

## Developing Human Resource Competencies in Supporting Legislation and Representation Functions (Case Study of Kudus Regency DPRD Members)

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**Abstract.** *This study aims to analyze the competence of members of the Kudus Regency Regional People's Representative Council (DPRD) in supporting legislative and representation functions, as well as to examine the application of Good Corporate Governance principles in the implementation of legislative duties. This study uses a qualitative approach with in-depth interviews with DPRD members as key informants. Data were analyzed through data reduction, data presentation, and thematic conclusion drawing. The results show that the competence of DPRD members in the aspects of knowledge, attitudes, self-motivation, and personal values is classified as good. DPRD members have an adequate understanding of legislative and representation functions, demonstrate a strong public interest orientation, and are driven by intrinsic motivation to contribute to regional development. Personal values such as honesty, trustworthiness, responsibility, and justice form the basis for decision-making. The implementation of Good Corporate Governance principles is also considered good, particularly in the aspects of transparency, accountability, ethics, independence, and fairness and equality. Competency development programs through technical guidance, training, and institutional discussions have proven to support the effectiveness of legislative and representation functions, despite still facing time constraints, self-regulatory literacy, educational background gaps, and budget constraints. Based on the SWOT analysis, it is recommended to strengthen structured competency development policies, utilize digital learning technology, partner with educational institutions, and implement performance-based evaluations to continuously improve legislative professionalism.*

**Keywords:** *Capacity Development; DPRD Competence; Good Corporate Governance.*

## 1. Introduction

The Regional People's Representative Council (DPRD), as a legislative body at the regional level, plays a strategic role in the implementation of regional governance, particularly in carrying out three main functions: legislation, budgeting, and oversight. Among these three functions, the legislative and representation functions are particularly important because they are directly related to the quality of regional legal products and the representation of community aspirations. Carrying out these functions requires competent human resources with integrity and responsiveness to the social, political, and economic dynamics in their regions.(Purnamasari et al., 2019).

The Kudus Regency Regional People's Representative Council (DPRD) is a legislative body that acts as a strategic working partner of the Kudus Regency Government. This institution consists of 45 members who are directly elected through a general election process. The DPRD has three main functions: legislation, oversight, and budgeting. In carrying out its legislative function, the DPRD, together with the Kudus Regent, is responsible for designing, discussing, and establishing Regional Regulations (Perda) that regulate various aspects of community life in the region. The oversight function is carried out by monitoring the implementation of regional government policies and programs to ensure they are running in accordance with regulations and in favor of the public interest. Meanwhile, in its budgetary function, the DPRD plays a crucial role in discussing and approving the Draft Regional Revenue and Expenditure Budget (RAPBD) proposed by the Regent. In addition to these three functions, the Kudus Regency DPRD also actively holds plenary meetings to discuss strategic issues such as conveying the Regent's vision and mission, changes to the APBD, and various other important policies.

However, in reality, the quality and competence of Regional People's Representative Council (DPRD) members are still frequently under public scrutiny. A lack of understanding of the substance of regulations, weak analytical capacity for regional strategic issues, and minimal effective communication with constituents highlight the urgent need for legislative competency development. This development encompasses not only technical knowledge and skills but also soft skills such as leadership, political communication, public ethics, and an understanding of democratic values and public participation.

The quality and competence of DPRD members play a very crucial role in determining the effectiveness of the performance of regional legislative institutions.(Rajab, 2016)As representatives of the people, DPRD members have a major responsibility in voicing the aspirations of the people, drafting regulations that support the public interest, and overseeing the running of regional government objectively and professionally.(Kadarisman, 2013)To be able to carry out these functions optimally, legislative members are needed who not only possess high integrity and commitment, but are also equipped with adequate knowledge, skills, and analytical abilities.(Hermayanti, 2019).

The ability to understand laws and regulations, formulate public policies, read and review budget documents, and build effective communication with the public and the executive are forms of competency that must be possessed.(Rajab, 2016)Without adequate quality and competence, DPRD members risk producing policies that are not in the interests of the people, are less responsive to social dynamics, and are vulnerable to the influence of short-term political interests.(Rahayu, 2025).

Therefore, strengthening the capacity and competence of DPRD members is an urgent need that cannot be ignored. This effort can be achieved through ongoing training, improved political education, and an institutional development system that encourages professionalism and public ethics.(Lamawuran et al., 2023)By improving the quality and competence of DPRD members, it is hoped that regional legislative bodies can carry out their roles more effectively, accountably, and in the interests of the wider community.

Kudus Regency, strategically located in the Wanarakuti region (Juwana, Jepara, Kudus, and Pati), offers significant potential in various sectors, including industry, agriculture, mining, tourism, and forestry. Kudus also plays a crucial role as a Regional Activity Center (PKW) within the urban structure of Central Java Province, while also facing challenges such as vulnerability to disasters such as floods, landslides, and earthquakes. The complex geographic conditions, development potential, and disaster challenges demand competent and responsive representatives.

As a region with a high level of development dynamics, the Kudus Regional People's Representative Council (DPRD) plays a crucial role in ensuring that local government policies align with the public interest. Therefore, strengthening the capacity and competence of Kudus DPRD members is a key factor in improving the quality of its legislative and representational functions. Without systematic and sustainable human resource development, the DPRD will struggle to meet the challenges of the times and optimally accommodate public interests.

DPRD members are not only required to be able to understand regulations and legislative functions, but must also have adequate competence in regional development planning, budget oversight, and the preparation of inclusive and adaptive policies.(Jalaludin Rifa et al., 2024)This competency includes an understanding of governance, insight into sustainable development, public communication skills, and sensitivity to community needs.(Hermayanti, 2019).

Without strong competencies, DPRD members will struggle to fulfill their roles optimally, particularly in responding to the real needs of the community and addressing the various social, economic, and environmental dynamics in Kudus Regency. Therefore, strengthening the capacity of DPRD members is a crucial step to ensure that their representation and legislative functions truly serve the interests of the people and are able to promote inclusive, resilient, and sustainable regional development.

Profile of Members of the Kudus Regency DPRD demonstrates diversity in terms of both political affiliation and educational background. Members come from various political parties and play a role in representing the aspirations of the community in an inclusive manner. In terms of education, they have varied academic backgrounds, encompassing disciplines such as law, politics, economics, and engineering. Most of them studied at various universities in Central Java. This diversity has positive potential in strengthening the quality of the representation and legislative functions, as it opens up space for cross-disciplinary collaboration and a multidisciplinary approach in responding to regional development issues. However, to be able to carry out their roles optimally, these competencies need to be continuously developed through ongoing training and capacity building.

## 2. Research Methods

The methodology used by the researchers in this study is qualitative research. This methodology was chosen to obtain more comprehensive and comprehensive data in accordance with actual conditions in the field. The approach used in this study is a case study. This approach allows researchers to gain a thorough and comprehensive understanding. Assyakurrohim et al (2022) explains that data in a case study can be obtained from various parties involved, meaning that the information in this study is collected from various sources. As a case study, the data collected comes from various sources, and the findings of this study only apply to the case being investigated.

Arikunto (2016) further states that the case study method, as a form of descriptive approach, is intensive, detailed, and in-depth research conducted on a particular individual, institution, or phenomenon within a limited area or subject. Case studies often use data collection methods such as archives, interviews, questionnaires, and observation. The evidence can be qualitative (such as words), quantitative (such as numbers), or both.

## 3. Results and Discussion

### 3.1. Forms or competency development programs that have been implemented for members of the Kudus Regency DPRD.

Based on interviews, the competency development of Kudus Regency DPRD members has been carried out through various formal and informal capacity-building programs. The most dominant form of development is participation in technical guidance (bimtek) activities and regulatory outreach organized by the central government, provincial government, and related institutions. These activities aim to update DPRD members' knowledge of laws and regulations, regional policies, and government dynamics.

In addition, competency development is also carried out through involvement in work meetings, internal discussions, and discussion forums with regional apparatus organizations (OPD) and experts. These forums serve as contextual learning tools, allowing DPRD members to gain a deeper understanding of regional development issues, budget management, and the implications of the policies being discussed.

Regional People's Representative Council (DPRD) members also participate in various training programs, seminars, and workshops related to their legislative, oversight, and public service functions. These activities contribute to improving understanding of regional regulation drafting techniques, public communication, and strengthening ethics and integrity. In addition to formal programs, competency development is also carried out independently by reading regulations, accessing information from online media, and learning from field experiences during recess and working visits.

In terms of knowledge, DPRD members have a fairly strong understanding of the legislative function, regulations, and mechanisms for absorbing public aspirations. Learning resources are obtained through technical guidance, institutional discussions, and expert support. Although reliance on staff for understanding technical regulations remains a challenge that needs to be strengthened through the development of independent regulatory literacy.

In terms of attitude, DPRD members demonstrate a strong orientation toward the public interest, openness to criticism, and a commitment to ethics and integrity in carrying out their duties. Professional behavior, moral responsibility, and concern for social issues are indicators of the strong representative character of DPRD members.

The self-motivation aspect is dominated by intrinsic motivation, namely the desire to contribute to community welfare and regional development. DPRD members demonstrate resilience in facing political and administrative challenges and maintain a balance between their personal goals and their professional roles as representatives of the people.

Meanwhile, from a personal value perspective, DPRD members uphold honesty, trustworthiness, responsibility, and justice as their primary work principles. These values form the foundation for legislative decision-making and strengthen individual integrity in carrying out the institution's functions.

Thus, based on the interview results, it can be concluded that the competency development of Kudus Regency DPRD members has been carried out sustainably through a combination of formal training, organizational learning, and field experience. However, strengthening the development program through a more structured and sustainable approach is still needed to ensure competency improvement is more systematic and equitable among all DPRD members.

### **3.2. The development program supports increasing the effectiveness of legislative and representation functions.**

Programs such as technical guidance, regulatory outreach, seminars, and discussions with experts have been shown to improve DPRD members' understanding of the legislative function, particularly in drafting and discussing regional regulations to ensure they align with legal provisions and community needs. This is evident in the informants' ability to explain the role of legislation substantively, not merely procedurally, and their awareness of the need to ensure compliance with higher-level regulations. Thus, competency development programs directly contribute to improving the quality of decision-making and the substance of the resulting policies.



Furthermore, the development program also supports the representational function by improving communication skills, understanding community aspirations, and preparing DPRD members to absorb and articulate public interests in legislative forums. Recess, field learning, and policy discussions make DPRD members more sensitive to the real conditions of the community, especially vulnerable groups. This strengthens the representational role because the policies advocated are not elitist but based on the real needs of the community.

However, the interview results also indicated that competency strengthening still needs to be implemented in a more structured and equitable manner. The reliance on experts and staff to understand technical regulations indicates that the effectiveness of the development program is not yet optimal, so a more systematic, individual-centered, and sustainable program is needed in the future. Therefore, it can be concluded that the existing development program has had a positive impact on the legislative and representational functions, but further improvements are needed to achieve optimal and long-term results.

Regarding the implementation of Good Corporate Governance, research results indicate that the principles of transparency, accountability, ethics, independence, and fairness and equality have been implemented quite well. Public information management, accountability for activities, openness to public participation, and attention to vulnerable groups demonstrate a commitment to good governance.

### **3.3. Obstacles or barriers faced in efforts to develop the competency of members of the Kudus Regency DPRD.**

Based on interviews, several obstacles were encountered in efforts to develop the competency of Kudus Regency DPRD members. One of the main obstacles was time constraints due to a busy legislative work schedule, such as meetings, working visits, and recess activities. This limited opportunities for intensive training and capacity-building activities. This situation meant that not all DPRD members were able to optimally participate in competency-building programs.

Furthermore, some DPRD members still rely on staff and experts to understand the substance of regulations and the technicalities of legislation. This indicates that independent regulatory literacy is not yet fully distributed among DPRD members, and therefore the impact of the training has not been fully internalized in each member's personal capacity.

Another obstacle is the limited training budget, which impacts the frequency and quality of competency development activities. Available programs are not yet systematically and sustainably designed based on individual competency needs, but rather are general in nature and not differentiated according to each member's specific area of responsibility.

Differences in educational background and political experience also pose challenges, creating disparities in the ability to absorb training materials. Some members grasp technical legal material more quickly, while others require more intensive guidance.

Thus, it can be concluded that the obstacles in developing the competency of members of the Kudus Regency DPRD are not only technical, but also structural and personal, so that a

more planned, equitable capacity development policy is needed, and is oriented towards the real needs of DPRD members.

### **3.4. Strategy for continuously improving the competency development of DPRD members in supporting legislative and representation functions.**

The strategy for improving the competency development of Kudus Regency DPRD members needs to be directed at establishing a planned, sustainable capacity development system based on the actual needs of the legislative and representation functions. Competency development cannot be achieved through incidental technical guidance activities; it must be part of the DPRD's institutional policy, integrated into strategic planning and organizational governance.

1. Developing a competency map for Regional People's Representative Council (DPRD) members based on their legislative, oversight, and representational duties. This mapping will identify competency gaps for each member, allowing specific training programs to be tailored to their needs. Subsequent training will focus on strengthening technical capacity in regional regulation drafting, public policy analysis, political communication, and budget oversight, ensuring the DPRD's functions are more effective and professional.
2. Developing sustainable partnerships with universities, training institutions, and research institutions. This collaboration is crucial to ensure the quality of training materials, content updates, and academic support for legislative capacity development. Furthermore, strengthening the role of experts as mentors is also a crucial strategy to ensure the learning process is more applied and based on practical experience.
3. Emphasize ethics, integrity, and independence. Training in good governance values needs to be institutionalized to ensure that competency development is accompanied by a strengthening of legislative character that is oriented toward the public interest.
4. Performance-based evaluation system. Each training activity must be measured for its impact on legislative and representation performance, for example through improving the quality of regional regulations, the effectiveness of oversight, and public satisfaction. Thus, competency development is not merely administrative but has a real impact on the quality of regional governance.

### **4. Conclusion**

Based on the research findings on the competence of Kudus Regency DPRD members in supporting legislative and representational functions, it can be concluded that, in general, the competence of DPRD members is considered good. This is reflected in the knowledge, attitudes, motives, and personal values that collectively shape the legislative and representative capacity of DPRD members in carrying out their duties as representatives of the people. 1. The competence and governance of the Kudus Regency DPRD are in a positive condition, but still require strengthening through more structured, needs-based, and long-term-oriented competency development policies so that the DPRD's role in legislative and representation functions can be increasingly optimal. 2. Regarding the implementation of Good Corporate Governance, research results indicate that the principles of transparency,

accountability, ethics, independence, and fairness and equality have been implemented quite well. Public information management, accountability for activities, openness to public participation, and attention to vulnerable groups demonstrate a commitment to good governance. 3. The competency development program implemented, including technical guidance, seminars, policy discussions, and field learning, has proven to support increased effectiveness in legislative and representation functions. However, challenges remain, including time constraints, unequal understanding of technical regulations, differences in educational backgrounds, and budget constraints, which impact the optimization of the competency development program. 4. The strategy for improving the competency development of Kudus Regency DPRD members needs to be implemented through a planned, sustainable system that is integrated into institutional policies. This effort will be carried out by developing a competency map based on legislative, oversight, and representation functions to ensure more targeted training programs. This will be strengthened through partnerships with universities and training institutions, and through the use of digital technology for flexible learning. In addition to improving technical skills, strengthening ethics, integrity, and good governance values will also be a priority. All these programs must be accompanied by a performance-based evaluation system so that competency development is not merely formal but has a real impact on the quality of legislation and public services.

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