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**Economic policy strategy for human resource development for the Regional House of Representatives members in Bandung Regency, West Java, Indonesia**  
Dewi Kurniasih, Sugianto Sugianto, Aya Rihadatul

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# **ECONOMIC POLICY STRATEGY FOR HUMAN RESOURCE DEVELOPMENT FOR THE REGIONAL HOUSE OF REPRESENTATIVES MEMBERS IN BANDUNG REGENCY, WEST JAVA, INDONESIA**

**Dewi Kurniasih**

Universitas Komputer Indonesia

**Sugianto Sugianto**

Universitas Komputer Indonesia

**Alya Rihhadatul Aisy**

Universitas Komputer Indonesia

## **ABSTRACT**

This research analyzes the economic policy strategy for human resource development for the regional house of representative members in Bandung Regency. The method applied is descriptive with a qualitative approach. The results illustrate that the role of the members of DPRD in Bandung Regency has been carried out according to their primary duties and functions. The positive impact of economic policy is enough to develop human resources for more qualified and competent representatives of the people. Several economic policy strategies have been produced in the form of regional regulations on equity participation in BPR and BJB, non-permanent revolving funds, and food security. The conclusion obtained is that the achievement of the duties and functions of the members of the Regional People's Representative Council in Bandung Regency can be performed if there is a strategic policy that can develop their resources.

**Keywords:** economic; strategy; policy; development; human resources

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## **INTRODUCTION**

The ability of a leader and member of the regional parliament from now on, referred to as DPRD, in the industrial era 4.0 is required to have human resources capacity following the era. Making a policy strategy for the capacity of human resource development in the council is a

crucial thing needed by the regional and central governments. One of the most effective tools for implementing state policy is government programs, including those aimed at developing the services sector (Zhunussova & Dulambayeva, 2019).

Law 23 of 2014 says "that in carrying out the performance of Local Government, it states that the DPRD is an element of regional administration and is equipped with DPRD accessories, namely the Honorary Body or DPRD Secretariat (hereinafter abbreviated as Setwan) which is directly administratively responsible to the Regional Government" to be able to carry out its roles and functions optimally, the DPRD needs to be supported by the DPRD Secretariat. The DPRD Secretariat needs to become a professional plenary staff in line with the strengthening of the role and position of DPRD in the local government system. The discussion is related to the presence of government regulations No. 41 of 2007 concerning Local Government Organizations. Performance analysis is prepared mostly for career development, but determining the level of performance is needed to determine the effectiveness of the expected level of performance.

Government Regulation No. 41 of 2007 concerning the Secretariat of the DPRD states that the secretariat of the DPRD is an important factor in empowering of the DPRD, where it plays a role in assisting and facilitating DPRD members in carrying out their duties and functions. As a regional apparatus, the DPRD Secretariat is responsible for compiling accountability reports for government agencies in order to participate in realizing good governance and is the spearhead of the implementation of DPRD activities in regional governments.

One of the problems that occur in the Bandung Regency DPRD is related to technical guidance, which is also called the capacity development or human resource development of the DPRD, is the inefficient factor in the use of the budget at the Bandung Regency DPRD. The budget that was lowered by the Bandung Regency DPRD for these human resource improvement activities in one year is six times for technical guidance activities. Global competitiveness has been one of the major goals of countries worldwide in the last few years, especially after the financial crisis emphasized the need for new strategies, innovations and dynamics in the economic and business environment (Dima et al., 2018).

In reality on the ground, from the results of capacity development or technical guidance, there is no change in mindset and even the addition of knowledge is only 10% that can be accepted by members of the council in the

Bandung Regency DPRD. This happens because of the human resource capacity of members and leaders in the Bandung Regency DPRD, for them the technical guidance activities are only limited to accepting official trips, therefore there is a need for steps or strategies that must be taken to fix this so that technical guidance activities or increase the capacity of leaders and members Bandung Regency DPRD which absorbs the state budget can be effective and efficient. In maintaining the quality of the implementation of technical guidance to increase the capacity of DPRD members, it is necessary to evaluate or evaluate its implementation utilizing, among others: surveys (asking for opinions from participants), through observation, and document analysis as the basis for policies for improvements.

Based on the results of temporary observations, what is happening in the Bandung Regency DPRD is related to the problem of the repositioning process regarding changes in the role of HR, which demands various kinds of quality improvements in the leadership and members of the Bandung Regency DPRD. Repositioning is a role transformation that requires new capabilities, ways of working, ways of thinking, and roles from HR. To carry out the repositioning process well, organizations need to prepare human resources who can compete in the future. The repositioning process consists of two aspects: (1) HR behavior is related to increasing the initiative to work within oneself. For that, we need a good work ethic such as quality improvement, innovation, and cost reduction. (2) HR competence is related to increasing knowledge of the required resources, including workforce competence, workforce diversity, labor competitive support, and workforce globalization.

Increasing human resources is not only carried out by the executive but also must be done by the legislature. This increase in human resources will later provide changes for the government, especially the people of Bandung Regency. Bandung Regency has the potential that it can still be developed not only as an agricultural and plantation area but also as an area with tourism attractiveness because it requires the ability of people's representatives who have the capacity and strong commitment to developing Bandung Regency in the future. The foreign policy strategy in the theoretical framework is consistent with

the concept of grand strategy as a set of practices aimed at achieving national goals. The concept is often used in three distinct meanings: 1) about a deliberate, detailed plan devised by individuals; 2) to define an organizing principle that is consciously held and used by individuals to guide their decisions; 3) to refer to a pattern in state behavior [1]. But it should be mentioned that such differentiation is an analytical tool rather than an actual divide of the meaning, as each provides a valuable contribution to understanding the broad concept of grand strategy (Sheludiakova et al., 2021).

According to one critical view of the role of strategy in policymaking, strategic management and thinking are not neutral tools; they are performing actors in the development of policies (Johanson, 2019). A number of policy options need to be considered when developing an employee relations strategy. The following four options: (1) The new realism – a high emphasis on HRM and industrial relations. The aim is to integrate HRM and industrial relations. This is the policy of such organizations as Nissan and Toshiba. A review of new collaborative arrangements in single-table bargaining found that they were almost always the result of employer initiatives, but both employers and unions seem satisfied with them. They have facilitated greater flexibility, more multi-skilling, the removal of demarcations and improvements in quality. They can also extend consultation processes and accelerate moves towards single status. (2) Traditional collectivism – priority to industrial relations without HRM. This involves retaining the traditional pluralist industrial relations arrangements within an eventually unchanged industrial relations system. Management may take the view in these circumstances that it is easier to continue to operate with a union, since it provides a useful, well-established channel for communication and for the handling of grievance, discipline and safety issues. (3) Individualized HRM – high priority to HRM with no industrial relations. According to Guest, this approach is not very common, excepting North American-owned firms. It is, he believes, ‘essentially piecemeal and opportunistic’. (4) The black hole – no industrial relations. This option is becoming more prevalent in organizations in which HRM is not a policy priority for management but where they do not see that there is a compelling reason to operate within a traditional industrial relations

system. When such organizations are facing a decision on whether or not to recognize a union, they are increasingly deciding not to do so (Amstrong, n.d.).

## LITERATURE REVIEW

“Today, most governments recognize that entrepreneurial activity and innovation are important elements of economic policy” (Lindic et al., 2012). “Ideally, any new economic policy will promote the region’s service industry (an area in which all member states would noticeably benefit) but will not disproportionately favor one any of the other industries” (Sergi, 2018). “efforts are needed to utilize resources to support socio-cultural and environmental resilience optimally.” Based on the analysis of research results and discussions, a commodity development strategy is obtained for each sub-district (Luckyardi et al., 2022). “The strongest motivation behind the emergence of the regional government’s desire to conduct diplomacy activities is economic factors” (Putri, 2022). “Macroeconomically speaking, and despite growing financial imbalances, the period between 1999 and 2007 was successful for the euro area. Defying the odds, the monetary union built a solid constituency for low inflation in Europe. The ECB acceded to the people’s demand for economic security by delivering stable prices in a context of steady income progression and moderate real fluctuations. The financial crisis that started in 2007 and deflagrated in 2008 sharply changed that economic landscape. This is where Section 2 leaves us. In the jargon of Great Moderation analysts, the first nine years of monetary union pose an identification issue. What provided the underpinnings for good macroeconomic performance? Is it just that the euro area – not unlike other advanced economies globally – benefited from a very benign constellation of economic shocks and structural economic conditions that promoted economic welfare and thus facilitated the conduct of policy? In other words: “Did the economy cooperate?” Or, did monetary policy have a more active role in steering the economy along a steady path, which would not have been steady otherwise? In other words, “Did the Monetary Policy Strategy Lead the Economy?” If it did, what core principles of the strategy were the main ingredients of success? And what would have happened if those principles had not been

adhered to? In this Section we seek an answer to these questions”(Fahr et al., 2013). “For this reason, global trade is expected to fall by between 13% and 32% in 2020 as the COVID- 19 pandemic disrupts normal economic activity and life around the world” (Megits et al., 2020).

About human resource development, “Multinational enterprises should go through certain strategies and specific functions to lower the effects of diversity when they operate globally. They further state that these functions are mainly staffing policies, compensation policies, human resources, planning, training and development, performance appraisal, and standardized international human resource management. These functions are essential to help and coordinate the MNEs to do their business and manage their diverse human resources effectively in a different environment” (Enyinda et al., 2019).

Regional House of Representatives in Indonesia “Indonesian parliament consists of three institutions, namely the People's Consultative Assembly (MPR), the House of Representatives (DPR), and the Regional Representative Council (DPD)” (Imran et al., 2020). While at the regional level there is the Regional People's Representative Council (DPRD). “There are at least three elements in an ideal government, namely transparency, participation, and accountability. To realize good governance, it is necessary to change the fundamental governance paradigm of the old centralized system, where the central government is very strong in determining policy” (Harmono et al., 2020). “The functions and duties of DPRD is management of other resources and other economic resources” (Dudik Djaja Sidarta, 2017).

Understanding why government lawmakers borrow legislative language whole cloth, rather than adapting policy ideas to fit the specific needs of their constituents, can help scholars and practitioners improve policymaking and governance at the state level. The factors that affect legislative capacity for independent policy making are important to understand (Jansa et al., 2019). As a leader, the leader must have good leadership character. To be an effective leader must be trusted by his followers and involved in his vision. Organizations need leaders who are strong and of good character, who can be trusted and who will lead them into the future. In sum,

the literature suggests that the institutional environment in which politicians operate often mediates individual-level motivations, meaning that the various formal and informal rules of the legislature and party system influence the political behavior of elected officials in fundamental ways (Caplan et al., 2021). This political ethic is influenced by social, cultural, political, and economic factors developed in society (Karniawati et al., 2021).

## METHODOLOGY

This research is classified as descriptive research, which seeks to describe in detail and conduct an in-depth analysis of the relationship between the provincial and district governments. This study uses a qualitative approach with inductive reasoning that does not only look at one factor but involves many factors with certain limitations.

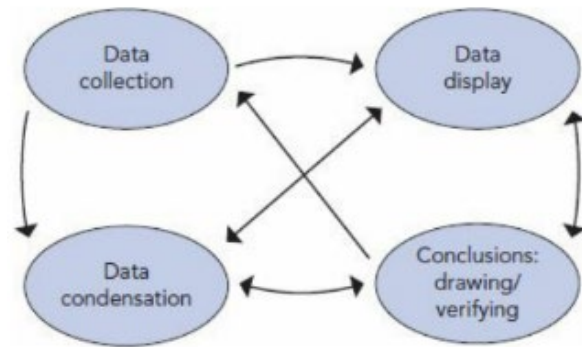
Qualitative research explores and reveals the relationship between levels of government, in this case, the provincial and district governments. In addition, the qualitative method can understand the relationship process that occurs more specifically in-depth and can explore things outside the written rules, such as personal relationships, attitudes, views, and behavior of employees/officials between the two levels of government. Qualitative methods can also capture typical environmental factors, different from one another and with varying community characters.

In this study, the author used a qualitative descriptive research design because this research is to describe, describe, and describe the object under study. Descriptive qualitative research uses a case study method or approach (case study). This research focuses intensively on one particular thing studied as a case. Case study data can be obtained from all parties concerned and collected from various sources in this study. Creswell explains that case study research is a qualitative approach in which the investigator explores a bounded system (a case) or multiple bounded systems (cases) over time. It involves numerous sources of information (e.g., observation, interviews, audiovisual materials, and documents and reports) and reports a case description and case-based themes (John. W. Creswell, 2018).

The research method used in this study is a descriptive method with a qualitative approach. The reason for choosing this method is because it follows the general purpose of this study, namely to analyze the human resources of members of the Bandung Regency DPRD so that it gives birth to its development strategy. In addition, using this method will ultimately answer the research questions that previous researchers have formulated. The use of this method makes the research plan flexible and flexible so that the construction of the framework can assist researchers in clarifying the proposed design.

Data collection techniques were carried out through observation and interviews with informants. The determination of informants is carried out purposively, prioritizing informants closely related to the data to be obtained. Informants from Bandung Regency Regional Government officials related to the research topic. However, in detail, the informants of this research are the Bandung Regency DPRD Secretariat, Bandung Regency DPRD Leaders, Bandung Regency DPRD Members, and Experts from the Bandung Regency DPRD Faction. Data analysis will be carried out qualitatively with the following stages: data reduction, data display, and drawing conclusions.

We see analysis as three concurrent flows of activity: (1) data condensation, (2) data display, and (3) conclusion drawing/verification (Miles & Huberman, 2014). Data condensation refers to the process of selecting, focusing, simplifying, abstracting, and/or transforming the data that appear in the full corpus (body) of written-up field notes, interview transcripts, documents, and other empirical materials. Data display is an organized, compressed assembly of information that allows conclusion drawing and action. The most frequent form of display for qualitative data in the past has been extended text. The third stream of analysis activity is conclusion drawing and verification. From the start of data collection, the qualitative analyst interprets what things mean by noting patterns, explanations, causal flows, and propositions. Conclusions are also verified as the analyst proceeds, as shown in Figure 1 below:



**Figure 1:** Component of Data Analysis: Interactive Model

**Sources:** List it here and add it to the References.

Figure 1 above shows us that qualitative data analysis is a continuous, iterative enterprise. Issues of data condensation, display, and conclusion drawing/verification come into play successively as analysis episodes follow each other.

## RESULTS AND DISCUSSION

Regional governments are known for their regional apparatus, where the provincial, regional apparatus consists of the regional secretariat, DPRD secretariat, regional offices, and technical institutions. Meanwhile, for regency/municipality regions, the regional administration consists of regional secretariats, DPRD secretariats, regional offices, regional technical institutions, subdistricts, and urban villages. as an element of local government administration. Furthermore, Article 41 DPRD has the functions of legislation, budgeting, and supervision.

The DPRD is a regional people's representative institution with three main functions: the legislative function related to forming provincial regulations. The budget function, namely all DPRD authorities in terms of regional budgets (APBD), and the supervisory function, namely the DPRD's authority in controlling the implementation of regional regulations and other regulations and local government policies. The DPRD has a Secretariat of the Regional People's Representative Council (Setwan) to carry out the functions of the DPRD.

The Secretariat of the Regional People's Representative Council is one element of administrative services and provides support for



the duties and functions of the DPRD and provides and coordinates DPRD experts in accordance with regional financial capabilities. While a good policy may well respond to a wide range of sources of information about the economy's current state, it must do so by a consistent strategy that private decision-makers can rely upon in forecasting future conditions. Above all, these aspects of the policy strategy must be made visible to the public (Woodford, 2010).

In the political process, political communication is essential, especially as a bridge to convey messages. Political communication is defined as political behavior or communication activities through mass media that have political consequences and influence political behavior. The political communication of a figure must have credibility and expertise. Credibility is a set of audience perceptions about the characteristics of a communicator so that credibility is not inherent in the communicator but in the communication itself.

Other views are not too much different about the elements of political communication. There are at least three elements of political communication. First, political communicators as parties who direct communication actions, second - political communicants (political communication audiences) as recipients and givers of feedback on messages conveyed by communicators in the political communication process; and finally, political communication channels as elements that help convey political messages to political communication audiences. Given the complexity of relations between the leading local actors and human resources, policy strategy is one of the tools to adapt to the new setup and position the state in the modern regional environment. It includes the local government's vision of the future, defining methods to achieve this vision, and dealing with global trends and challenges of the regional community. In addition, it is important to give a signal to the local community about the direction of its movement by communicating its human resource policy strategy (Sheludiakova et al., 2021).

Political communication strategies are very necessary for DPRD members, both between members of the council, between members and leaders, and members of the council with the Setwan DPRD Bandung Regency. For this reason,

one of the duties and responsibilities of DPRD members is to build good relations between members of the legislature and must establish good communication with the executive. DPRD members who are delegates from several political parties to bring people's aspirations must fight for whatever is the main need of the community, must be careful in seeing opportunities, and be wise in making decisions. For various reasons, the communication taken by a DPRD member as a representative of the people must prioritize the interests of the community over personal interests or political party groups. However, there are times when decision-making is influenced by the political party that carries it because a DPRD member promoted by a political party will be said to be apathetic if he ignores the party's principles.

Furthermore, the legislative body can draw up a regulation in a region to determine the regional budget. The decisions previously determined are carried out by the executive body, in this case, the mayor and deputy mayor. However, in practice, they are still supervised by members of the DPRD.

The relationship between DPRD members has been regulated in the Regency Regional House of Representatives. Regulation Number 1 of 2016 in Article 6 "Members of DPRD must be fair, open, accommodating, responsive and professional in their relationships with their partners and respect other government administration institutions." According to Article 7 (1), "Each Member of DPRD maintains a harmonious relationship with other DPRD Members." (2) "In carrying out their functions and duties as members of the DPRD, they must respect each other, respect the rights and obligations and respect the DPRD.

Political communication between DPRD members and the leadership must also run well so that a government system continues to run for the benefit of the community. In this case, the audience must give their voice to politicians and political parties in general elections and regional head elections. The communication strategy planned by the Bandung Regency DPRD has been implemented through stages according to the theory of communication strategy, namely recognizing the audience, compiling messages, determining the method used, and selecting the use of print and electronic media. This is part of the responsibility of DPRD members to the

people. "One of the obligations of DPRD members is to absorb, collect, accommodate and follow up on people's aspirations" (Kurniasih, 2022).

The educational backgrounds of members of the Bandung Regency DPRD for the 2019-2024 period are as follows in Table 1:

**Table 1:** Data on The Education Level of Members of The Bandung Regency DPRD

No	Electoral District	Male					Female				
		High School	Diploma	Bachelor	Magister	Total	High School	Diploma	Bachelor	Magister	Total
1.	I	2	0	3	0	5	0	0	1	0	1
2.	II	1	0	5	2	8	0	0	0	0	0
3.	III	0	0	2	2	4	1	0	1	0	2
4.	IV	1	0	5	1	7	0	0	0	0	0
5.	V	3	0	3	0	6	1	0	0	0	1
6.	VI	2	1	4	0	7	1	0	1	0	2
7.	VII	3	0	2	3	8	0	0	2	0	2
Total		12	1	24	8	45	3	0	5	0	8

Source: compiled by authors from the (Setwan, 2021). This author is NOT listed in the References.

Based on table 1 above, it can be seen that the members of the Bandung Regency DPRD are male. 30% of women's representation in this institution has been fulfilled. But in the level of education at most Bachelor's graduates. The policy strategy for violations that occur within the Bandung Regency DPRD is regulated in the Bandung Regency Regional House of Representatives Regulation Number 1 of 2016 concerning the Code of Ethics for the Bandung Regency Regional People's Representative Council. In Article 2, the preparation of the Code of Ethics aims to provide a clear and measurable wise basis for moral ethics for DPRD members to behave and take responsibility for institutions, the state, and the community so that the dignity, honor, image, credibility, and reputation of the DPRD can be well maintained. Article 15 also states, "Members of the DPRD should not behave and say things contrary to religious norms, decency, politeness, and local cultural customs.

The Honorary Board also evaluates the intensity of meetings held by board members. Because when the intensity of the meeting decreases, the resulting legal product may also decrease. The passive function of the Honorary Body is to evaluate and process complaints that come in, in this case, about ethical or criminal issues committed by DPRD members. This can damage the board's image. The Honorary Body must also be firm so that the

rules and code of ethics can really be enforced. A member of the Honorary Board ideally masters Political Philosophy, Legal Philosophy, and Legal Studies as a form of deep reflection that allows political life to ethically reveal its structures, meanings, and values.

Economic policy strategy in Bandung Regency consists of (1) Regional regulations on equity participation to BPR and BJB. (2) Non-permanent revolving fund regulations. (3) Local regulations on food security, each of which will be described as follows:

The participation of local government capital in regional companies is one form of activity/business of the Regional Government to increase regional income for the community's welfare. Regionally-owned enterprises have a critical and strategic position in supporting the implementation of regional autonomy to encourage regional economic growth. Based on the laws and regulations, it is stated that every capital investment or additional capital participation to a regional company must be regulated in a separate Regional Regulation concerning investment or other capital. Furthermore, to increase the shareholdings and local revenue and services to the community, it is necessary to raise capital participation in the Limited Liability Company of the West Java and Banten Regional Development Banks. There are also efforts to increase regional revenues to encourage regional economic growth and

development. One of the efforts made is to provide additional regional capital participation to BJB bank. The implementation of the Regional Equity Participation is adjusted to the region's ability and the needs of the company, as well as based on the provisions of the Laws and Regulations. To comply with existing provisions, it is necessary to have a Regional Regulation concerning Regional Capital Participation in Limited Liability Companies, West Java, and Banten Regional Development Banks. In addition, regarding long-term investment, the regional government can make a budget if the amount to be included in the relevant fiscal year has been stipulated in the Regional Regulation on Equity Participation by referring to the provisions of the legislation.

The existence of this regional regulation is an investment by the Bandung Regency Government in the form of capital participation in the form of direct investment in providing loans to the community. The distribution is carried out through bank financial institutions to increase economic growth and advance the community's welfare. Furthermore, to realize capital strengthening through revolving funds to the community so that they become healthy, resilient and independent economic actors in order to accelerate economic growth and equity in Bandung Regency, this can be done by providing loans to the public in the form of revolving funds through bank financial institutions. Economic empowerment is a very important aspect in order to overcome poverty, unemployment and regional economic development. The main objective of economic empowerment is to create and develop productive economic enterprises in order to be able to become strong, independent and healthy economic actors. Individual businesses, community group businesses, micro-enterprises and other businesses are business activities that are able to expand employment opportunities and can play a role in the process of equity and increase in community income, encouraging economic growth. One way that can be done to realize economic growth is to provide capital strengthening to business actors, namely individual businesses, community group businesses, micro businesses, cooperatives and other economic institutions in Bandung Regency through revolving funds.

According to this regional regulation, certain

staple foods are produced and consumed by the majority of the Indonesian people, which, if the availability and price are disturbed, can affect economic stability and cause social unrest in the community. The realization of food availability based on the optimal utilization of local resources is carried out by diversifying food and prioritizing food production in the region. The realization of food availability from the physical and economic aspects is carried out through the management of stabilizing the supply and prices of staple foods. Utilization of food or consumption of food and nutrition will produce quality human resources as one of the determinants of development success. This is done through the fulfillment of food intake that is diverse and nutritionally balanced, as well as fulfilling the requirements for food safety, food quality, and food nutrition. In realizing regional food security, all sectors must actively meet the community's food needs down to the individual level. Regions can determine their food policy by the potential, resources, and local wisdom owned by the province. Food business actors can evaluate and carry out their business according to their help. To achieve this, three things need to be considered, namely the availability of food based on the optimal use of local resources, the affordability of food by the entire community, the use of food or food consumption, and nutrition for a healthy, active and productive life.

## CONCLUSION AND RECOMMENDATION

The Bandung Regency DPRD's communication strategy has been implemented in stages based on the philosophy of communication strategy, notably identifying the target audience, compiling messaging deciding on the strategy to employ and whether or not to use print as well as electronic media. This is a part of the company's responsibilities—members of the DPRD to the public. One of the responsibilities of members of the DPRD is responsible for absorbing, collecting, accommodating, and distributing information. Follow up on people's hopes and dreams. In addition, the members of the DPRD, both regency and municipal have obligations. (1) The ability to absorb and digest all information derived from constituent's aspirations working visits regularly. What does it mean to say "normal hours of work a visit" is a responsibility for

members of the DPRD of the Regency and Municipalities will meet with their citizens? The findings are recorded at each recess regularly.

Wheel maintenance by the local government based on aspects of human resource capacity (HR) by Bandung Regency DPRD must continue to be improved. Poor care in accommodating the demands and people's wishes can be seen from the rejection of public hearings by DPRD and the many behaviors undisciplined, like absence in the plenary session. More than that, many parties assess the chairman, and DPRD members do not have the skills to lead the legislature. DPRD are at the forefront of the community in realizing sovereignty, which consists of professional individuals with high integrity to improve the area's condition in all aspects.

#### ACKNOWLEDGMENTS

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## ABOUT THE AUTHORS

Dewi Kurniasih, email:

[dewi.kurniasih@email.unikom.ac.id](mailto:dewi.kurniasih@email.unikom.ac.id)

**Dr. Dewi Kurniasih** is a lecturer at Universitas Komputer Indonesia and specializing in government research.

**Sugianto Sugianto** is a member of the Regional House of Representatives in Bandung Regency. He is currently pursuing a Doctoral Degree program in Public Policy at Universitas Pasundan.

**Alya Rihhadatul Aisy** is a student of Government Science, Faculty of Social and Political Sciences, Universitas Komputer Indonesia, Bandung, Indonesia.