



IMPLEMENTATION OF TRIAL MANAGEMENT POLICY AT THE SECRETARIAT OF THE REGIONAL PEOPLE'S REPRESENTATIVE COUNCIL OF MANADO CITY

Merlinda Sumual, Sisca B. Kairupan, Xaverius E. Lobja.

Master of Public Administration, Faculty of Social Sciences and Law, Universitas Negeri Manado, Indonesia
merlindasumual@gmail.com, siscakairupan@unima.ac.id, ericklobja@unima.ac.id

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Abstract

This study aims to analyze the implementation of the trial management policy at the Manado City DPRD Secretariat and identify supporting factors, obstacles, and strategic steps to improve trial effectiveness. The study used a descriptive qualitative approach with data collection techniques through in-depth interviews, observation, and documentation studies. The results showed that the implementation of the trial management policy has been running with an adequate regulatory basis (PP No. 12 of 2018 and Permendagri No. 104 of 2018), but is not yet optimal. The communication aspect has used formal and informal channels, but the consistency of information delivery is still hampered by sudden agenda changes. The resource aspect shows the availability of competent human resources and adequate facilities, but the number of staff is limited when the agenda is busy and the budget is less flexible. The disposition aspect reveals a high commitment of administrative staff, but the discipline of DPRD members' attendance remains a structural challenge. The bureaucratic structure aspect has a clear division of tasks, but the coordination mechanism and adaptability of SOPs need to be strengthened. The main supporting factors include regulatory clarity, staff competence, and leadership support, while significant inhibiting factors are agenda uncertainty, lack of quorum, and budget limitations/flexibility. This study recommends the development of an integrated digital system, adaptation of emergency SOPs, optimization of human resources through training, and strengthening cross-departmental coordination to improve the effectiveness of trial management.

Keywords: policy implementation, trial management, DPRD Secretariat, Edward III, legislative governance

1. INTRODUCTION

The Regional People's Representative Council (DPRD) is a regional people's representative institution that serves as an element of regional government administration, as stipulated in Law Number 23 of 2014 concerning Regional Government. (Undang-Undang Pemerintahan Daerah, 2014) The DPRD's existence is not merely symbolic within the state structure, but rather has a constitutional mandate to carry out three main functions: legislation, budgeting, and oversight. In practice, these three functions are actualized through a trial mechanism that serves as a formal forum for deliberation, political decision-making, and public accountability. As stated by Anderson, public policies produced by legislative institutions are binding, goal-oriented, and must go through an orderly deliberative process to produce legitimate and quality policy products. (Anderson, 1979) Regional People's Representative Council (DPRD) sessions, whether in the form of plenary sessions, commission meetings, or agency meetings, are strategic spaces where public interests are transformed into political decisions that directly impact governance and public welfare at the regional level. Therefore, the quality of session management indirectly determines the effectiveness of the people's representatives' function in responding to regional social, economic, and political dynamics. For trials to proceed effectively, orderly, and in accordance with the principles of good governance, a clear, structured, and implementable regulatory framework is required. The primary legal umbrella governing the trial mechanism of the DPRD at the district/city level is Government

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Regulation Number 12 of 2018 concerning Guidelines for the Preparation of Rules of Procedure for Provincial, Regency, and City DPRDs. This regulation explicitly regulates the trial quorum, decision-making procedures, the mechanism for discussing draft regional regulations, and meeting procedures that must be adhered to by all DPRD members and supporting elements. Furthermore, Regulation of the Minister of Home Affairs Number 104 of 2018 concerning the Work Procedures of the DPRD Secretariat emphasizes that the DPRD Secretariat is an administrative and technical service element tasked with facilitating the implementation of DPRD functions without being involved in political decision-making. These two legal instruments form the normative foundation that trial management should not be ad hoc, but rather must be based on standard procedures, measurable operational standards, and professional institutional support. Grindle (2017) emphasized that the success of a policy is not solely determined by the substance of the regulation, but is also heavily influenced by the implementation context, including the capacity of implementing agencies, clarity of actor roles, and operational conditions on the ground (M. Grindle, 2017). In this context, nationally established regulations must be translated into consistent administrative practices at the regional level.

In the institutional structure of the Manado City DPRD, the DPRD Secretariat plays a crucial role as a supporting element that ensures the smooth and orderly running of the trial. The duties and functions of trial management include planning the trial agenda, preparing meeting schedules, preparing supporting materials and documents, arranging spatial planning and infrastructure, preparing trial scenarios, recording minutes and minutes, to documenting and following up on trial results. This entire series of processes refers to the principles of public management put forward by Terry in Dwiyanto that effective management requires integrated planning, organizing, implementing, and controlling (Dwiyanto, 2017). Despite the existence of a regulatory framework and institutional structure, the reality on the ground shows a gap between established policies and the actual implementation of court proceedings. Based on initial observations and research planning documents, the Manado City DPRD still faces a number of structural and managerial issues that hinder the optimization of court proceedings. First, delays in the implementation of court proceedings still frequently occur, primarily due to a lack of quorum. According to the rules of procedure referred to in Government Regulation Number 12 of 2018, court proceedings require the presence of at least half or two-thirds of the members.

However, in practice, attendance is often hampered by other activities such as political party technical guidance, faction agendas, or other external needs. Second, sudden changes to the court proceedings agenda create an additional workload for Secretariat staff, who must adjust invitations, scenario documents, and meeting technical procedures in a short time. Third, incomplete reports from the Budget Agency (Banggar) or Special Committee (Pansus) often delay the deliberation process and potentially reduce the quality of the resulting decisions. Fourth, coordination between divisions within the DPRD Secretariat still needs to be strengthened, especially when faced with tight schedules or sudden changes, resulting in overlapping tasks or delays in preparing trial materials. Pressman and Wildavsky (1984) in their classic study on policy implementation showed that the gap between policy objectives and results in the field often stems from administrative factors, weak coordination, and political dynamics that are not accommodated in policy design. The phenomenon occurring in the Manado City DPRD aligns with these findings, where the trial management policy is normatively sound, but its implementation is still hampered by operational factors and actor behavior. Akib emphasized that communication failures are often the main cause of implementation distortion, where inconsistent or late information delivery has implications for technical readiness and procedural compliance. (Akib, 2010a) In the context of trial management, effective communication includes sending invitations, distributing scenario documents, and real-time coordination when sudden agenda changes occur. Resource variables include the availability of competent personnel, supporting facilities and infrastructure for the trial, operational budgets, and documentation and information technology systems. Nugroho noted that without adequate resource support, policies tend to be partial and unsustainable. (Nugroho, 2020)

At the Manado City DPRD Secretariat, the availability of staff who understand the court process, adequate meeting rooms, and supporting equipment such as sound systems and documentation devices are determining factors in ensuring a smooth trial. The availability of these resources must be aligned with the administrative requirements stipulated in the Secretariat's work procedures to avoid technical obstacles during the trial. Disposition variables relate to the attitudes, commitments, and discipline of policy implementers, both from the Secretariat staff and DPRD members. Purwanto and Sulistyastuti stated that the level of acceptance and compliance with regulations is crucial for successful implementation, with disciplined attendance and compliance with rules being crucial indicators (Purwanto & Sulistyastuti, 2012). In practice, the administrative commitment of Secretariat staff has generally been good, but the discipline of DPRD members in attending sessions remains a structural obstacle. Repeated absences from quorum have led to session delays,

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which in turn disrupted the schedule for discussing regional regulations, the regional budget, or the regional head's accountability report. Finally, the bureaucratic structure variable refers to the clarity of the division of tasks, the existence of standard operating procedures (SOPs), and coordination mechanisms between work units. Dwiyanto warned that a rigid or less adaptive structure can slow institutional response to the dynamics of the session (Dwiyanto, 2017). Within the Manado City DPRD Secretariat, the organizational structure is clearly divided between the General Section, the Legal and Trial Section, the Finance Section, and the Task Facilitation Section for the Oversight and Budgeting Function. However, the adaptation of SOPs to sudden agenda changes and synergy between sections still require strengthening to prevent overlaps or administrative gaps that could potentially violate established principles of session governance.

The urgency of this research is increasingly relevant given the increasingly complex dynamics of regional governance and public demands for transparency, accountability, and responsiveness of representative institutions. Regional People's Representative Council (DPRD) sessions are no longer viewed as closed internal forums, but rather as public spaces that reflect the performance of people's representatives in responding to community needs. Suboptimal session management risks reducing public trust, slowing the regional development process, and weakening the legitimacy of regional legal products. On the other hand, strengthening the institutional capacity of the DPRD Secretariat through improved implementation of session management policies can be a catalyst for improving DPRD performance as a whole. Based on these considerations, this study was designed to answer the problem formulation regarding the factors influencing the implementation of the Manado City DPRD session management policy, as well as the steps that have been and need to be taken to overcome operational obstacles. Through a descriptive qualitative approach, this study is expected to provide a comprehensive overview of the actual conditions of policy implementation, identify gaps between regulations and practices, and formulate constructive recommendations for improving session governance. The results of this study will, in turn, provide theoretical benefits for the development of public administration science, particularly in the study of regional legislative governance, as well as practical benefits for the Manado City DPRD, local governments, and future researchers studying similar topics. Thus, improving the implementation of court management policies is not merely an administrative matter, but a strategic investment in strengthening local democracy, the quality of regional regulations, and accountability in governance in Manado City.

2. METHOD

This study uses a qualitative approach with a descriptive research type. The qualitative approach was chosen because it aims to understand in-depth the implementation process of the trial management policy at the Manado City DPRD Secretariat, including the factors that influence it and the obstacles encountered in its implementation. (Creswell & Creswell, 2018; Moleong, 2011) The descriptive qualitative method allows researchers to explore the meanings, perceptions, and experiences of actors directly involved in policy implementation. The research location was the Manado City DPRD Secretariat, with a research period of three months (January-March 2026). Data collection techniques were carried out through observation, semi-structured interviews, and documentation. Data analysis adopted the interactive model of Miles, Huberman, and Saldaña (2014), which includes data transcription and reduction, data presentation in the form of a thematic matrix, and conclusion drawing and verification until data saturation is reached. Data validity was guaranteed through source triangulation and technical triangulation. This research focuses on two main indicators. First, the implementation of the trial management policy is analyzed through four key variables of Edward III's (1980) model, namely: (a) communication (clarity, consistency, and timeliness of the delivery of trial agenda information); (b) resources (availability and quality of human resources, infrastructure, budget, and supporting technology); (c) disposition (attitude, commitment, and discipline of DPRD Secretariat staff and DPRD members); and (d) bureaucratic structure (clarity of division of tasks, existence of SOPs, coordination mechanisms, and institutional flexibility). Second, factors that influence the implementation of the policy, including supporting factors (clear regulations, staff competence, leadership support, basic infrastructure, and the use of simple information technology) and inhibiting factors (sudden agenda volatility, lack of quorum, limited staff numbers, informal coordination, and limited budget flexibility), as well as strategic steps that have been and need to be taken to overcome operational obstacles to ensure the implementation of effective, orderly, and accountable trials in accordance with applicable regulations.

3. DISCUSSION

3.1. Implementation of the Trial Management Policy at the Manado City DPRD Secretariat

3.1.1. Communication Aspects in Policy Implementation

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Communication is the backbone of policy implementation, especially in the context of managing trials that are dynamic, multi-actor, and highly dependent on the timeliness and clarity of information. According to Edward III in Kairupan, effective communication must meet three main criteria: clarity, consistency, and timeliness. (Kairupan, 2013) In the context of the Manado City DPRD Secretariat, field findings indicate that communication mechanisms have been running through formal channels (official invitation letters) and informal channels (email, coordination WhatsApp groups). However, the effectiveness of this communication is still hampered by the dynamics of agenda changes that are often made suddenly. Informants from the Minutes of the Young Legislative and Trial Implementers confirmed that although the schedule had been prepared at least three days before the trial, changes from the DPRD Leadership or factions on D-1 caused the scenario documents, the Problem Inventory List (DIM), and invitations to have to be adjusted quickly. This condition is in line with Akib's findings which emphasized that implementation distortions are often rooted in communication failures, where inconsistent or late information delivery results in decreased technical readiness and disrupted procedural compliance (Akib, 2010b).

Furthermore, national regulations such as Government Regulation No. 12 of 2018 concerning Guidelines for the Preparation of DPRD Rules of Procedure implicitly require that information on session agendas be conveyed evenly and timely to all members to ensure quorum and quality deliberation. However, reliance on manual communication and the WhatsApp platform—while practical—lacks automatic tracking or notification mechanisms to ensure all recipients have read and understood the changes. This creates communication gaps that can potentially lead to members arriving late or uneven document preparation across factions. From Grindle's perspective, the implementation context in the Manado City DPRD is characterized by a fluid political environment, where the legislative agenda often has to adapt to political party dynamics, constituent activities, or coordination with the executive. (M. S. Grindle, 2017) Without an integrated and standardized communication system, trial management policies are vulnerable to implementation gaps, where policy objectives (orderly and timely trials) are not aligned with on-the-ground outcomes (delays, administrative confusion, or a decline in the quality of trial materials). Therefore, communication in this context is not simply informative; it must be dialogic, responsive, and supported by digital infrastructure that enables real-time and verified information dissemination.

3.1.2. Resource Aspects in Policy Implementation

Resource variables in the Edward III model include the availability and quality of human resources, infrastructure, budget, and supporting technology. Interviews with Operational Service Administrators and Trial Implementers revealed that the Manado City DPRD Secretariat generally has competent and experienced staff in trial technicalities, such as scenario preparation, minutes, and minutes. This competency is a crucial asset that aligns with the demands of Home Affairs Ministerial Regulation No. 104 of 2018, which positions the DPRD Secretariat as a technical service element that must be professional and neutral. However, this competency has not been fully optimized due to limited personnel. When faced with a busy agenda, parallel sessions, or joint meetings, the workload is concentrated on a few core staff, increasing the risk of fatigue, decreased document accuracy, or delays in task completion. Nugroho (Nugroho, 2020) emphasized that without adequate resource support, policies tend to be implemented partially and unsustainably. In this context, limited staffing is not merely an administrative issue, but a structural factor that influences the consistency of trial management policy implementation.

In terms of infrastructure, the plenary room, sound system, and basic equipment are available and functioning adequately. However, supporting equipment such as recording systems, backup laptops, and photocopiers are still vulnerable to sudden breakdowns, which can disrupt the smooth running of the session. Furthermore, the process of migrating archives from physical to digital formats is still ongoing, resulting in a lack of an integrated and easily accessible documentation system. In terms of budget, although allocated in the Secretariat's DPA, flexibility remains limited to accommodate urgent needs such as document reprints, equipment repairs, or honoraria for additional session support staff. Strict financial administration procedures, while necessary for accountability, actually reduce operational responsiveness when agenda changes occur. Terry in Masengi states that public management principles emphasize the need for balance between control and planning; without a flexible and adaptive budget, the control function becomes rigid and hinders implementation. (Masengi Evi Elvira, 2019) Thus, the resource aspect of the Manado City DPRD shows a condition that is adequate quantitatively but not optimal qualitatively and adaptively. Strengthening resources does not only mean adding personnel or budgets, but also developing efficient work systems, ongoing training, and adopting technology that enables scalability of session services without sacrificing quality.

3.1.3. Disposition Aspects in Policy Implementation

Disposition refers to the attitude, commitment, motivation, and discipline of policy implementers toward the objectives and substance of the implemented policy. Purwanto and Sulistyastuti argue that successful implementation is largely determined by the extent to which implementers accept and internalize the policy as a professional responsibility, not merely an administrative obligation (Purwanto & Sulistyastuti, 2012). Field findings reveal an interesting dichotomy in the disposition aspect: on the one hand, DPRD Secretariat staff demonstrate high commitment, administrative readiness, and maximum effort to ensure that the trial proceeds according to procedure. Office Administration and Operational Service Manager informants emphasized that document preparation, logistics coordination, and courtroom preparation are carried out responsibly, even under tight time constraints. This commitment reflects a professional work culture that aligns with the non-political support function of the DPRD Secretariat as stipulated in Home Affairs Ministerial Regulation 104/2018.

On the other hand, the disposition of DPRD members as key policy actors remains a significant structural challenge. Members' absences or lateness in attending sessions are often due to agenda conflicts with political party activities, technical guidance, or constituent affairs. In fact, Government Regulation No. 12 of 2018 explicitly requires a minimum quorum ($\frac{1}{2}$ or $\frac{2}{3}$ members) for valid decision-making. When a quorum is not met, all technical and administrative preparations made by staff are wasted, and the session agenda must be postponed. This situation not only impacts operational efficiency but also demotivates Secretariat staff who feel their efforts are not appreciated. From a public policy perspective, disposition encompasses not only administrative compliance but also political commitment to the representative function. DPRD members who are undisciplined in attending sessions are effectively ignoring their constitutional mandate, which in turn undermines the legitimacy of regional legal products. Therefore, the disposition aspect in implementing court management policies is dualistic: it requires strengthening the commitment of the administrative bureaucracy while simultaneously establishing a political ethos that values the deliberative process. Without synergy between these two levels of disposition, trial management policies will continue to be trapped in a cycle of delay and inefficiency.

3.1.4. Bureaucratic Structure Aspects in Policy Implementation

Bureaucratic structure is related to the clarity of task division, the existence of standard operating procedures (SOPs), coordination mechanisms, and organizational flexibility in responding to field dynamics. Dwiyanto warned that a structure that is too rigid or hierarchical can slow institutional response, while a structure that is too loose risks creating inconsistencies and overlapping authority (Dwiyanto, 2018). Findings at the Manado City DPRD Secretariat indicate that the organizational structure has been clearly divided functionally: the Legal and Trial Section handles the technical aspects of the session, the General Section handles logistics and protocols, the Finance Section manages the budget, and the Supervision and Budgeting Facilitation Section supports substantive aspects. This division, in principle, meets the requirements of specialization and administrative efficiency. However, challenges arise when the structure is tested by unpredictable operational dynamics, such as sudden agenda changes or joint sessions that require rapid cross-sectional coordination.

The Young Legislative Minutes and First Expert Policy Analyst informants revealed that coordination mechanisms for agenda changes remain informal and rely on individual initiative or spontaneous communication between staff. Formal procedures such as rapid response teams, cross-departmental document clearinghouses, or standardized emergency meetings are lacking. Furthermore, existing SOPs, while containing a flowchart for preparing invitations, scenarios, and minutes, are deemed insufficiently flexible for emergency situations. Staff often have to bypass several procedural steps to ensure timely document preparation, which, while pragmatic, has the potential to undermine administrative accountability. From an implementation theory perspective, an effective bureaucratic structure must balance procedural certainty and operational adaptability. While Home Affairs Ministerial Regulation 104/2018 provides space for the Regional People's Representative Council (DPRD) Secretary to develop technical implementation guidelines, in practice, these guidelines have not been translated into dynamic and responsive SOPs. Strengthening the bureaucratic structure in this context does not mean adding layers of hierarchy, but rather simplifying the workflow, emphasizing the role of the session coordinator with the authority to make rapid technical decisions, and establishing a digital platform-based coordination system that allows real-time tracking of document readiness from each department. Without a structural transformation from a rigid administrative to an adaptive operational one, the implementation of trial management policies will remain vulnerable to repeated operational disruptions.

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These findings align with Fadila's previous research, which found that weak coordination and unstandardized operational standards were the main obstacles to effective trials (Fadila, 2025). However, this research expands on these findings by demonstrating that the problem in the Manado City DPRD is not simply a lack of resources or coordination, but rather a systemic misalignment between policy design, operational capacity, and the political dynamics of DPRD members. From a good governance perspective, optimal trial management requires agenda transparency, administrative accountability, disciplined member participation, and institutional responsiveness. These four principles can only be achieved if policy implementation is managed holistically, not partially. Thus, the first focus of the discussion confirms that the implementation of the courtroom management policy at the Manado City DPRD Secretariat has been running with adequate regulatory and structural foundations, but still faces systemic operational challenges. Strengthening implementation requires an integrative approach that addresses all four Edward III variables simultaneously, not just improvements in one aspect. Without comprehensive transformation, the gap between normative policy and administrative practice will persist, which in turn could impact the quality of the Manado City DPRD's legislative, budgeting, and oversight functions.

3.2. Supporting Factors, Inhibitors, and Strategic Steps in the Implementation of Court Management Policies

Supporting Factors for the Implementation of Trial Management Policies

Successful policy implementation does not arise in a vacuum, but rather is supported by a series of conducive factors that enable the policy to proceed as designed. In the context of the Manado City Regional People's Representative Council (DPRD), five key supporting factors significantly influence the smooth management of court proceedings. First, clear national regulations serve as a normative foundation that provides legal certainty and operational guidance. Government Regulation No. 12 of 2018 and Minister of Home Affairs Regulation No. 104 of 2018 explicitly regulate court proceedings, quorum, decision-making procedures, and the duties and functions of the DPRD Secretariat. This clarity reduces ambiguity in implementation, allows staff to refer to nationally established standards, and minimizes differing interpretations across work units. As Anderson emphasized, goal-oriented policies created by legitimate authorities tend to be easier to implement because they provide a clear framework for implementers (Anderson, 1979). Second, competent and experienced human resources are crucial for ensuring the quality of trial administration. Informants from the Legal and Trials Division confirmed that most staff members understood the technical process of the trial, from script development and recording minutes to drafting the final minutes. This experience constitutes tacit knowledge that is not easily transferred through formal training but is instead developed through a long-term learning process in the field. From a public management perspective, adequate staff competence is a prerequisite for operational efficiency, as it reduces the need for intensive supervision and expedites the completion of administrative tasks. Third, the availability of adequate basic infrastructure, such as plenary rooms, sound systems, and recording equipment, meets minimum standards to support smooth trial operations. Although not yet optimal digitally, the existing physical infrastructure has enabled the deliberative process to proceed without significant technical disruptions.

Fourth, leadership support from the Regional People's Representative Council (DPRD) leadership plays a catalytic role in creating a climate of legislative discipline and prioritization. When leadership is consistent in setting schedules, enforcing rules, and prioritizing session agendas over factional interests, DPRD members tend to be more disciplined in their attendance and participation. This support aligns with the tone-at-the-top principle of organizational governance, where leadership commitment is a key determinant of work culture and institutional compliance. Fifth, the use of simple information technologies such as email and WhatsApp coordination groups has accelerated document dissemination and enabled real-time communication between staff. While not yet systemically integrated, these platforms have reduced reliance on physical distribution and accelerated response to minor changes.

Factors Inhibiting the Implementation of Trial Management Policies Beyond the supporting factors, several structural and operational obstacles consistently hamper the optimization of trial management. First, the volatility of the trial agenda due to sudden changes in leadership or factions is a major obstacle, burdening administrative capacity. Schedule changes on the day before or even on the day of the trial require staff to make rapid technical adjustments, from revising invitations and reprinting scenarios to redistributing documents to members and factions. This situation not only increases the workload but also risks compromising the accuracy and completeness of trial materials. Second, the lack of quorum due to the absence or lateness of DPRD members remains a chronic obstacle that impacts the legitimacy and efficiency of sessions. Although PP 12/2018 stipulates quorum requirements, in practice, members are often constrained by political party activities, technical guidance, or constituent matters that are considered higher priorities. When a

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quorum is not met, sessions must be postponed or adjourned sine die, which in turn disrupts the schedule for deliberations on regional regulations, the regional budget (APBD), or the regional head's accountability report. Grindle (2017) emphasizes that the implementation context in legislative institutions is heavily influenced by the dynamics of political actors, where party and electoral interests often compete with institutional obligations. Without a firm enforcement mechanism or incentives/disincentives for attendance, trial management policies will continue to be trapped in an unproductive cycle of delays. Third, the limited number of staff compared to the frequency and complexity of session agendas creates an imbalance in the workload. When parallel sessions or joint meetings require simultaneous facilitation, one staff member often has to cover multiple roles, such as room coordinator, note taker, and archivist. This situation increases the risk of administrative errors, work fatigue, and a decline in document quality. Nugroho noted that without human resource support commensurate with the workload, policies tend to be reactive and unsustainable. Fourth, the informal and unstandardized inter-divisional coordination mechanisms hamper institutional responsiveness. The lack of an integrated platform to monitor document readiness across divisions means that delays are often only detected when sessions are about to begin. Fifth, limited operational budget flexibility for urgent needs, such as urgent equipment repairs or document reprints, exacerbates technical constraints. Strict financial administration procedures, while necessary for accountability, reduce the Secretariat's ability to respond quickly to operational dynamics.

Strategic Steps to Improve the Effectiveness of Court Management

Facing these supporting and inhibiting dynamics, a series of strategic steps have been initiated and need to be strengthened to transform court management from reactive to proactive and adaptive. First, the development of an integrated digital system is a top priority to improve communication consistency and document distribution efficiency. Online scheduling applications equipped with automatic notifications, document reading tracking, and centralized electronic archiving can reduce reliance on WhatsApp and email, which are vulnerable to misinformation. Digitalization is not only technical but also a transformation of work processes that requires changes in organizational culture, staff training, and leadership commitment to adopt e-governance at the legislative level. As emphasized in modern public management literature, digital transformation is a prerequisite for transparency, accountability, and institutional responsiveness in the contemporary era. (Pangkey & Rantung, 2023; Rantung, 2024)

Second, adapt operational procedures by developing emergency SOPs or flexible procedures that can be activated when a sudden agenda change occurs. These SOPs should not replace standard procedures, but rather serve as *contingency plans* that allow staff to make technical adjustments without violating accountability standards (Wahyudin, 2021). For example, a fast-track approval mechanism for document revisions, or a priority digital distribution protocol that temporarily eliminates physical printing. This aligns with the principle of adaptive management, which emphasizes procedural flexibility without compromising good governance principles. Third, optimize human resources by adding dedicated trial personnel or establishing rapid response teams that can be mobilized during busy schedules. Furthermore, ongoing training in rapid minute-taking techniques, trial technology adaptation, and operational stress management is needed to improve staff capacity to cope with time pressures and task complexity.

Fourth, strengthening structural coordination by affirming the role of the trial coordinator, who has the authority to make rapid technical decisions and establishing a mechanism for regular inter-departmental coordination meetings. This coordinator serves as a hub that ensures the synergy of document flow, logistics, and protocols, reduces overlapping tasks, and expedites the resolution of operational challenges. From Dwiyanto's perspective (2021), an effective bureaucratic structure must balance functional specialization and operational integration, preventing administrative silos that hinder responsiveness. Fifth, implementing a routine post-trial evaluation mechanism as a basis for organizational learning and iterative procedural improvement. This evaluation not only assesses administrative compliance but also identifies communication weaknesses, resource gaps, or dispositional inconsistencies that need to be addressed in the future. Hall and Jennings emphasize that organizations that successfully implement policies are those that establish institutional learning mechanisms, where errors and obstacles are not hidden but are instead transparently analyzed for system improvement. (Dilapanga et al., 2023) The dynamics of supporting and inhibiting factors in the implementation of the trial management policy at the Manado City DPRD Secretariat reflect the complexity of legislative governance at the regional level. Supporting factors such as regulatory clarity, staff competence, leadership support, and basic infrastructure have created an adequate foundation for smooth trials. However, inhibiting factors such as agenda volatility, lack of quorum, limited personnel, informal coordination, and budgetary rigidity indicate that policy implementation remains partial and reactive. The proposed strategic steps of digitalization, SOP adaptation, human

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resource optimization, strengthened coordination, and continuous evaluation are not merely technical solutions, but rather institutional transformations that require political commitment, strategic resource allocation, and changes in work culture. In the perspective of good governance, optimal trial management must meet the principles of transparency (openness of agendas and documents), accountability (administrative accountability and budget use), participation (involvement of members and factions in scheduling), and responsiveness (ability to adapt to field dynamics) as expressed by Kantohe. (KANTOHE & Sumual, 2023) These four principles can only be realized if policy implementation is managed holistically, not as an administrative patchwork effort. This study confirms that the success of trial management depends not only on the capacity of the DPRD Secretariat, but also on synergy with DPRD members, factions, leaders, and local governments in creating an orderly, efficient, and accountable legislative ecosystem. Theoretically, these findings enrich the literature on policy implementation in regional legislative institutions by demonstrating that the Edward III model remains relevant but needs to be contextualized within the unique political and institutional dynamics. Practically, the recommendations formulated are implementable, measurable, and can be gradually adopted by the Manado City DPRD Secretariat. By integrating strategic steps into medium-term planning and operational budgeting, court management can transform from a supporting administrative function to a catalyst for improving the quality of legislative, budgeting, and oversight functions. Ultimately, professionally managed courts not only reflect bureaucratic performance but also reflect the maturity of local democracy and public accountability in Manado City.

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Merlinda Sumual **et al**

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