

IMPLEMENTASI STRATEGIC IN PUBLIC SECTOR. STUDI CASE PARLEMENT

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Abstract. The implementation of strategy in the public sector has become an important issue due to increasing demands for accountability, transparency, and performance of local government institutions. The Regional People's Representative Council (DPRD), as a local legislative body, plays a strategic role in legislation, budgeting, and oversight functions. This article aims to analyze strategy implementation in the public sector with a focus on district-level DPRDs in West Sumatra through a literature review approach. The method employed is a narrative literature review of scientific journals, academic books, and policy documents relevant to public sector strategic management and DPRD institutional frameworks in Indonesia. The findings indicate that the success of DPRD strategy implementation is influenced by political leadership, institutional capacity, the quality of human resources, and local political dynamics. This study is expected to contribute conceptually to the development of strategic management in DPRDs and serve as a reference for future research.

Keywords: strategic management, public sector, DPRD, strategy implementation, local government

I. INTRODUCTION

Public sector reform has encouraged government organizations to adopt strategic management approaches to improve performance, accountability, and public legitimacy (Bryson, 2018). In the context of local government in Indonesia, the application of strategic management has become increasingly important alongside the implementation of regional autonomy, which grants broad authority to local governments and DPRDs in formulating and overseeing public policies (Pollitt & Bouckaert, 2017). Strategic management is no longer understood merely as a formal planning document, but rather as a continuous process involving environmental analysis, the establishment of strategic priorities, policy implementation, and performance evaluation based on public value (Moore, 2014).

The Regional People's Representative Council (DPRD), as a local legislative institution, holds a strategic role in the local governance system through its legislative, budgeting, and oversight functions. The complexity of these roles requires DPRDs to manage institutional strategies effectively in order to respond to local political dynamics, public demands, and sustainable regional development agendas (Osborne, 2010). In the context of West Sumatra, strong socio-cultural characteristics, local values, and high public expectations toward elected representatives further reinforce the urgency of adaptive and responsive strategy implementation at the district DPRD level.

II. RESEARCH METHODS

This study employs a literature review method using a narrative approach to comprehensively examine strategy implementation in the public sector, particularly within district-level DPRDs in West Sumatra. The literature was collected from accredited national journals, strategic management and public administration textbooks, and previous studies relevant to local legislative institutions. The selection criteria for the literature included topic relevance, public sector and local government context, and publication years that reflect recent developments in strategic management studies (Bryson, 2018; Pollitt & Bouckaert, 2017).

The literature analysis was conducted by categorizing key themes, such as public sector strategic management concepts, strategy implementation models, and supporting and inhibiting factors in legislative institutions. This approach enables the identification of research patterns, gaps, and conceptual implications for the development of strategic management in DPRDs in Indonesia (Moore, 2014).

III. RESULT AND DISCUSSION

Strategic Management in the Public Sector

Strategic management in the public sector is defined as a systematic process encompassing the formulation of vision and mission, analysis of internal and external environments,

the establishment of strategic objectives, policy implementation, and performance evaluation oriented toward the creation of public value (Bryson, 2018; Moore, 2014). Unlike the private sector, which is profit-oriented, the public sector faces regulatory constraints, political pressures, and high demands for public accountability.

Osborne (2010) emphasizes that public sector strategic management must be collaborative and participatory, involving multiple stakeholders in the decision-making process. Pollitt and Bouckaert (2017) add that the success of public sector strategies is strongly influenced by institutional capacity and consistency between planning and implementation. Therefore, strategic management in the public sector focuses not only on internal efficiency but also on democratic legitimacy and the quality of public service delivery.

Strategy Implementation in District DPRD in West Sumatra

Strategy implementation in district DPRD includes the planning of regional legislative programs (Prolegda), oversight strategies for policy implementation, and the management of relationships with internal and external stakeholders. From a public sector strategic management perspective, strategy implementation is understood not merely as the execution of formal plans, but as an adaptive process influenced by local political dynamics and institutional capacity (Bryson, 2018; Pollitt & Bouckaert, 2017).

Several previous studies indicate that strategy implementation in local legislative institutions in Indonesia still faces various challenges. Zahsyi, Ermaini, and Suryani (2025) found that the implementation of strategic management in district DPRD is strongly influenced by the leadership style of DPRD leaders and the effectiveness of inter-faction coordination. The study confirms that formally formulated strategies are often not fully implemented optimally due to differing political interests.

Research by Maulansyah (2025) on the political communication strategies of DPRD leaders shows that the success of legislative strategy implementation largely depends on the DPRD's ability to build effective communication with the public and local government. This finding aligns with Osborne's (2010) view on the importance of collaborative and participatory approaches in public sector governance.

In the context of West Sumatra, strong socio-cultural characteristics and high public expectations toward elected representatives require district DPRD to implement strategies that are responsive and grounded in public aspirations (Osborne, 2010; Moore, 2014). Retnandari's (2022) study on strategic planning in local governments indicates that inconsistencies between planning and implementation often occur due to limited resource capacity, weak performance evaluation systems, and the dominance of local political factors. These findings are relevant in explaining the challenges of strategy implementation in district DPRD in West Sumatra, particularly in integrating institutional strategic planning with the execution of legislative, budgeting, and oversight functions (Bryson, 2018; Pollitt & Bouckaert, 2017).

Supporting and Inhibiting Factors of Strategy Implementation

Various previous studies show that strategy implementation in DPRD is strongly influenced by both internal and external organizational factors. Key supporting factors include strategic leadership of DPRD leaders, human resource capacity, and adequate institutional systems and procedures (Bryson, 2018; Karly & Setiawan, 2025). Visionary leadership capable of building political consensus plays a crucial role in bridging differences in interests among factions.

Conversely, inhibiting factors in strategy implementation include budget constraints, political conflicts of interest, and resistance to organizational change (Retnandari, 2022). Zahsyi et al. (2025) demonstrate that differences in political orientation often cause formulated strategies to be implemented suboptimally. These obstacles highlight that strategy implementation in DPRD is a complex process requiring adaptive and sustainable approaches.

IV. CONCLUSIONS

Based on the literature review, it can be concluded that strategy implementation in the public sector, particularly in district DPRD in West Sumatra, is a complex and multidimensional process. The success of strategy implementation is determined not only by the quality of planning but also by political leadership, institutional capacity, local political dynamics, and stakeholder participation. Previous literature indicates that the gap between strategy formulation and implementation remains a major challenge in local legislative institutions. Therefore, district DPRD in West Sumatra need to integrate strategic management with democratic governance principles and continuous performance evaluation. Future research is recommended to conduct empirical studies to directly examine DPRD strategy implementation and its impact on institutional performance and public trust.

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