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Factors Affecting the Performance of the Secretariat of the Regional Representative Council (DPRD) In Implementing Secretariat Administration in Malang City

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Abstract

DPRD Secretary (Sekwan) has a task formulation to help carry out all DPRD efforts and activities which include the implementation of information, finance and administration as well as assistance in the context of carrying out the duties, powers and rights and obligations of DPRD members. The Sekwan also has the task of coordinating, integrating and synchronizing the entire implementation of the Sekwan's duties, preparing plans, processing, studying and preparing coordination for the formulation of DPRD leadership policies.

In this study, the type of research used is research using a qualitative approach and descriptive research type. Data collection techniques were carried out by interview, observation and documentation techniques. As well as data analysis using the interactive model analysis of Milles and Hubermas and Saldana 2014.

The DPRD institution is essentially a political sphere which is full of dynamics and tends to be permissive towards bureaucratic rules which are the task of facilitating the DPRD secretariat. The two Secretariats of the Malang City DPRD are regional apparatus, so that from the start the DPRD Secretary is the same to all staff who are positioned as State Civil Apparatuses. In carrying out tasks administratively responsible to the Mayor through the Regional Secretary. The appointment of the Malang City DPRD Secretary from the State Civil Apparatus became a dilemma in itself in carrying out the secretarial duties and functions of the DPRD. Thus, in carrying out its duties and functions, the mechanism is under the coordination of the Mayor and DPRD.

Research Results on the factors that influence the performance of the Secretariat of the Regional People's Legislative Assembly (DPRD) Malang City in carrying out secretarial administration There are several problems inhibiting the implementation of the main tasks and functions of the Malang City Regional Secretariat, namely the not yet optimal implementation of bureaucratic reform, Demands for improving the quality of public services, Utilization of regional apparatus resources, Organizational Restructuring and Public Management, Regional Financial and Asset Management.

Keywords: *Factors, influence, performance, DPRD, Malang*

INTRODUCTION

Regional governments, which are a sub-system of the national government administration system, have the authority to regulate and manage their own households. The authority to regulate and manage the household contains three main things in it, namely: first, the assignment of tasks and authority to complete an authority that has been handed over to the Regional Government; secondly, giving trust and authority to think about, take the initiative and determine for themselves ways to complete the task; and third, in an effort to think about, take initiatives and make decisions involving the community, both directly and the DPRD.

The DPRD Secretariat has an important position in supporting DPRD performance, starting from planning, administrative processes, preparatory arrangements, up to the implementation of all DPRD member activity agendas, which are often facilitated by the DPRD Secretariat. The issuance of Regional

Regulations (Perda) is inseparable from the existence of facilitation of the DPRD secretariat. Where, drafting the Regional Regulation Draft (Raperda) of the DPRD Secretariat facilitates the process of drafting the Raperda through budgeting and preparation of Academic Papers (NA) as contained in Law Number 23 of 2014 concerning Regional Government, article 206 that the Council Secretariat appoints and dismisses a group of experts or a team of experts according to the needs at the suggestion of the members and the capacity of the regency/municipal area.

DPRD Secretary (Sekwan) has a task formulation to help carry out all DPRD efforts and activities which include the implementation of information, finance and administration as well as assistance in the context of carrying out the duties, powers and rights and obligations of DPRD members. The Sekwan also has the task of coordinating, integrating and synchronizing the entire implementation of the Sekwan's duties, preparing plans, processing, studying and preparing coordination for the formulation of DPRD leadership policies.

The provisions of Articles 204 and 205 of Law Number 23 of 2014 have emphasized that in order to support the smooth implementation of the DPRD's duties and authorities, a Regency/City DPRD Secretariat is formed. The existence of the DPRD Secretariat recruited from civil servants is a supporting factor for the successful implementation of the authority, functions and duties of the DPRD in carrying out the mandate as an element of Regional Government administration.

DPRD as a regional legislative body has an equal position and is a partner of the local government. Being equal and being a partner means that DPRD and local government have the same responsibility in creating an efficient, effective and transparent regional government in order to provide the best possible service to the community in order to ensure the productivity and welfare of the people in the area. One of the most important functions of the DPRD in supporting the implementation of broad autonomy in the regions is the function of legislation. To carry out its legislative functions, the DPRD is given various rights, one of which is "the right to submit draft regional regulations and the right to make changes to the Raperda" or the implementation of the legislative function must be followed up with a Regional Regulation (Perda).

The function of the Regional People's Legislative Assembly can be seen in its arrangements in Article 149 paragraph (1) of Law Number 23 of 2014 concerning Regional Government and Article 365 of Law Number 17 of 2014 concerning the People's Consultative Assembly, the People's Representative Council, the Regional Representative Council, the Regional Representatives Council The Regional People's Representative Council determines that the DPRD has legislative, budgetary and supervisory functions. Furthermore, the general explanation of Article 292 and Article 343 of Law Number 27 of 2009 concerning the People's Consultative Assembly, the People's Representative Council, the Regional Representative Council, the Regional People's Representative Council, explains that: 1) The function of legislation is regional legislation which is the function of provincial, district DPRD / city to form regional regulations with the Governor, Regent / Mayor 2) The function of the budget is the function of the Provincial, Regency / City DPRD together with the regional government to prepare and determine the APBD which includes the budget for the implementation of the functions, duties and authorities of the Provincial, Regency DPRD /City 3) Supervision Function is the Function of the Provincial, Regency/City DPRD to carry out supervision of the implementation of Laws, Regional Regulations and decisions of the Governor, Regent/Mayor as well as policies stipulated by the regional government.

Regional governments, which are a sub-system of the national government administration system, have the authority to regulate and manage their own households. The authority to regulate and manage the household contains three main things in it, namely: first, the assignment of tasks and authority to complete an authority that has been handed over to the Regional Government; secondly, giving trust and authority to think about, take the initiative and determine for themselves ways to complete the task; and third, in an effort to think about, take initiatives and make decisions involving the community, both directly and the DPRD.

RESEARCH METHOD

The research design used in this research is descriptive qualitative. Bogdan and Taylor (1975) in Moleong (2012: 4) define qualitative methodology as a research process that produces descriptive data in the form of written or spoken words from people and observable behavior. Based on this understanding, in this

research the researcher intends to explain and describe in depth the Role of the Council Secretariat in Efforts to Improve the Legislative Functions of the Regional People's Representative Council (DPRD) Malang City.

Data analysis according to Bogdan & Biklen (in Lexy J. Moleong, 2012: 248) is an effort made by working with data, organizing data, sorting it into manageable units, synthesizing it, looking for and finding patterns, finding what is important and what was learned, and deciding what to share with others.

The process of data analysis begins by examining all available data from various sources, namely from interviews, observations that have been written down in field notes, personal documents, official documents, pictures, photographs, and so on (Lexy J. Moleong, 2012: 247). The data analysis technique used in this study is the data analysis technique from Miles and Huberman and Saldana 2014, namely: 1). Data Collection, 2). Data reduction, 3). Data Presentation, 4) Conclusion and Verification

RESULTS AND DISCUSSION

City DPRD Secretariat concept

The Secretariat of the Regency/Municipal DPRD is an element of administrative services and providing support for the duties and functions of the Regency/Municipal DPRD and is led by the Secretary of the Regency/Municipal DPRD who in carrying out their duties technically is operationally under and responsible to the leadership of the Regency/Municipal DPRD and administratively responsible to the regent/mayor through the regional secretary of the district/city.

Article 1 point 8 Perda Malinau No. 3 concerning Regional Regulation of Malinau Regency Number 3 of 2019 concerning Amendments to Regional Regulation Number 4 of 2016 concerning the Establishment and Composition of Regional Apparatuses of Malinau Regency Secretary of the Regional People's Legislative Council hereinafter abbreviated as Secretary of DPRD is Secretary of the City Regional People's Legislative Council Poor. The Malang City DPRD Secretariat has a very important role and also determines the effectiveness of the implementation of the Malang City DPRD function, meaning that the effectiveness of the implementation of the main tasks and functions of the DPRD Secretariat can determine the effectiveness of the implementation of the DPRD function. Therefore, to realize or increase the effectiveness of the DPRD, the DPRD Secretariat must be able to provide professional and quality services to support the DPRD's function as people's representatives who absorb people's aspirations.

The existence of the Malang City DPRD secretariat is intended to assist the smooth running of the DPRD's duties and functions. This is in accordance with Article 204 of Law Number 23 of 2014 concerning Regional Government which explains that;

- a. To support the smooth implementation of the duties and authorities of the Regency/Municipal DPRD, a secretariat of the Regency/Municipal DPRD has been established.
- b. In order to carry out the tasks and authorities of the Regency/Municipal DPRD, an expert group or team of experts is formed Article 205
 - a. The organizational structure and working procedures of the regency/city DPRD secretariat shall be stipulated by a Regency/Municipal Regional Regulation in accordance with the provisions of laws and regulations.
 - b. The secretariat of the regency/city DPRD as referred to in Article 204 paragraph (1) is chaired by a secretary of the regency/city DPRD who is appointed and dismissed by decree of the regent/mayor with the approval of the leadership of the regency/city DPRD.
 - c. The secretariat of the regency/city DPRD and the employees of the regency/city DPRD secretariat come from civil servants.

Based on Government Regulation of the Republic of Indonesia Number 18 of 2016 concerning Regional Apparatuses, the secretariat of the City DPRD is one of the regional apparatuses. The type of regional apparatus is the type of regional apparatus of the regional secretariat; DPRD secretariat; inspectorate; service; and body. The Secretariat of the Regency/Municipal DPRD is an element of administrative services and provides support for the duties and functions of the Regency/Municipal DPRD. The Secretariat of the Regency/Municipal DPRD is led by the Secretary of the Regency/Municipal DPRD who, in carrying out their duties technically, is operationally under and responsible to the leadership of the Regency/Municipal DPRD and administratively responsible to the Regent/Mayor through the Regency/Municipal Secretary. The secretary of the regency/municipal DPRD is appointed and dismissed by decision of the regent/mayor with

the approval of the leadership of the regency/city DPRD after consulting with the faction leaders. The secretariat of the regency/city DPRD has the task of carrying out secretarial and financial administration, supporting the implementation of the tasks and functions of the regency/city DPRD, as well as providing and coordinating the experts needed by the regency/city DPRD in carrying out its rights and functions as needed.

Working Mechanism of the Malang City DPRD Secretariat

In the weighing section of Malang Mayor Regulation Number 41 of 2016 Concerning Position, Organizational Structure, Main Duties and Functions, and Work Procedures of the Secretariat of the Regional People's Representative Council it is explained that as an implementation of the provisions of Article 4 paragraph (2) letter b Malang City Regional Regulation Number 4 of 2016 2016 concerning the Formation and Organizational Structure of Regional Apparatuses, and in accordance with regional needs and affairs which are the authority of the Malinau Regency Government, it is deemed necessary to regulate Position, Organizational Structure, Main Tasks and Functions, and Work Procedures

The DPRD Secretariat is an element of administrative services and providing support for the duties and functions of the City DPRD led by the Secretary of the City DPRD who is operationally technically under and responsible to the leadership of the DPRD and administratively responsible to the Regent through the Regional Secretary.

Based on Article 4 of Malang City Mayor Regulation No. 41 of 2016 The Malang city DPRD Secretariat has the task of carrying out secretarial and financial administration, supporting the implementation of the DPRD's duties and functions as well as providing and coordinating the experts needed by the DPRD in carrying out its rights and functions as needed.

The Malang City DPRD Secretariat is led by a Secretary who is under and responsible to the leadership of the DPRD and is administratively responsible to the Mayor through the Regional Secretary. The Secretariat has the task of assisting the DPRD in carrying out all efforts and activities including the implementation of information, finance and administration as well as assistance in the context of carrying out the duties and authorities as well as the rights and obligations of the Council.

The General Affairs and Finance Section is led by a Section Head who is under and responsible to the Board Secretary; The General Affairs and Finance Division has the task of preparing materials for the formulation and implementation of policies, coordination and synchronization, provision of technical guidance and supervision, formulation and implementation of operational and technical policies, as well as implementation of monitoring, evaluation and reporting in the financial sector;

The Section for Trials and Legislation of the Malang City DPRD Secretariat is led by the Head of Section who is under and responsible to the Secretary of the Council; The Section for Trials and Legislation has the task of preparing sessions and/or other council activities, completing the administration of meetings/hearings, minutes of sessions, multiplying the results of sessions and returning the results of the meetings/trials to the participants of the sessions/meetings, preparing draft regional regulations initiated by the council and local government proposals for discussion, prepare minutes of council meeting/session results, prepare draft council/leader council decisions or other statutory products, collect and process data on review of statutory regulations, receive community guests/delegations and channel community proposals/aspirations need to know the board, provide an assessment to subordinates.

In carrying out their duties, each head of the organizational unit and group of functional positions in the work unit of the Secretariat of DPRD Kota Malang must apply the principles of coordination, integration and synchronization both within their respective work units and between organizational units within the Regional Government as well as with other agencies outside the Government. Regions according to their respective main tasks. In carrying out its duties and functions, the DPRD Secretariat must develop a pattern of work process mechanisms that describe effective and efficient working relationships between organizational units within the DPRD Secretariat.

The Malang City DPRD Secretariat must compile a job analysis, job map, workload analysis, and job descriptions for all positions within the Secretariat so that the implementation of organizational tasks and functions is effective and efficient. Each leader in an organizational unit must implement a government internal control system in their respective environment to realize the implementation of a public accountability mechanism through the preparation of planning, implementation and integrated performance reporting. Each organizational unit leader is required to prepare a work plan that refers to the strategic plan,

prepare materials for the preparation and reporting of the Government Agency Performance Accountability System (SAKIP), prepare materials for Regional Government Administration Reports (LPPD) and Mayor Accountability Statement Reports (LKPJ) according to their duties and functions. based on statutory provisions.

Each organizational unit leader is obliged to supervise and provide guidance to their respective subordinates and in the event of a deviation, take the necessary steps in accordance with the applicable laws and regulations. Each head of an organizational unit within the Secretariat work unit is responsible for leading and coordinating and empowering their respective subordinates, and providing guidance and instructions for carrying out the tasks of subordinates in the context of achieving organizational goals. Each organizational unit leader must follow and comply with instructions in accordance with laws and regulations and be responsible to their respective superiors and submit periodic and tiered reports on time. Each report received by the organizational unit leadership from subordinates must be processed and used as material for preparation of further reports and policies, and to provide instructions to his subordinates.

In submitting their respective reports to superiors, a copy of the report must also be submitted to other organizational units that functionally have a working relationship. In carrying out their duties, each organizational leader is assisted by the head of the organizational unit under him and in the context of providing guidance to each subordinate, he must hold regular meetings. In the context of efficiency and effectiveness in carrying out tasks, the DPRD Secretariat can apply a team work pattern.

Factors Influencing the Performance of the Secretariat of the Regional People's Representative Council (DPRD) Malang City in Secretarial Administration

Based on the results of the research, there are several problems inhibiting the implementation of the main tasks and functions of the Malang City Regional Secretariat, namely the not yet optimal implementation of bureaucratic reform, demands for improving the quality of public services, utilization of regional apparatus resources, organizational restructuring and public management, regional financial and asset management. The problem is as follows;

a. Not yet optimal implementation of bureaucratic reform.

Regional Government bureaucracy is a very determining factor for the running of regional government as mandated in the applicable laws and regulations, therefore reform of the local government bureaucracy since it was launched in 2005, must always be continued continuously so as to be able to adapt to various challenges in the future which are increasingly complex and diverse in line with developments and changes in regional government administration policies, societal demands and global dynamics that constantly influence the management of regional government administration.

Regional government bureaucratic reforms that must be carried out are the restructuring and re-functionalization of regional apparatus institutions, management (mechanisms and standard operating procedures), licensing services, regional financial management systems, regional personnel management, community service management, internal monitoring and control systems and articulation of community participation. in the planning, implementation and control of regional government administration. Efforts to improve governance are also carried out in all aspects of management (planning, institutions and management, utilization of apparatus, reporting and accountability).

b. Demands for improving the quality of public services.

The purpose of holding government and development is in the context of realizing people's welfare, so that the government is required to be able to show the best performance, namely development progress and services that can satisfy the public. Various new government policies have been issued and must be implemented by the Regional Government in order to address these demands. Service standards (SPM, SPP, SOP) must be applied, both in terms of facilities, mechanisms/procedures, human resources, information disclosure and others. Ease of licensing, transparency/clarity of SOPs, absence of illegal fees and a conducive climate will greatly support enthusiasm in investing.

c. Utilization of regional apparatus resources

Community demands for excellent services need to be balanced with the image of a bureaucracy that has good competence in the professionalism of the apparatus, mastery of communication and presentation and understanding of management of minimum service standards for public services and public complaints. Apparatus resources are strategic assets within the framework of realizing good governance.

The key word in the arrangement of apparatus resources is the work culture of the apparatus which places more emphasis on work enthusiasm and revives the paradigm of the apparatus as a "public servant". In addition to this, apparatus resources are also directed to the implementation of the main tasks and functions of government administration, it is required to be able to show the best performance, namely development progress and services that can satisfy the public. Various new government policies have been issued and must be implemented by the Regional Government in order to address these demands. Service standards (SPM, SPP, SOP) must be applied, both in terms of facilities, mechanisms/procedures, human resources, information disclosure and others. Ease of licensing, transparency/clarity of SOPs, absence of illegal fees and a conducive climate will greatly support enthusiasm in investing.

d. Utilization of regional apparatus resources

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Utilization of City government apparatus in another meaning is also the development of Human Resources (HR) which in essence is an effort to foster, perfect, control, supervise and control management in a planned, gradual and sustainable manner to improve the performance of all Regency government apparatus, through coordinated cooperation to taking steps to reform the state administration sector (public service reform) in the framework of realizing good governance.

e. Organizational Restructuring and Public Management.

The realization of good governance requires institutional re-engineering that is streamlined in structure, rich in functions'. The success of organizational management goals is inseparable from the carrying capacity of good public management. Institutional/organizational arrangements involve revamping all government tools in the regions, both in terms of structure and infrastructure, while the implementation of public management is more about managing a system of public service delivery that is more responsive and adaptive in accordance with the demands of the times.

The key factor for the success of this institutional restructuring lies in the empowerment of each element in the regions, namely the general public as stakeholders, the Regional Government as the executive and the DPRD as shareholders. According to the author's analysis, if this is the case, public sector management needs to make changes towards bureaucratic professionalism and emphasize more efficiency measures and bureaucratic professionalism, through restructuring employees, reviewing the model of employee education and training, improving the reward and punishment system, improving employee welfare, and changing organizational culture.

f. Regional Financial and Asset Management

Regional finance and assets are one of the main assets in government administration, therefore regional financial and asset management is a strategic matter in achieving successful development. Financial management and management of regional assets is more directed towards entrepreneurial management, which in essence is directed at regional financial and asset management that is more performance oriented (Performance Budget), not policy (Policy Budget). The regional financial management system (financial management system) is an important part in the context of supporting the creation of good governance in the regions. Other parts that are equally important are managing the financing system, budgeting system, and accounting system as well as inspection system. The demand for reform of the financial system is that the management of public funds (public funds) is carried out in a transparent manner based on the concept of value for money so as to create public accountability.

CONCLUSION

1. The DPRD Secretariat has played a role in supporting the implementation of the Malang City DPRD functions. The range of roles indicated by the DPRD Secretariat in supporting the implementation of the Malang City DPRD functions includes the role of administration and internal management of the organization, namely planning and implementing the activity agenda managerially related to the implementation of DPRD functions, the role of facilitating DPRD activities in carrying out the functions of legislation, budgeting and supervision of government administration , development and community service by providing the data and information needed by the DPRD, and the coordinating role in relation to discussing the DPRD's agenda in establishing regional regulations, especially regarding the implementation of government agendas that are of public concern.
2. Based on Malang Mayor Regulation No. 41 of 2016 concerning Position, Organizational Structure, Main Duties and Functions, and Work Procedures for the Secretariat of the Regional People's Representative Council, it shows the dualism of the role of the DPRD secretariat in carrying out its duties. First, as an element of administrative service and providing support for the duties and functions of the DPRD so that technically it is operationally under and responsible to the leadership of the DPRD. The DPRD institution is essentially a political sphere which is full of dynamics and tends to be permissive towards bureaucratic rules which are the task of facilitating the DPRD secretariat. The Malang City DPRD Secretariat is a regional apparatus, so that from the start the DPRD Secretariat is the same as all staff who are positioned as State Civil Apparatuses. In carrying out tasks administratively responsible to the Mayor through the Regional Secretary. The appointment of the Malang City DPRD Secretary from the State Civil Apparatus became a dilemma in itself in carrying out the secretarial duties and functions of the DPRD. Thus, in carrying out its duties and functions, the mechanism is under the coordination of the Mayor and DPRD.
3. Factors that influence the performance of the Secretariat of the Regional People's Representative Council (DPRD) of Malang City in secretarial administration. Demands for improving the quality of public services, Utilization of regional apparatus resources, Organizational Restructuring and Public Management, Regional Financial and Asset Management.

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