

# Managerial Role In Implementing The Duties And Functions Of The Regional Secretary Of Pasaman Regency

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## ABSTRACT

According to Law No. 23 of 2014, the duties and obligations of the regional secretary are to assist the heads in formulating policies and coordinating the implementation and administrative services of the apparatus. The managerial problems are the regent's policies outside the annual activity plan of the district, coordination between heads, and determination of the Regional Apparatus Organization (RAO) head. Therefore, this study aims to determine the managerial role in carrying out the duties and functions of the Regional Secretary in Pasaman Regency using qualitative method. It also uses purposive sampling technique for data sources with certain considerations. The primary data sources used are field observations and interviews with all elements related to the research problem. Meanwhile, the secondary data were obtained from library documents from the Pasaman Regency Government. This study divided the four basic management functions according to George R. Terry and processed analyzers and creators for Planning, facilitators and navigators for Organizing, mentors, coordinators for Actuating, and auditors and evaluators for Controlling. The results show that the problems faced by the local government can be solved by the managerial role in planning activities, managing the organization, organizing and supervising activities. The regional secretary can carry out the role of the analyzer, creator, facilitator, navigator, mentor, coordinator, auditor, and evaluator in conducting the main duties, powers, and functions.

**Keywords:** Policy, Government, Managerial.

## Introduction

Good governance application in realizing government performance can improve the managerial performance of government administrators. The implementation of regional head tasks and work plans requires support from the State Civil Apparatus at the regency, as activity organizers who are more familiar with procedures and technical implementation. Furthermore, a Regional Secretary leads the State Civil Apparatus in the regency. According to Law No. 23 of 2014, the duties and obligations are to assist regional heads in formulating policies and coordinating the apparatus tasks implementation and administrative services. The secretary is internally responsible for managing regional apparatus organizations; hence the government administration runs optimally. It has the task of facilitating the realization of the regent's main duties and functions, starting from making regulations and managing these activities'

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implementation. The ability to facilitate the head's vision and mission is the main key to the activities. Additionally, it coordinates all the implementation of policies, programs, and activities at the Regional Apparatus Organization (RAO) agencies within their authority and responsibility domain. It continues to run smoothly and follows the goals and targets set for the vision and mission of the public bureaucratic organization.

Each employee's competence has a major influence on the success of the organization. Competence largely determines an employee's work results, influencing career development, transfers, promotions, and performance appraisal (Hidayat, Fahmi, Romi Saputra, and Agung Nurrahman, 2022). As the manager of activity implementation, the Regional Secretary should have managerial competence to ensure that all activities are according to plan. The competencies needed include organizational, administrative, personnel, State Civil Apparatus HR, financial, performance, public service, cross-sectoral regional development, government, conflict, and work environment management.

The task implementation according to the work program will be carried out by several RAO. Therefore, the Regional Secretary should ensure that the RAO appointed to be the organizer also has the same perception, thereby being able to work together. According to Hartati Sri (2020), the requirement for public sector management to be professional is to make a clear division of main tasks and functions, who does what, and who is responsible to whom. Organizational coordination of activity organizers is also useful in synchronizing data. Furthermore, data similarity is needed in the tasks' division and reporting the results of activities. Unclear of tasks' division will impact overlapping or forgetting an implementation with the assumption that another RAO has been performed. Sarwani's study (2015) observed that leadership style and communication strategy affect employee performance. This study assesses that the Regional Secretary should coordinate well with the RAO to organize activities and carry out their duties and functions.

The managerial competence also includes apparatus resources management. The Regional Secretary's selection of RAO heads is also significant, as the leaders contribute to the implementation challenges. The RAO heads, which are placed following specialization and competence, should understand the constraints and problems of the work unit. Furthermore, it can also optimize the potential and strengths of the work unit, coordinate with other implementers, and provide suggestions and ideas that become innovations for the work unit and Pasaman Regency. The RAO heads with the basic knowledge will also give consideration and make the right decisions according to knowledge. Another managerial ability is to create the organizational commitment to

be led because, according to Mamuaya's study (2019), this influences the RAO heads' performance.

In the implementation of visits, the community often requests to carry out activities that are not part of the regional government's annual plan. Regional government actions for urgent affairs are regulated in Article 65, paragraph (2) of Law 23 of 2014, which states that regional heads can take certain actions in urgent situations which are urgently needed by the region and the community. Meanwhile, an activity budget is needed to conduct activities regulated according to their designation. Budget planning is made in the previous year based on activities to be carried out in the coming period. Therefore, other activities outside the plan will impact the budget that has been previously arranged. Unforeseen activities also impact the activities' priority to be carried out.

This study classifies the problems faced by the Regional Secretary of Pasaman Regency, which will be presented as follows:

- 1) Regent's policy outside of the regency's annual activity plan
- 2) Coordination between RAO heads
- 3) Determine the heads of the RAO

## **Method**

This study uses qualitative methods to determine the managerial role in carrying out the duties and functions of the Regional Secretary in Pasaman Regency. Furthermore, it used a purposive sampling technique for data sources with certain considerations. For example, informants considered the most knowledgeable about the expectations or have authority will make it easier to analyze.

The primary data source is the results of field observations and interviews with all elements related to the study problem. In this study, the informants included :

- 1) Regional Secretary of Pasaman Regency.
- 2) Head of the Pasaman Regency regional secretary.
- 3) Head of Regency Pasaman Office.
- 4) Subdistrict Heads of Pasaman Regency.

Under certain conditions, informants can be added when the information is still lacking. Informants can also be replaced when they are not cooperative in the interview. The secondary data came from library documents from the Pasaman Regency Government.

The author divides the four basic management functions according to George R. Terry, namely Planning, Organizing, Actuating, and Controlling. Planning denotes predetermining what

needs to be conducted. Organizing can be in the form of placing the RAO heads. Meanwhile, actuating can include organizing and directing the implementation of activities, coordinating and coordinating with related organizations, and facilitating activities. Controlling involves supervising and evaluating the activities' implementation, hence further activities can be planned even better.

**Table 1**  
**Regional Secretary Managerial Role Indicators**

	Theory		Indicator
	Regional Secretary Managerial Role	1. Planning	1. analyzer
			2. creator
		2. Organizing	1. facilitator
			2. Navigator
		3. Actuating	1. mentor
			2. coordinator
		4. Controlling	1. auditor
			2. evaluator

Source: George R. Terry's theory as processed by the author

**Results and Discussion**

Based on the theoretical studies, the Regional Secretary's managerial roles in succeeding the Pasaman Regency Government work programs are:

**1. Planning**

a. Analyzer

According to Sugiono (2015: 335), Analysis is an activity to obtain patterns of thinking related to systematic testing of something to determine parts, relationships between parts, and the whole. The Regional Secretary should be able to analyze the problems faced and determine priorities to be resolved by considering the smallest risks. Every policy will pose a risk, but the secretary should be able to consider and make policies with the least risk.

Based on interviews with the Pasaman Regency Regional Secretary, in carrying out the analytical function, the priority of the problems faced can be analyzed to determine the most suitable solution to the conditions. They use deliberation and consensus to bring together the RAO

authorized to analyze the problems. This is conducted because by involving the implementing RAO in analyzing problems, the Regional Secretary has many analytical perspectives. Moreover, the scheduled regular discussion activities are on Mondays at the beginning of the month. Other discussion activities are carried out according to the needs and urgency of the problems faced.

b. Creator

The Regional Secretary has a role as a creator who solves problems encountered when carrying out duties and functions. The interview conveyed the guidelines of the Pasaman Regency in solving problems, namely, policies that should comply with applicable regulations. According to the Regional Secretary of Pasaman Regency, activities that follow the applicable provisions will protect the Regional Head, Secretary, and all employees in carrying out their duties and avoid criminal and civil law violations.

According to the Regional Secretary, the RAO heads arrangement influences the success of organizing activities. Therefore, the secretary should be careful in selecting the RAO heads. The State Civil Apparatus appointment did not have a problem because the State Civil Apparatus who were interested in becoming RAO heads applied as they wished. Therefore, the selected RAO heads are the State Civil Apparatus who carry out their duties according to their interests and talents.

## **2. Organizing**

a. Facilitator

The Pasaman Regency Regional Secretary, in carrying out the facilitator role, provides an opportunity for RAO heads who experience problems in implementing activities to report obstacles for a joint meeting. It plays a role in facilitating the regional head policies implementation. Based on interviews, the secretary did not face any obstacles in facilitating the implementation of activities even though the heads outside the annual plan made several policies. The Regional Secretary will schedule actions outside the plan to be carried out when permitted by modifications to the budget. According to the Head of the General Section, the Regional Secretary understands and facilitates all requests according to the organization's needs.

b. Navigator

Based on the observation, there are no problems when the Regional Secretary carries out the navigator role in determining work priorities. All tasks can be completed according to the target due to the Regional Secretary's ability to lead and manage the implementation of activities. This follows the results of the study by Eko Wahyu Hidayat Udjut Saputra, Mei Indrawati, and Woro

Utari (2021), who stated that leadership has a significant effect on employee performance in the Coordinating Region II Bojonegoro East Java Provincial Government (Oktarini 2021).

Based on interviews with the Pasaman Regency Regional Secretary, the regional government's financial capacity is the obstacle faced in carrying out the role as a navigator and determining the priority of activity implementation. Local governments can conduct many activities due to limited budgets for activities. The Pasaman Regency Regional Secretary explains the provisions governing implementation when parties try to intervene with the Regional Secretary in providing activities. The basic considerations conducted by the Regional Secretary in carrying out activities are under the needs and applicable regulations.

### **3. Actuating**

#### **a. Mentor**

Nangameka & Baidhowah (2020) stated that a mentor is a supervisor, a party who consciously provides advice to individual employees as effort forms in developing their careers. According to Riznul Ikhwan (2017), employee performance is determined by goals and abilities, leadership examples, sanctions, firmness, and human relations. The Regional Secretary is a mentor in administering government in the regency because it takes a long time and qualified skills to be appointed.

The role of a mentor in activities is a place for employees to learn and ask questions regarding technical matters and facts in the field. Regional Secretary carries out regular meetings every month to check the implementation of activities and discuss the problems faced. It will share experiences and solutions in the discussion and should be able to improve employee performance. As a mentor, the Regional Secretary needs to increase employee motivation (Sumbung, 2017) and provide strong encouragement (RL Dewanti 2021). Meanwhile, Alfi Hendri (2022) reported that employee performance could be improved by motivating employees to be enthusiastic. As a mentor, the Regional Secretary should be able to motivate these employees to give their best for the organization. In the interview, the Head of the Mapat Tunggul Sub-District, Pasaman Regency, learned directly and indirectly from the Regional Secretary. The sub-district head learns about administration and decision-making techniques directly from the Regional Secretary. The exemplary, motivating abilities and leadership style are studied indirectly by the Camat.

#### **b. Coordinator**

The Regional Secretary's duties as coordinator of activities and coordinating with regional offices and technical institutions are regulated in Law Number 23 of 2014 article 213 paragraph (2). Assist the Regional Head in formulating policies and coordinating the administration of the

regional apparatus' and administrative services' duties implementation. The role of the coordinator is to lead and ensure the activities implementation according to plan.

The Pasaman Regency Regional Secretary's role as a coordinator for facilitating head policies and coordinating these implementations has not experienced any problems. Based on the interview results, the Regional Secretary succeeded in establishing coordination between RAO to establish the tasks' division and provide synchronized data. It also motivated RAO organizers of activities to work optimally. As coordinators, they always provide activity progress reports to the regent. They need competence, role models, and consistency to carry out these functions. The Regional Secretary builds coordination by appreciating all RAO and holding meetings at least once every month.

According to the Head of the Pasaman Regency Youth and Sports Service Office, the secretary gave authority to the head to conduct activities according to their creations as long as it was still in the correct procedure. This is consistent with the study by (Joni Hendra, 2018), which stated that increased performance arises from the creative freedom of each individual. The leader plays a role in a climate that allows members to participate fully in decision-making. Rahmatiah's study (2017) stated that the policies issued by the regional secretary aimed at giving staff freedom in working.

#### **4. Controlling**

##### **a. Auditor**

The Regional Secretary audits or supervises activities implementation to ensure that activities are carried out according to the plans. It will remind the implementer RAO heads outside the procedures or plans that have been made. This follows Hafiez Sofyani's (2022) study that the internal control objectives are closely related to good governance practices and managerial processes. According to the Pasaman Regency Regional Secretary, internal control and supervision activities are conducted to prevent activities from deviating from the plan. It also protects the Regional Head, Regional Secretary, RAO heads, and all employees in their duties and functions.

##### **b. Evaluator**

Evaluation is an assessment of the plans made and the expectations of proposals, reports, or observations about work performance. Furthermore, the evaluation also includes checking on products, requesting and assessing proposals and suggestions, and aiming to assess employees and work results records.

Based on interviews with the Pasaman Regency Regional Secretary, the technique in performing the evaluator role is to make an agreement at the beginning of the year and evaluate performance at the end. Evaluation activities are carried out monthly, and reports are given in the development section. The Regional Secretary summons the RAO heads with poor performance and makes a replacement, at least within 6 months.

## **Conclusion**

According to Law No. 23 of 2014, the duties and obligations of the regional secretary are to assist regional heads in formulating policies and administrative coordination to implement apparatus tasks and services. The managerial problems in carrying out the duties and responsibilities are the policies outside the district's annual activity plan and coordination between the RAO heads. This study aims to determine the managerial role in performing the duties and functions in Pasaman Regency. A purposive sampling technique was used for data sources with certain considerations. The primary data sources are field observations and interviews with all elements related to the research problem. The informants were the regional secretary of Pasaman Regency, the head of the regional secretary, the head of the Regency Office, and the Sub-district Heads. Secondary data were obtained from library documents from the government.

This study divides the four basic management functions according to George R. Terry and creates the indicators, such as analyzer and creator for Planning, facilitator and navigator for Organizing, mentor and coordinator for actuating, and auditor and evaluator for Controlling. The problems faced by the local government can be resolved with the regional secretary's managerial role in planning activities, managing the organization, and organizing and supervising activities. The Regional Secretary can carry out the role of the analyzer, creator, facilitator, navigator, mentor, coordinator, auditor, and evaluator in conducting the regional secretary's main duties, powers, and functions.

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