General Secretariat. Because of this office is part of the General Secretariat, to achieve the vision, mission, and strategy of the DPD RI General Secretariat, provincial offices must be supported by institutional instruments, business processes, management, and apparatus resources that are capable of carrying out the tasks assigned by the DPD General Secretariat effectively and efficiently.

From the preceding explanation, it can be deduced that as a public organization, the DPD RI South Sumatra Province Office –which is an integral part of the DPD RI General Secretariat– places a high value on its vision and mission as the organization's compass and objectives. Consequently –based on the strategic plan of the General Secretariat of DPD RI 2020-2024– the DPD RI Office of South Sumatra's vision and mission are to (Setjen DPD RI, 2020):

- a. help align organizational resources appropriately to achieve a successful future;
- b. provide clear and practical guidance for making decisions that are aligned with the organization's goals; and
- c. become an essential tool of strategic planning, thereby helping to shape the organization's strategy.

2. Organizational Strategic Plan.

The strategic plan is a document used to communicate to the organization its goals, the actions required to achieve these goals and all other critical elements developed during the planning process (Andreis, 2019; Kabeyi, 2019; Tarifi, 2021; Warlizasusi, 2018).

Bangun Kuntoro Harjo (Head of Management Subdivision, Organization and Management Section) explained, "The preparation of the strategic plan is based on the Minister of National Development Planning Regulation No.5 of 2019 concerning Procedures for Compiling Strategic Plans for Ministries/Agencies Years 2020–2024" (Interview, September 13th, 2022).

Rudiyan Syafutra AZ (Head of DPD RI Office in South Sumatra Province) stated, "According to the strategic plan directions, the South Sumatra Province DPD RI Office will continue to make improvements to work mechanisms aimed at increasing work effectiveness and efficiency through simplification and standardization, regarding the principles - principles: job/position accountability, improvement of work processes to increase effectiveness and efficiency through simplification and standardization" (Interview, August 26th, 2022).

According to the results of the documentation, the 2020-2024 DPD RI Secretariat General Strategic Plan must account for the following aspects of the organization's future development:

- a. Simplifying the bureaucracy, following one of the five work priorities of President Joko Widodo and Vice President KH. Ma'ruf Amin for 2019-2024, which aims to create a more dynamic and professional bureaucracy to increase effectiveness and efficiency to support the performance of Government services to the public;
- b. Prepare and implement the equalization of Administrative Positions to Functional Positions as a follow-up to the bureaucratic simplification;
- c. Modifications to SOTK terminology in anticipation of the institutional dynamics of DPD RI; and
- d. The gradual placement of permanent government employees in regional representative offices.

3. Office Duties and Functions.

The DPD RI Office in the provincial capital of South Sumatra is a support system designed to facilitate the DPD RI's authority and responsibilities. The office has specific duties and functions that are regulated as part of the DPD RI General Secretariat's structure. In carrying out its duties and responsibilities, the DPD RI Office in the provincial capital of South Sumatra reports to the DPD RI Secretary General.

As a support system, the management of the DPD RI Office in the provincial capital of South Sumatra is responsible for providing administrative support and expertise support to DPD RI Members. This is in accordance with Article 190 of Regulation No. 6 of 2017 of the Secretary General of DPD RI and the mandate of Article 241 of the DPD RI Rules of Procedure.

In providing administrative technical support and expertise as well as regional office management support, the Secretariat General's performance achievements can be categorised into 5 (five) areas: 1) performance and financial accountability; 2) technical support and substance/material for the DPD RI trial; 3) support for institutional strengthening of DPD RI; and 4) support for the effectiveness of the relationship.

From all of these explanations, the strategic policies established for the DPD RI Office in the Provincial Capital can be viewed from 3 perspectives of the BSC (Kopecka, 2015; Taufik et al., 2018), which can be described as follows:

- a. The customer perspective: represents the vision of the Secretariat General of the DPD RI, namely 'to become a professional, accountable and modern bureaucracy in supporting the constitutional duties and powers of the DPD RI.
- b. The internal process perspective: describes the efforts or processes to produce the outputs and outcomes of the DPD RI Secretariat General. This perspective is broadly divided

into 2 (two), namely constitutional support and bureaucratic reform.

- c. The learn and growth perspective: represents a strategic asset that the Secretariat General of DPD RI must own to execute the process.

Each of these perspectives and objectives is depicted in greater detail on the following strategy map:

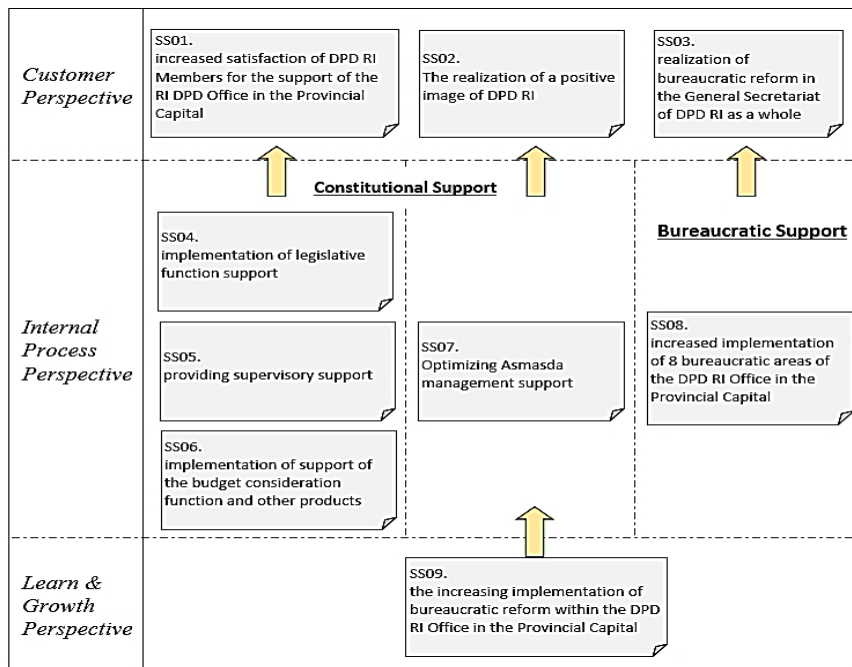


Figure 2. DPD RI Office of South Sumatra Development Strategic Plan

Source: Retrieved from data analysis process by the Author, 2022

Division of Organizational Units to Support the Performance of DPD RI Members

1) *The Organizational Structure and Work Procedures.*

The Organizational Structure and Work Procedure (SOTK) facilitates and supports the institution's mission fulfilment. SOTK is designed so that there is no overlap in achieving an organization's objectives (Elsaid et al., 2013; Fuertes et al., 2020; Wang & Zhou, 2019). Additionally, SOTK assists members in understanding their position and responsibilities. SOTK is extremely helpful in achieving the desired organizational structure. SOTK can provide an organizational concept description or explanation (Kim et al., 2022).

Mark Bevir (2010) explained: "Governance draws attention to the complex processes and interactions that constitute patterns of rule". More specifically, Bevir (2010) found that work procedures carefully consider the intricate processes that serve as the foundation for forming organization regulations. A discussion of work procedures will provide an overview of how interactions are formed between various organizational actors, in this case, the DPD RI office in South Sumatra.

Fitriani (the head of the Bureau of Organization, Membership, and Personnel of the DPD RI Secretariat General) explained: "Referring to the Secretary General's Regulation on SOTK, the organizational structure of the DPD RI Representative is consistent with the spirit of the DPD RI Secretariat General's mission, namely optimizing the expertise function. It is reflected in the assignment of tasks to subsections. However, there are still deficiencies in its implementation that require correction. Therefore, the presence of Secretary General Number 2 of 2022 regarding the Organization and Work Procedure of the DPD RI Office in the Provincial Capital City will improve the situation (Interview, September 14th, 2022).

In terms of organizational performance, according to Thoha (2014), the effectiveness of the organizational structure can be determined by examining the congruence between the vision, mission, and organizational strategy and the organizational structure that has been established. In the context of this study, the vision, mission, and strategy of the DPD RI are reflected in its duties and functions. In the meantime, the duties and functions of the DPD RI are operationalized by structuring the authority and responsibilities of the supporting instruments. If the relationship between the authority and responsibilities of the supporting instruments of DPD RI Members and the arrangement of the organizational structure of the DPD RI Representative Office is congruent, then the organizational structure of the DPD RI Representative Office can be effective. Conformity of the structure format of the DPD RI Representative Office with the mission of the DPD RI General Secretariat is an indicator of whether the structural arrangement is effective or not.

According to a review of the documents related to the organizing aspect (documentation), the SOTK in the DPD RI South Sumatra Province Office has been formed for a considerable time. The office's goals for the successful execution of its strategic plan served as the inspiration for the formation of this SOTK. When it came time to assist the DPD RI institution itself, the newly established SOTK was adapted to meet the requirements set forth by the DPD RI Secretariat General. At the moment, the organizational composition of the DPD RI South Sumatra Province Office is as follows: one Office Head, three Subdivisions, and functional group positions. There is already a job description for each subsection (which can be found in the Secretary General's Regulation on SOTK).

The description of work procedures cannot be divorced from the underlying regulations or laws. As discussed in the

preceding section, the construction of the DPD RI Office in the province of South Sumatra has a solid legal foundation: Law No. 17 of 2014. In addition to carrying out the law's requirements, the construction of the DPD RI Office in the province of South Sumatra is an effort to bring DPD RI members closer to the constituents, especially in improving the efficiency of aspiration absorption.

Based on the observation results, it was determined that the DPD RI South Sumatra Office was responsible for managing the absorption of these goals. Even though it has existed for nearly eight years, the South Sumatra DPD Office is still searching for a settled and established form, so the direction of movement between the central government and the regions remains uncertain.

2) *Tasks of Organizational Units.*

In providing administrative and expertise support as well as regional office management support, the DPD RI Secretariat General performance achievements can be categorized into 5 (five) areas: a) performance and financial accountability; b) technical support and substance/material for the DPD RI trial; c) support for institutional strengthening of DPD RI; and d) support for the effectiveness of DPD RI.

The results of a review of documents (documentation) revealed that the Regulation of the Secretary General of DPD RI Number 2 of 2022 specifies the duties of organizational units within the DPD RI Office in South Sumatra, namely:

Table 3. Details of the Tasks of the DPD RI Office of South Sumatra

No.	Organizational Units	Job Description
1.	Head office	Leading and coordinating all implementation of duties and functions of the DPD RI office in the provincial capital.
2.	Planning and Finance Subdivision	Undertake the preparation of work plans and budgets, as well as the execution of financial affairs, verification, and the preparation of financial reports.
3.	Protocol, Public Communication, Data & Information Subdivision,	Conduct protocol affairs, public relations, collection and processing of Asmasda data, reporting on Member activities in their constituency, and and visual media & information management.
4.	Personnel, Administrative and Household Subdivisions	Carry out staffing affairs, correspondence, archives and documentation, management of equipment affairs, household, maintenance and internal security.
5.	Functional Groups	Carry out activities in accordance with the field of duty based on regulatory provisions. Functional group positions consist of a number of functional officials divided according to areas of expertise.

Source: DPD RI Secretary General Regulation Number 2 of 2022 (data processed)

Based on these explanations indicate that the DPD RI South Sumatra Office has fulfilled its functions and responsibilities. In achieving organizational goals, there are frequently overlapping tasks and functions between organizational sections and work units, according to field observations. It affects work programs that produce nearly identical output or a different name for the same results. Contrary to the principle of the current government budget, which emphasizes the money-follows-the-program as the basis for implementing the work of public organizations, this condition is unquestionably inconsistent.

3) *Conformity of Organizational Structure with Main Duties and Functions.*

According to the author's field observations, organizational units and working mechanisms still exist between the centre and the regions that have not been firmly established. It affects the overall performance produced by DPD RI. It relates to the expert staff's position and function within the organization.

The existence of expert staff (both at the central and regional levels) has not optimally contributed to implementing the aspiration absorption function. This is consistent with the statement made by Marthen S. Rundupapadang (Head of Dissemination of Community and Regional Aspirations): "Another structural problem arises from the position of expert staff both at the centre and in the regions, who do not appear to have control over their scope of work. It will undoubtedly impact the performance of the DPD members" (Interview, September 13th, 2022).

According to the normative rules (DPD RI Code of Conduct), each Member's constituency is staffed with several expert staff members who are administratively under the direction and supervision of the Head of Office. However, it is directly under the operational control and supervision of each Member. The expert staff of DPD RI Members in regional offices is tasked with assisting members in carrying out their responsibilities and duties in their respective regions.

Each DPD RI member is assigned a total of five members of expert staff, two at the centre and three in the regions. The proportion of the budget allocated to expert personnel is less than that issued to expert personnel in the DPR, making it difficult to increase the number or capacity of expert personnel.

Regarding this matter, Eva Susanti, DPD RI Member of South Sumatra, explained: "The expert staff is tasked with analyzing incoming data/information from the regions on specific issues. The research includes a theoretical investigation of empirical data from the field. The existence of this study will support the efforts of the DPD RI, the DPR RI, and the government (relevant ministries/institutions) to engage in discussion at the regional level (Interview, September 9th, 2022).

In addition, Fitriani (Head of Organization, Membership, and Personnel Bureau) stated, "The SOTK at the DPD RI South Sumatra Office has been established for a long time. This SOTK was formed following the office's strategic plan objectives. However, expert staff positions were not included in the SOTK because they are associated with individual members. However, it will continue to be adjusted if the composition of the DPD institution also changes" (Interview, 14 September 2022).

Based on this explanation, the authors believe that the structure of the DPD RI Office in South Sumatra can be described as follows:

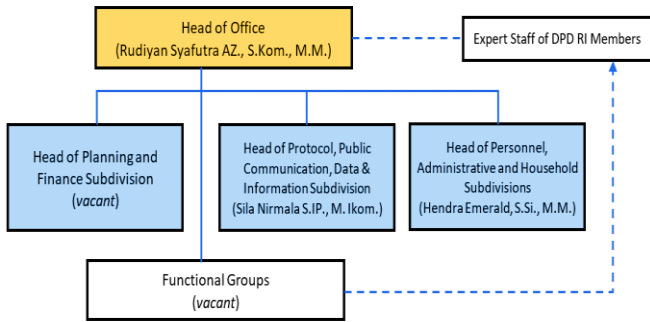


Figure 31. Recommendations for the Ideal Position of Expert Staff in the Structure of the DPD RI Office of South Sumatra

Based on Henry Mintzberg's configuration (Foss et al., 2022; Lunenburg, 2012; Trigueiro-Fernande et al., 2022), when referring to various strategic policies, the desired form of the DPD RI South Sumatra Provincial Office is a professional bureaucracy that emphasizes coordination mechanisms through skill standardization. The office will recruit employees who will be trained based on job requirements and then given authority in their respective fields of work. This professional bureaucracy emphasizes the management derived from the professionalism of its employees' work (the power of expertise).

However, based on the explanation of the findings in the field, it can be seen that the organizational structure of the DPD RI South Sumatra Province Office based on Mintzberg's configuration is still shaped like a simple organizational structure. It is because the organization has almost no technostructure, few support staff, and each work unit does not produce different outputs. Furthermore, the DPD RI Secretariat General seems not to care much about planning, training, or other liaison functions in the office.

According to several previous research, such as that of Uliantoro (2008), this condition exists because the organizational structure at the central and regional levels was not designed with an adequate vision, mission, and work programs in mind. According to the findings of Mishra (2021), an organization must eventually revise or restructure itself to survive. Structuring the organizational structure should not be separated from the "right function and right size" approach (rightsizing).

4) *Organizational Structure Ability to Adapt to Environmental Changes.*

The Performance Accountability Report (LAK) of the Secretariat General of DPD RI (2021) reveals that organizational structure-related issues within the DPD RI institution do not correspond to the prevailing institutional dynamics. In his explanation, the report revealed that a sector with the potential to cause problems in the field of organization is a change in the mechanism for strengthening the legislative function, in which the DPD RI is actively involved in deliberating the Prolegnas and specific bills that fall under the DPD RI's jurisdiction. Increasing these functions will revitalize the DPD RI Office's regional support.

The governance of the organizational structure in the DPD RI South Sumatra Province office is inadequate and requires significant improvement and modification. Improvements/adjustments must be made immediately to the organizational structure and work procedures related to complex internal work mechanisms that harm the quality of performance of DPD RI Members.

This follows the statement by the Head of Dissemination of Community and Regional Aspirations, Marthen S. Rundupapadang: "The presence of DPD RI representative offices in each provincial capital will clarify the pattern of interaction between DPD RI members and regional stakeholders, especially local governments. Therefore, the development of the structure must continue to adapt to the needs of the time" (Interview, September 13th, 2022).

Based on this explanation and the theory of rightsizing organizations, it is possible to propose the following alterations to the structure and placement of personnel within the DPD RI Office of South Sumatra Province:

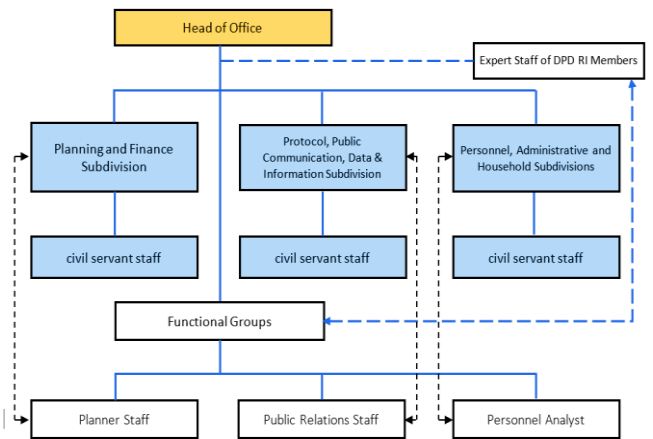


Figure 42. Alternative Recommendations Structure for DPD RI Office of South Sumatra.

We can see from the chart above that there are expert staff positions that are highly strategic because they have a direct coordination line to the office head and are partners with a group of functional positions. In other words, the expert staff must follow the organization's strategic plan rather than "spiralling out of control", as has been the case thus far. In addition, expert personnel become partners of certain Functional Position Groups that comprise the Office organization in the execution of their expertise responsibilities. Collaboration or cooperation between the two can make it easier for the DPD RI South Sumatra Province Office to carry out its programs in support of the DPD RI Secretariat General's vision and mission.

As part of processing and reviewing the development of Asmasda that was captured by DPD RI Members, the DPD RI Office in the provincial capital may provide assistance to DPD RI Members in carrying out recess activities in the regions. To increase the professionalism of DPD RI Office employees in the provincial capital in their support of DPD RI Members in the regions, it is necessary to support an independent budget. Therefore, we can conclude that the function of the DPD RI Office in South Sumatra in Asmasda absorption is not optimal due to the lack of a basic SOP and limited budget and human resources.

Based on this explanation and the theory of rightsizing organizations, the following optimal Asmasda absorption and processing pattern can be proposed:

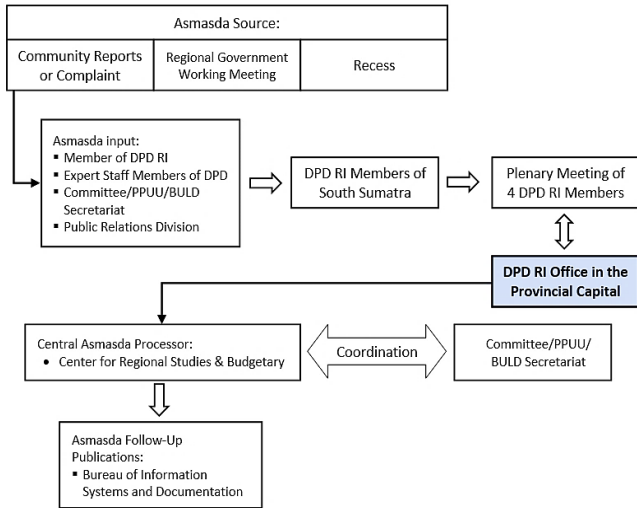


Figure 5. Recommendations for Alternative Asmasda Absorption and Management Mechanisms

It is evident from this scheme that the DPD RI Office in the Province plays a central role in the management of the Asmasda DPD RI. From this plan, the DPD RI General Secretariat can develop an alternative model for structuring human resources to support the performance of DPD RI members in the absorption and management of Asmasda in the Province of South Sumatra.

Among the alternative structure, recommendations are alterations to staff placement patterns. The objective of this plan is not to expand the organization's bureaucracy but rather to implement a new staffing system. Existing personnel must be grouped following existing sub-sections. The subdivisions that carry out these administrative, technical tasks will be assisted by classified functional personnel based on their requirements. These functional personnel become the primary executors of the expertise tasks.

HR Arrangement to Support the DPD RI Members

1) Congruence Between Employee and Organizational Needs

Based on the Regulation of the Secretary General of DPD RI Number 2 of 2022, the DPD RI Office in the Province of South Sumatra is currently directed by a Head of Office who reports directly to the Secretary General of DPD RI. The DPD RI office in the province of South Sumatra has three divisions. The Office is also supported structurally by the Functional Position Group, but field observations indicate that this position is currently vacant.

Moreover, the observation results reveal that the primary issue at the DPD RI South Sumatra Office is the presence of many vacant PNS positions in three sections. According to the head of the DPD RI South Sumatra Province Office, each subsection should ideally be staffed by four PNS personnel and supported by several PPNNP. Thus, the need for human resources to keep the organization's wheels turning will be met (Interview, 26 August 2022).

According to the author's field research results, the DPD RI Office of South Sumatra Province's human resource situation is still far from ideal. Only three of the seventeen available human resources are civil servants; the rests are honorary workers or Non-Civil-Servant Government Employees (PPNNP). For further information, please refer to the following table:

Table 4. HR Data for the DPD RI Office of South Sumatra

No	Name	Position	Status
1.	Rudiyana Syafutra AZ	Head office	PNS
2.	Hendra Emerald	Head of subdivision	PNS
3.	Sila Nirmala	Head of subdivision	PNS
4.	Shela Dewi Payona	Administrative staff	PPNNP
5.	Fandi	Administrative staff	PPNNP
6.	Feto Bardani	Administrative staff	PPNNP
7.	Hari Mahendra	Administrative staff	PPNNP
8.	Sulaiman Qomaras	Administrative staff	PPNNP
9.	Tahmim Murdani	Administrative staff	PPNNP
10.	Wahyu Fitri	Cleaning Service	PPNNP
11.	Wiwini Pebrianti	Cleaning Service	PPNNP
12.	Ayoun Rahmanto	Cleaning Service	PPNNP
13.	Bery Davidson	Cleaning Service	PPNNP
14.	Akbar Fadil	Cleaning Service	PPNNP
15.	Mustanul Arifin	Cleaning Service	PPNNP
16.	Kerisna Amangkurat	Cleaning Service	PPNNP
17.	Okny Abdurrahman	Driver	PPNNP

Source: DPD RI Office of South Sumatra (2022)

Most apparatus human resources in the DPD RI South Sumatra Province Office are still contract workers and are not clustered according to existing organizational units, as shown in the table above. Compared to the human resources of regional representative offices of other institutions, it is evident that this situation requires improvement immediately.

Similarly, another issue involves functional personnel. According to the 2020-2024 Secretariat General of DPD RI Bureaucratic Reform Roadmap document, the DPD RI Offices in Provincial Capitals continue to struggle with a lack of functional staff. The DPD RI Secretariat General has 22 functional positions out of 252 functional position clusters. Currently, there are 87 functional officials, 84 of whom have been appointed and 3 of whom have not. Not a single one has been assigned to the South Sumatra Province Office of DPD RI (Tim Reformasi Birokrasi Setjen DPD RI, 2021).

According to Khalizad Khalis (Legislative Analyst in the Organization and Management Section of DPD RI): "the lack of 'political will' on the part of the central administration is a significant factor in the uneven distribution of functional staff with specialized knowledge of DPD RI regional offices. It has resulted in a reluctance to transfer functional staff to the regions, particularly outside Java" (Interview, September 12th, 2022).

Consequently, a special quota must be established for functional positions under the field of expertise and the requirements of the tasks and responsibilities of the South Sumatra DPD RI Office. Regarding current needs, the required functional posts are Planner Staff to support the main functions of the Planning and Finance Subdivision, Public Relations Staff to assist the Protocol, Public Communication, Data and Information Subdivision, and Personnel Analyst Functional to support the primary duties of the Personnel, Administrative and Household Subdivisions.

2) Relevant Position Arrangement

According to Thoha (2014), an organization's three pillars are vision and mission, organizational structure, and human resources. For the organization to operate efficiently, the three pillars must also be well-organized. The level of coherence between the three pillars can be used to determine organizational efficiency. In Thoha's concept of rightsizing,

indicators of an efficient organization are not limited to organizational structure dimensions. Indicators of organizational effectiveness must also be considered in terms of human resource management. In this context, efficient human resource management refers to HR arrangements tailored to the organizational structure. Therefore, the existing structure must be populated with suitable positions.

The Head of the Bureau for Organization, Membership, and Personnel of the General Secretariat of the DPD RI confirmed this condition regarding the arrangement of positions, She stated: "The process of structuring positions that are more relevant to the principal tasks and functions is currently being enhanced, both at the central level and in regional offices. With the new Secretary General Regulation regarding SOTK, we anticipate an acceleration of this progress" (Interview, September 12th, 2022).

In the concept of rightsizing, the formation of positions is part of the HR arrangement of the organization. Consequently, the arrangement of positions must be designed and formatted following organizational objectives. The DPD RI Office in South Sumatra requires the correct position formation to carry out their duties effectively. The formation of a position is deemed appropriate if it is relevant to the needs and regulations.

Relevance of needs is the position formation's compatibility with the field/task description of the DPD RI. For instance, the Planning and Finance Subdivision has responsibilities related to budgeting, so the type of position associated with that subdivision must be consistent with budgeting. In the meantime, the relevance of the regulations is determined by the compatibility between the required position formations and the position formations contained in the Minister of Administrative Reform Regulation No. 25 of 2016 on the Nomenclature of Executing Positions for Government Employees.

Based on the preceding explanation and the results of observations, it is clear that the DPD RI South Sumatra Office's position structuring system must be revised to meet the organization's needs. The DPD RI South Sumatra Office positions in each subsection/subfield are deemed too general. Ideally, the head office should prioritize the distribution of DPD RI human resources to the regions, particularly South Sumatra. Human resource development that is well-consolidated and supported by an on-target budget can be implemented immediately.

3) *HR Recruitment Pattern*

Public organizations must be prudent when selecting individuals to carry out their responsibilities. If the organization cannot perform well, there will be many repercussions, including decreased employee morale and enthusiasm, decreased responsibility, work execution errors, etc. This situation affects not only the field of human resources but also other fields with all its repercussions.

Numerous DPD RI Office employees in South Sumatra Province have been hired thus far based on the recommendations of DPD RI Members from the electoral district. It is due to the limitations of the centre's staffing department's employee recruitment function. Fitriani, explained: "Currently, the DPD RI Office Staff in the Provincial Capital is based on recommendations from DPD RI Members who are part of the DPD RI General Secretariat. As a result, there are still a large number of employees who have been recommended by DPD RI members and are attached to DPD RI

members who recommend them" (Interview, September 14th, 2022). In addition, according to Sila Nurmala: Members of DPD are inherently staffed with professionals. Members of the DPD also conducted direct recruitment of expert staff, which was then proposed to the general secretariat and ratified through an assignment letter (Interview, August 31st, 2022).

According to the theory of organization rightsizing (Thoha, 2014), this recruitment pattern still needs to be revised. It is a weakness of the DPD RI Office in the Provincial Capital, particularly the DPD RI General Secretariat, in providing complete support to DPD RI Members. To create a harmonious environment for DPD RI Offices in Provincial Capitals, the DPD RI Secretariat is now preoccupied with the recommended effects of DPD RI Office Employees in Provincial Capitals.

Referring to DPD RI Secretary General Regulation No. 2 of 2017, the DPD RI Secretariat General must pay close attention to the performance of each DPD RI Office employee in the provincial capital. Even though, a DPD RI member recommended the employee, he remains under the supervision and works for the DPD RI Secretariat General, not the DPD RI member who made the recommendation. This explanation demonstrates that the pattern of employee recruitment at the DPD RI Office in South Sumatra is still far removed from the meritocracy principle.

CONCLUSION

An organization will function effectively, in accordance with the theory of rightsizing organizations, if its organizational structure is in line with its strategic policies and its human resources are in line with those requirements. according to the study's findings, the DPD RI Office in the Provincial Capital of South Sumatra does not yet have an effective governance system for its organizational units. It is evident from the fact that only one of the three organizational aspects of the office has been met. The organizational structure of the RI DPD Office in the Provincial Capital of South Sumatra has not been able to create a proportional and professional public organization in line with the vision and mission of the DPD RI Secretariat General. It is one of the problems with the current system. According to the rightsizing principle, organizational management must be in line with the unfavourable staffing and division of labor.

Based on this explanation, the authors conclude that the failure to fulfill 2 out of 3 parts of the organizational arrangement of the RI DPD Office in the Provincial Capital of South Sumatra ultimately makes the function of the office as a support system for the representation of RI DPD Members, as well as in the management of regional aspiration is not optimal.

The limitation of this research lies in the method, which only uses pure qualitative methods. Future research can employ additional techniques, such as mixed methods, giving rise a chance to present various points of view more thoroughly with a high degree of credibility. In addition, future research can use the theory of rightsizing organizations from different scientists and different aspects/indicators, for example: the Star Model Organizational Arrangement of Jay R. Galbraith or Redesigning Organization of Kim S. Cameron. It is crucial to gain new insight and address the gaps left by earlier research.

RECOMMENDATION

This research suggests the Secretariat General of DPD RI needs to set up the Provincial Office to become a separate work unit, revise the regulation on organizational structure and work

procedures, create a new SOP in managing community and regional aspirations, conduct talent mapping as a guideline for filling positions and fill in functional personnel as soon as possible. Because of this, the central leadership of the DPD RI Secretariat General must possess a strong 'political will' to accomplish its vision and mission despite the many challenges to improve the role and function of the DPD RI Office in all regions.

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