

Organizational Transformation at the Secretariat of the DPRD Takalar

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ABSTRAK

Transformasi organisasi di Dewan Perwakilan Rakyat Daerah (DPRD) memiliki urgensi yang tinggi mengingat perannya yang sentral dalam sistem demokrasi dan pengambilan keputusan publik. Penelitian ini bertujuan untuk mengkaji transformasi organisasi pada DPRD Kabupaten Takalar dan menganalisis faktor determinan dalam transformasi organisasi di lembaga tersebut. Metode yang digunakan dalam penelitian ini adalah deskriptif dengan pendekatan kualitatif. Informan penelitian ini terdiri dari sekretariat DPRD, anggota DPRD, dan pengurus partai politik, yang totalnya berjumlah 21 orang. Penelitian ini mengumpulkan data primer melalui FGD. Hasil penelitian menunjukkan bahwa transformasi organisasi di sekretariat DPRD Takalar dilakukan untuk: 1) meningkatkan efisiensi dalam pembuatan kebijakan dan pengawasan kinerja eksekutif melalui pengoptimalan proses pengambilan keputusan dan peningkatan produk legislasi; 2) memperkuat akuntabilitas dan transparansi di DPRD; dan 3) memperkuat hubungan antara DPRD dengan masyarakat. DPRD harus menjadi wadah yang inklusif bagi partisipasi publik dan aspirasi masyarakat. Secara keseluruhan, transformasi organisasi di DPRD memiliki urgensi yang tinggi untuk meningkatkan efisiensi, akuntabilitas, kapasitas, dan hubungan dengan masyarakat. Dengan mengadopsi pendekatan yang berfokus pada perubahan sistem, budaya organisasi, dan keterlibatan masyarakat, DPRD dapat menjadi lembaga yang lebih responsif, efektif, dan mampu menjawab tantangan yang dihadapi oleh masyarakat dan negara.

ABSTRACT

Organizational transformation in the Regional Representative Council (DPRD) has a high urgency given its central role in the democratic system and public decision-making. This study aims to examine the organizational transformation of the DPRD of Takalar Regency and to analyze the determinant factors in the organizational transformation of the institution. The method used in this research is descriptive with a qualitative approach. The informants for this study consisted of DPRD secretariats, DPRD members, and political party officials, with a total of 21 informants. This research collects primary data through FGD. The results of the study show that organizational transformation at the DPRD Takalar secretariat is carried out to 1) increase efficiency in policy-making and supervising executive performance through optimizing decision-making processes and improving legislative products; 2) strengthen accountability and transparency in DPRD; and 3) strengthening the relationship between the DPRD and the community. DPRD must be an inclusive forum for public participation and community aspirations. Overall, organizational transformation in the DPRD has a high urgency to improve efficiency, accountability, capacity, and relations with the community. By adopting an approach that focuses on system change, organizational culture, and community involvement, DPRD can become a more responsive, effective institution, and able to respond to the challenges faced by society and the state.

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INTRODUCTION

Organizational transformation refers to a process required to deal with increasingly dynamic and complex environmental changes. Overall, organizational transformation is a complex and dynamic process that requires careful planning, strong leadership, and a willingness to embrace change at all levels of the organization. Organizational transformation refers to significant and fundamental changes in institutional structure, culture, processes, and strategy.

Organizational transformation in the Regional People's Legislative Council (DPRD) has high urgency given its central role in the democratic system and public decision-making so the DPRD must be supported by the existence of a DPRD secretariat that is professional and has excellent performance. The results of the observations of this research, which were conducted in February - May 2023 identified several issues that became problems within the Takalar DPRD internal secretariat, namely: 1) difficulties in collecting and utilizing data and information accurately to make the right decisions; 2) decision making is still based on party background, goals or personal motivation, and is still influenced by pressure or demands from constituents; 3) there is quite a wide disparity between people's expectations and the results voiced by the people's representatives in parliament. DPRD Takalar has not yet become a sovereign institution to carry out legislative functions. In addition, it was also stated that for the strategy of strengthening legislative capacity, institutional strengthening and strengthening of the individual dimension were carried out; and 4) the mechanisms and techniques for providing input and accommodating public input are still not widely known, including the implementation of participatory methods in designing and in deciding a policy with the executive. In addition, the results of the public hearing are still felt to have not satisfied the community/public (Rahman, 2016; Solihah, 2017).

Along with the development, progressivity, and change of leadership, it is highly expected that there will be changes in the climate of leadership in DPRD Takalar. Overall, the existence of the DPRD secretariat has great urgency in supporting legislative performance and achieving democratic goals. Administrative support, transparency, public participation, and enforcement of democratic rules are some of the important aspects facilitated by the DPRD secretariat to ensure an effective, inclusive, and accountable legislative process. There are institutional problems that demand the implementation of organizational transformation at the DPRD secretariat, which includes several aspects. First, Changes in the External Environment: An institution can face significant changes in the external environment, such as changes in customer needs, technological developments, regulatory changes, or increased competition. This problem can require institutions to carry out organizational transformation to remain relevant and adapt to these changes. This is as explained by (Haryono et al., 2018) and (Robles, 2020) that the Regional People's Legislative Council as a government organization related to various entities, including the community has the greatest interest for adoption. This organization most of its activities are hearings to discuss various matters. The difficulty faced is how to arrange the agenda for each council member's meeting as well as communication between elements on the agenda which has not been effective and efficient. The internal environment of the Takalar DPRD, of course, cannot be separated from its connection with the external environment, especially the Takalar Regency Government. The vision and mission of Takalar Regency are to realize a comprehensive, sustainable, and environmentally sound village-based development; realizing a life that is religious, democratic, safe, and orderly; as well as implementing effective, clean, accountable and democratic governance (Ambo Asse et al, 2023).

The second aspect is the Weaknesses of Organizational Structure: Institutions that are inefficient or have a rigid and hierarchical organizational structure may face challenges in achieving their

goals. Problems such as redundant bureaucracy, lack of collaboration between departments, and slow decision-making can hinder organizational progress. Organizational transformation is needed to optimize work structures and processes to be more responsive, innovative, and effective. Likewise, the results of research conducted by (Rozikin et al., 2020) proposed that E-government is a form of bureaucratic reform that not only emphasizes changes in the use of technology but also changes in the government system in involving the community in decision-making.

The third aspect is Inappropriate Culture and Mindset: Institutional problems are often related to culture and mindset that is not by the desired change objectives. An organizational culture that is resistant to change or a mindset that is fixated on old ways can be a significant obstacle in achieving organizational transformation. The transformation process must include changing the culture and changing the mindset of employees to get them in the desired direction. Regarding organizational culture, explained (Nafis, 2021) that a study of the harmony of organizational culture also guarantees the role of organizational culture as a means of determining the direction of the organization, instructing what may and may not be done, how to manage the allocation of organizational resources and as a means of dealing with opportunities and problems that come from the organizational environment, especially strengths that come from the basic values of the organization. (Rahman, 2016) explains that the legislative process in the Takalar Regency DPRD in its stages starting from the planning stage, the design stage, and the draft regional regulation submission stage is still dominated by the executive, which means it does not yet represent the Theory of People's Sovereignty which Bodin calls one of the characteristics of the trend of the modern state (Rahman, 2016). modern state). This condition allows for a fairly wide disparity or gap (gap) between what the people want and what is voiced by their representatives in parliament. While the fourth aspect is System and Technology Weaknesses: Systems and technology that are obsolete or unable to meet organizational needs can become institutional problems. Lack of system integration, security weaknesses, or the inability to collect and analyze data effectively can hinder an organization's progress. Organizational transformation must consider using appropriate technology and improving existing systems to support organizational needs. Support and optimization of information and communication technology in improving organizational performance are also reviewed (Hugentobler, 2017); (Besson & Rowe, 2012); and (Gallego & Calderón Hernández, 2021).

The last or fifth aspect is Competence and Skills: Organizational transformation demands can involve changes in the competencies and skills possessed by employees. For example, with the adoption of new technology or a change in strategic focus, it may be necessary to train and develop employees so that they have the relevant skills. These issues require the planning and implementation of an effective human resource development program. In addition to adopting the use of information and communication technology, researchers related to organizational transformation also offer the urgency of developing human resources through training and increasing competence. Several experts have researched this matter, namely (Nograšek & Vintar, 2014); (Ipinazar et al., 2021); (Syamsuri et al., 2019); and (Priyono et al., 2019).

Organizational transformation is an important step to overcome institutional problems. This involves a complete change in various aspects of the organization, including structure, culture, systems, and competencies. Successful transformation requires commitment from the leadership of the organization, full support from all members of the organization, as well as a well-thought-out strategy and plan to overcome the existing challenges. The demand for organizational transformation at the DPRD Secretariat is also a manifestation of the Minister of Home Affairs Regulation Number 90 of 2019 concerning Classification, Codification, and

Regional Development and Financial Planning Nomenclature, which regulates the duties of the DPRD Secretariat. Apart from that, there is also Minister of Home Affairs Regulation Number 18 of 2020 concerning Regulations for Implementing Government Regulation Number 13 of 2019 concerning Reports and Evaluation of the Implementation of Regional Government (State Gazette of the Republic of Indonesia of 2020 Number 288).

Literature Reviews

In efforts to increase citizen representation and involvement, the DPRD now has a more active role in public policy-making and oversight of local government. The DPRD also has the authority to approve regional budgets, debate draft regional regulations (PERDA), and carry out oversight functions over local government performance. The role and authority of the DPRD have changed along with the development of the concept of decentralization and regional autonomy, as explained (Indrawan & Aji, 2017) that it is necessary to amend the 1945 Constitution to optimize the role of the legislature. Members of the legislature in the DPRD are involved in the process of approving the regional budget. They study and analyze the draft budget submitted by the local government. In budget debates and discussions, members of the legislature can ask questions, provide input, and propose changes to budget allocations. Through this mechanism, they seek to ensure that regional budgets are by the needs of the community and side with the public interest. In all of these roles, the DPRD secretariat functions as a provider of administrative and technical support to DPRD members. They assist in the process of gathering information, preparing documents, holding meetings, and ensuring all procedures and conditions are met. With the assistance of the DPRD secretariat, DPRD members can carry out their tasks more efficiently and effectively in approving budgets, debating local regulations, and exercising oversight functions over local government performance.

One of the main tasks of DPRD legislators is to carry out the oversight function of the performance of local government. They can carry out this oversight function through several mechanisms, such as holding hearings with local government officials to evaluate the performance and achievements of planned programs. DPRD usually has several commissions tasked with overseeing certain sectors, such as education, health, infrastructure, and so on. Legislative members who are members of these commissions carry out more specific oversight of the performance of the sectors they handle. They can collect information, conduct field visits, and hold meetings with relevant stakeholders to obtain accurate data. As explained (Mashuda, 2014) that factions have a very important role in their involvement, especially in the legislative process, starting from capturing community aspirations, conducting an inventory of problems, discussing, and making decisions. Members of the DPRD legislature can prepare reports on the results of supervision which include findings, analysis, and recommendations related to local government performance. This report can be submitted to local governments and related agencies and can be used as a basis for corrective actions or policy changes. This is in line with studies conducted by (Ismanudin, 2020) and (Malik et al., 2022).

The normative role of the DPRD Secretariat is detailed by Rasyid (2000) in (Hidayati et al., 2018), namely: (1) facilitating DPRD activities, namely: a) Collecting materials, guidelines, and technical instructions for carrying out the duties of the DPRD Secretariat; b) Planning, processing, reviewing, and coordinating the formulation of DPRD leadership policies; c) Manage and foster cooperation, integration and synchronization of all DPRD Secretariat tasks; d) Organizing meetings and compiling minutes of meetings held by

DPRD; e) Control of secretariat activities, staffing, finance and equipment of the DPRD secretariat; (2) The function of coordination in the implementation of DPRD and Regional Government activity plans and programs; (3) The administrative function is to carry out the duties of the DPRD Secretariat as input in the formulation of regional policies and periodic reporting of the results of the implementation of the DPRD Secretariat's duties.

Innovation in the public sector is one way or even a "breakthrough" to overcome organizational bottlenecks and deadlocks in the public sector (Yogi Suwarno, 2020). The characteristics of a system in the public sector which is rigid, rigid, and tends to be a status quo must be able to be disbursed through the transmission of a culture of innovation. Innovations that are usually only familiar in a dynamic environment such as in the business sector, are slowly being injected into the public sector environment. To overcome the gap between the public sector and the non-public sector, organizational transformation is a must so that public services can fulfill people's satisfaction. The DPRD secretariat as a public sector organization should be able to implement various innovations that are normally implemented in the non-public sector.

To implement organizational transformation within the legislative body, namely the Takalar DPRD Secretariat, this study applies the eight concepts of organizational transformation put forward by (Kotter, 2011), which identify eight steps in the process of organizational transformation. The steps for transformation according to Kotter, namely: 1) Creating Deep Dissatisfaction / generating a sense of urgency (Creating a Sense of Urgency): The first step is to create a deep understanding and dissatisfaction related to the current conditions and the reasons for the importance of change. This is done to move individuals and organizations to feel compelled to change; 2) Forming a Strong Team (Forming a Powerful Coalition): This step involves building a strong team, namely a group of people who have influence and credibility in the organization. This team will act as agents of change and help mobilize support for the transformation; 3) Creating a Vision and Strategy: The third step is to develop a clear and attractive vision of the desired state of the future. This vision must be able to inspire and direct transformation efforts. In addition, it is necessary to design a strategy that describes how the vision will be achieved; 4) Communicating the Vision: Once the vision and strategy are established, the next step is to communicate the vision broadly throughout the organization and ensure proper understanding and acceptance. Effective communication is needed to inspire and motivate people to engage in change; 5) Empowering People to Act (Empowering Broad-Based Action): This step involves empowering individuals and teams within the organization to take the necessary actions to bring about transformation. This involves removing barriers, providing sufficient resources, and providing proper autonomy to move forward; 6) Generating Short-Term Wins: Having quick wins or visible early achievements in the transformation process will help build positive momentum and strengthen belief in change. This victory must be measurable and visible to provide evidence that the transformation is taking place; 7) Building on Change: After achieving initial wins, the next step is to expand the change and leverage the existing momentum to integrate the change into the wider organizational culture and systems. This involves identifying and overcoming obstacles that may arise during the transformation process; and 8) Building Transformation into Culture (Anchoring the Change in Culture): The last step is consolidating change as an integral part of the organizational culture. This involves reinforcing the new behaviors, values, and practices that support transformation. This process ensures that the changes are persistent and sustainable in the long term.

RESEARCH METHODS

The purpose of this study was to examine and describe the application and determinants of organizational transformation at the Takalar DPRD secretariat. The research method used is descriptive qualitative with a phenomenological approach. The informants for this study consisted of members of the legislature, the DPRD secretariat, and political party officials with a total of 21 informants. Data was obtained through FGD, interviews, observation, and documentation. Data analysis is done by condensing, presenting data, and drawing conclusions or verification. Primary data were obtained from FGDs, in-depth interviews, and observations. Secondary data was obtained from documentation and literature studies. The data collection tools were in the form of interview guidelines, tape recorders, documentation, and field notes, and the research was conducted from June to December 2022.

RESULTS AND DISCUSSIONS

The Secretariat of the Regional People's Representative Council is led by a Secretary who has the task of carrying out secretarial administration, and financial administration, supporting the implementation of the duties and functions of the Regional People's Representative Council, and providing and helping to coordinate the experts needed by the Regional People's Representative Council by the regional financial capacity. The Takalar DPRD Secretariat consists of three sections, namely the General Section; Trial Division; and Finance Section.

The DPRD secretariat as a public sector organization in the Takalar district is interesting to study because of the role of this organization in producing policies or legislation. Takalar is one of the pillars of the Mamminasata program as a city development program in South Sulawesi. The organizational transformation theory known as "Kotter's 8-Step Change Model" can be applied to various types of organizations, including public sector organizations, to achieve effective and successful change. The application of Kotter's organizational transformation theory to public sector organizations is not always easy because of the complexity of existing structures and regulations.

In achieving its service performance, the Takalar DPRD secretariat compiled five indicators according to its function as a regional apparatus, namely: 1) the availability of an Annual Work Plan for each DPRD apparatus; 2) the arrangement and integration of DPRD work programs to carry out the Oversight Function, the Regional Regulation Formation Function, and the Budget Function in the Five-Year Plan Document (RPJMD) and Annual Plan Document (RKPD); 3) The integration of DPRD programs to carry out the Oversight Function, Formation of Regional Regulations and Budgets into the Planning Documents and Budget Documents of the Setwan DPRD; 4) Increasing the quality of service and accountability for the performance of the DPRD Secretariat recapitulation; and 5) Realization of professional organizational resources and management.

Based on data analysis, this research which focuses on the eight concepts of organizational transformation (Kotter, 2011), found several facts about organizational transformation in the Takalar DPRD legislative body, as illustrated in the following discussion.

A. Implementation of Organizational Transformation

In implementing this organizational transformation, interviews were conducted with the DPRD secretary, 3 subdivision heads (general subdivision head, trial subdivision head, and finance subdivision head), the DPRD chairman, 2 DPRD deputy chairmen, 6 members of the Takalar DPRD faction (namely the Golongan Karya party faction, the Democratic Party, Prosperous Justice Party faction, National Democratic Unity faction, Awakening of the People's Conscience Struggle faction, United People's faction), 2 political party officials who won the most votes, 3

members of the DPRD (Budget Agency, Legislation Body, and Legislation Body) Honor), and 3 people from the regional apparatus as stakeholders of the Takalar DPRD.

To examine the implementation of organizational transformation, there are eight indicators proposed to all informants. The following is a presentation of data from the results of interviews and observations.

Creating a Sense of Urgency

To create a sense of urgency as secretariat leaders and staff, several principles are carried out by employees at the Takalar DPRD Secretariat, including:

1. Establish clear and compelling reasons for change: they communicate the need for change to all stakeholders, emphasizing the urgency and potential consequences of inaction. To do so, they use data, evidence, and concrete examples to illustrate the need for change in the DPRD.
2. Create a guiding coalition: In this aspect, DPRD secretariat staff identify influential individuals or key leaders in DPRD who support change efforts.
3. Developing a shared vision: Collaboratively, they are trying to create a vision that highlights the future state of the DPRD and how it will benefit the organization and constituents, namely the people of Takalar district.
4. Communicating messages consistently: They have worked to communicate a continuous and consistent sense of urgency and need for change. To this end, they also utilize various channels, such as meetings, memos, bulletins, and digital platforms, to reach all stakeholders effectively.
5. Encouraging open and honest dialogue: The aspect being carried out is creating an environment in which both secretariat employees and legislators feel comfortable expressing their concerns, ideas, and feedback.
6. Work on removing obstacles: They identify and overcome any roadblocks or obstacles that impede progress or give rise to complacency. They seek to work with stakeholders to remove bureaucratic hurdles, improve processes and provide the necessary resources to support change initiatives.

Based on this analysis, it can be explained that Creating a Sense of Urgency is still not fully applicable to the Takalar DPRD secretariat. This is due to the persistence of intervention from political elites and political party leaders towards the personal attitudes of legislative members and leaders. So that these legislators may take actions that violate the main principles of organizational transformation.

Forming a Powerful Coalition

In this step, as long as DPRD secretariat staff can convince other people to jointly make changes, it is necessary to build a coalition to help direct other people to make changes. The coalition that is built must have various skills, expertise, work units, positions, and other institutions to maximize its effectiveness. Coalitions can help spread messages throughout the organization, delegate tasks, and ensure change support across the organization. Team members complement, collaborate, and encourage one another. From the data analysis carried out, it was found that several forms of organizational transformation were carried out by the leaders and staff of the Takalar DPRD secretariat, namely:

1. Identification of key stakeholders: The intended target is an individual or group with personal influence, expertise, or interest; regional apparatus organization; and leaders of political parties.
2. Building relationships: Secretariat staff strive to build positive and good relationships with all stakeholders, both in secretarial activities, as well as in social relations and personal relations.
3. Communicate common goals: DPRD secretariat leaders and staff should be able to articulate an attractive vision and be able to unify their goals and visions with political parties and the public. However, there was still unscrupulous secretariat staff who tended to communicate more about the personal goals of legislators and not organizational or institutional goals.
4. Enhancing collaboration and cooperation: Each division of the DPRD secretariat should create opportunities for collaboration among secretariat staff, members of the legislature, faction leaders, and commissions. It was found that the secretariat staff at the Takalar DPRD tended to collaborate and work together, limited to the internal secretariat, not building cross-regional collaboration.

Creating a Vision and Strategy

To create a vision and strategy as DPRD secretariat staff who are committed to implementing organizational transformation, the steps taken by the leaders and staff of the Takalar DPRD secretariat are:

1. Understand the current situation: Based on the results of the interviews, it was found that they gathered information and insights about the landscape, challenges, and opportunities for legislators and the supporting performance that the current secretariat should prepare.
2. Imagining or reflecting and communicating future visions or plans: In this way, the secretariat at DPRD Takalar seeks to formulate a clear and convincing vision of the future they want to achieve, especially for the development of democracy in Takalar district. To communicate their vision, staff at the secretariat tend to use persuasive language and storytelling techniques to engage people emotionally.
3. Develop a strategic plan: It was found that very few secretariat staff had prepared the strategic plan. Institutions that have a strategic plan, carry out stages including identifying steps, initiatives, and policies needed to realize the vision. There are still secretariat staff who do not understand the urgency of the strategic plan.
4. Involve stakeholders: The role of relevant stakeholders in strategy development is a surefire step. Stakeholders are not only involved in the budgeting and legislation process but also program evaluation.

Communicating the Vision

Organizational transformation in terms of communicating the vision effectively, then found data in the field, in the form of applying the principles that:

1. Utilize multiple communication channels: They make use of multiple communication channels to reach different stakeholders effectively. They tend to use patterns of

interpersonal communication by utilizing mass media, interactions in coffee shops, discussions in public spaces, and sponsoring various sports and art competitions.

2. Repeating messages: Consistently leadership and secretariat staff at DPRD Takalar repeat messages through various communication opportunities. The repetition of messages is done so that the people as voters will still remember the various programs that have been carried out. Repetition helps plant visions in people's minds and increases their understanding and acceptance.
3. Lead by example: There are secretariat leaders and staff who strive to demonstrate authenticity and consistency in their behavior to increase the credibility of communications to the public or their constituents.

Empowering Broad-Based Action

According to (Kotter, 2011), empowering broad-based action involves individuals in an organization or system taking initiatives and making decisions that are in line with organizational goals. As leaders and staff of the DPRD Takalar secretariat, several principles have been found to empower broad-based actions in the following ways:

1. Build a coalition: Collaborate with like-minded secretariat leaders and staff who share the same vision and goals. Appropriately, the secretariat leadership and staff develop relationships with individuals with different perspectives and expertise to create a diverse and comprehensive coalition. However, in conditions in the Takalar DPRD, only personal coalitions and coalitions between sub-divisions were found.
2. Provide resources: Secretariat leaders and staff are constantly working to ensure themselves, groups, and colleagues have access to the necessary resources to carry out their initiatives effectively. This includes providing funds, staff support, research materials, and other resources needed to implement actions that can support legislative performance.
3. Delegating authority: In general, the leadership and staff of the Takalar DPRD secretariat have a strong relationship with which to delegate authority.

By applying these principles, secretariat leaders and staff can empower broad-based action in the role of supporting legislative performance, fostering a culture of engagement, collaboration, and initiative among colleagues and partners.

Generating Short-Term Wins

Generating short-term wins is critical to maintaining momentum and building confidence in the change process. As leaders and staff of the Takalar DPRD secretariat, it was found that they applied the principles of organizational transformation in the following way:

1. Identify quick wins: Identify specific legislative actions or initiatives that can be implemented relatively quickly and have a visible impact. The way this is done is in the form of small-scale projects or policy changes that address the urgent needs or concerns of the constituents and political parties served.
2. Set achievable goals: Secretariat leaders and staff set realistic and achievable goals. The leadership and secretariat staff are dominant in applying the principles of specific, measurable, achievable, relevant, and time-bound (SMART: specific, measurable, attainable, relevant, and time-bound).

3. Learning from wins and challenges: Generally, the members of the leadership and secretariat staff analyze the factors that contributed to the success of the short-term wins and identify the challenges faced in the long term.
4. Maintain focus on long-term vision: In general, the leadership and secretariat staff of the DPRD Takalar set a vision for the short term only. They do not dare to set long-term targets because of their experience in dealing with post-election conditions, the constellation or structure in the DPRD secretariat may change after the general election, especially after the regional head election.

Building on Change

Building change involves using successful transformations as a foundation for further progress and continuous improvement. As leaders and staff of the Takalar DPRD secretariat, the principles of organizational transformation are implemented in the following way:

1. Evaluate and study: Legislators and DPRD Takalar secretariat staff conduct a thorough evaluation of the change initiatives to assess their effectiveness and impact. Generally, they identify events that occur by trying to take lessons and learn lessons from what they experience to make improvements. They carry out this evaluation by gathering feedback from constituents, colleagues, and stakeholders to obtain various perspectives.
2. Communicating success stories: If they find a story or way of success experienced, both personal experience and from the success experiences of other people, then this is used as a source of evaluation. Generally, they imitate the success they experience, but it is still very rare to try to reflect on failure or failure as an evaluation tool.
3. Improving strategy continuously: It was found that leadership and secretariat staff made efforts to review and improve their strategy performance regularly based on feedback, evaluation results, and changing circumstances.

Anchoring the Change in Culture

Efforts to withstand cultural change ensure that the new behaviors, values, and mindsets associated with the change initiative become embedded in the organizational or legislative culture. The principles for carrying out cultural change in the Takalar DPRD are carried out in the following way:

1. Lead by example: Generally, the leadership and secretariat staff believe that as a leader and secretariat staff, they play an important role in exemplifying the desired behavior and values. Society tends to view legislators and staff within the DPRD as individuals who must have civilized character and behavior and be by morality.
2. Communicate the importance of culture: Secretariat leadership and staff seek to communicate the importance of culture to colleagues, partners, and the community as constituents through various means. The most dominant media used is through social media such as Whatsapp, Telegram, Instagram, and Tiktok.
3. Aligning systems and processes: It was found that they are trying to align existing systems, processes, and structures with the desired cultural change. Secretariat leaders and staff tend to maintain the image that they are capable of being agents of cultural change and do not reject the existence of a global culture. They are likely to agree to assess and modify legislative procedures, decision-making frameworks, and

performance evaluation mechanisms to support and reinforce new behaviors and values.

B. Determinant Factors of Transformation

1. Organizational culture

There is a culture contained in the Takalar DPRD strategic plan, namely 1) honesty, 2) hard work, 3) humility, 4) willingness to serve patiently, 'sincere, empathetic and sincere, 5) competent, 6) rational, 7) commitment, 8) tolerance, 9) working as a team, 10) mutual respect, and 11) reminding each other. Meanwhile, from the interviews it was found that those that were influential in the organizational transformation of DPRD Takalar were 1) hard work, 2) mutual help and cooperation even though it later became thinner, 3) honesty, 4) mutual respect, along with changes then became thinner, 5) communication open and friendly, 6) learning culture and 7) use of information technology.

2. Transformative Leadership

In the aspect of transformative leadership in organizational transformation in the Takalar DPRD, it was found that leadership that was successful in bringing about transformation was leadership that had characteristics, namely : 1) having knowledge of politics and government midwives; 2) tiered disciplinary control; 3) has the speed of execution of the strategy; 4) paying attention to employee welfare; 5) empowering staff; 6) developing staff potential; 7) encourage organizational learning; 8) conflict resolution management; 9) encourage cultural and structural changes; 10) encouraging the growth of innovation; 11) communicate openly; and 12) establishing and encouraging partnership cooperation

CONCLUSIONS

1. DPRD Takalar has implemented a transformation that refers to the eight steps of transformation according to Kotter and brings changes to the organizational structure, organizational culture, and service performance improvement. The following are performance reporting based on the principles of organizational transformation at DPRD Takalar:
 - a. Availability of an Annual Work Plan for each DPRD Complementary Toolkit, which consists of 6 activities, the realization of which is by the set target of 100 percent.
 - b. Compilation and integration of DPRD Work Programs to carry out the Oversight Function, Regional Regulation Formation Function, and Budget Function in the Five Year Plan Document (RPJMD) and Annual Plan Document (RKPD), which consists of 12 documents, the realization of which is by the targets set that is set at 100 percent, this is due to the strong commitment of members of the Takalar district DPRD to complete documents related to the functions of DPRD members on time.
 - c. The integration of DPRD programs to carry out the Oversight Function, Formation of Regional Regulations and Budgets into the Planning Documents and Budget Documents of the DPRD Secretariat, which consists of 5 documents, the realization is by the set target of 100 percent.

- d. Improving the quality of service and performance accountability of the DPRD Secretariat recapitulation, the realization of which is by the set target of 100 percent.
2. Organizational culture and transformative leadership factors have succeeded in supporting the Takalar DPRD Secretariat in transforming to produce changes to the organizational structure, organizational culture, and improved service performance.

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