

Research article

Carrying Out Reference Studies to Improve Performance: A Case Study of the Probolinggo City DPRD Secretariat

Dwi Putranto Riau, and Ridho Harta

¹Public Administration Department, Faculty of Law, Social and Political Sciences, Universitas Terbuka

²Head of Public Administration Department, Faculty of Law, Social and Political Sciences, Universitas Terbuka

ORCID

Dwi Putranto Riau: <https://orcid.org/0000-0002-4133-6673>

Abstract.

It is necessary to innovate in order to improve performance. However, it can be challenging to know whether the work is completely different from what has been done before, particularly in other areas. As a result, reference studies must be conducted by observing what has already been done, followed by making modifications. In general, this problem is referred to as ATM, which stands for observe, mimic, and modify. Descriptive qualitative methods were used in this research. This study was conducted at the Probolinggo City DPRD Secretariat, using secondary data from the website and from the Probolinggo City Secretariat, as well as primary data from in-depth interviews with policymakers and other relevant personnel. According to the findings, reference studies improve employee and organizational performance.

Keywords: reference study, observe, imitate, modify

1. Introduction

The Pandemic period which has been running for 2 years has brought the Government's activities to a standstill because all activities are focused on reducing the impact of the COVID-19 pandemic, including the DPRD budget which was originally in line with the previous year's budget. By-Law 23 of 2014 concerning Regional Government that the duties and functions of the DPRD are to carry out the functions of determining regional regulations, budgeting, and supervision, article 154 paragraph (1) among others is discussing and giving approval for draft regional regulations regarding the proposed APBD, requesting accountability reports. the answer of the regional head in administering regional government and carrying out the duties and authorities stipulated in the provisions of the legislation, now only leaves enough for programs and activities that are needed and support the duties and functions of the DPRD as well as the DPRD secretariat budget in supporting DPRD activities[1].

Corresponding Author: Dwi
Putranto Riau; email:
dwiputranto@ecampus.ut.ac.id

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The enactment of official travel budget guidelines throughout Indonesia for Regional Governments by Presidential Regulation number 33 of 2020 which will take effect from 2021 has consequences for district/city DPRD members reducing revenues that were previously greater than the central government guidelines [2]. One way to make it the same as the previous regulation is to increase working visits with the consequence of increasing the performance of DPRD members and secretariat staff in improving organizational performance even though the budget allocated is minimal.

Official trips that have been carried out so far can improve the performance of institutions or agencies in achieving the mission, vision, and goals of the organization.[3] The purpose of business trips is to increase individual/employee insight on performance and affect team performance in the organization and affect motivation [4]. Oxford English Dictionary defines performance as: "The accomplishment, execution, carrying out, working out of anything ordered or undertaken". Performance is defined as the success (success) of action, task and operation carried out by a person, group of people, or organization. Performance refers to the output (output), results (outcome), or achievement (accomplishment). The performance of a policy can be defined as a description of the level of implementation achievement in realizing the goals and objectives of a policy, namely policy outputs and policy outcomes[5]

According to Cambell (1990) that the functional relationship between performance and performance factors is influenced by three factors, namely knowledge, skills, and motivation factors. Knowledge refers to the knowledge possessed by employees (knowing what to do), skill refers to the ability to do work (the ability to do well), motivation is the drive and enthusiasm to do work. There is one more factor, namely the role (role perception), from individual performance increases to organizational performance which is the responsibility of the individual working. Organizational performance is not only influenced by individual factors but is influenced by internal and external factors. External factors are factors that affect organizational performance, namely references from outside organizations[6] (Performance-Based Management, Mahmudi: 2015: 20).

In the DPRD Institution capacity building program, such as the discussion of the APBD Raperda and non-Raperda APBD discussions, capacity building for leaders and members, as well as reference studies for the Regional Regulations Establishment Agency, Honorary Board, and deliberative bodies, there have been several reference study activities including reference studies conducted by the DPRD secretariat in improving Institutional capacity and financial accountability[7]. This program needs to be synchronized with the reference study themes in each study conducted so that it is integrated with the vision, mission, and goals of the organization. So far, coordination, integration,

synchronization, and synergy (KISS) have not been carried out and the results have not evaluated the activities carried out in the form of an overall report on reference studies based on themes and affecting the performance of the institution.

The Reference Study Plan will be carried out approximately 18 times a year with a budget of Rp. 5,195,039,041 or 46.79% of the entire Probolinggo City DPRD budget. So far, reference studies have been carried out for every board meeting activity so that the implementation of the board meeting results can be successful by comparing it with other regions that have carried out the same activity.

When members of the council travel for reference studies out of town, council members from other regencies/cities also visit the DPRD of Probolinggo City and vice versa. This makes the reference study official trip ineffective because it is only met by secretariat officials/staff. Knowledge gained indirectly from members of the board who as policymakers, have knowledge and experience of the programs and activities in question. Unless a reference study of council members is carried out to the Regency/City Government, the Local Government or Service being visited will prepare materials on the theme of the visit. From the sample of reference study visits, DPRD members were 8 times with study recipients (leader/member of DPRD/secretariat official) 1 time and study recipients (other than leadership/member of DPRD/secretariat staff) 7 times. Meanwhile, from the sample of DPRD secretariat visits, 6 times with study recipients of Secretariat Officials 6 times.

Formulation of the problem

Existing problems based on the description above can be put forward research questions as follows:

What is the role of reference studies in improving organizational performance?

1. Research Objectives

By the formulation of the problem above, the objectives of this study are:

Review and analyze reference studies in improving performance to achieve organizational goals

2. Research Benefits.

The benefits of this research are as follows:

a. This research is expected to contribute ideas, especially for the development of public administration and organizational performance improvement

b. This research is expected to add academic insight and horizons of thought as well as valuable experience for researchers.

2. METHODS

The method used in this research is descriptive qualitative. The qualitative descriptive method is a research method that aims to make a systematic, factual, and accurate description of a social phenomenon or natural phenomenon. Data that is in the form of words and not a series of numbers is obtained in various ways, namely observation, interviews, document digests, or in other ways that are usually processed first before they are ready to be used, but the qualitative analysis still uses words, which are usually compiled into text that is expanded. (Miles, 1992: 15-16). Primary data studies through data collection techniques with in-depth interviews (In-depth Interviews) with 4 resource persons, namely the secretary of the board, the head of the planning and finance division, the head of the general sub-section and the general staff and secondary data studies through online news data collection and the secretariat of the Probolinggo City DPRD.

The data analysis technique used in this study is descriptive research as proposed by Sugiyono (2003) where the aim is to analyze the data by describing or describing the data that has been collected as it is without using the analysis that is usually put forward based on statistical analysis techniques [8]

The phenomenon to be studied is the implementation of reference/comparative studies in improving the performance of the DPRD of Probolinggo City. The phenomena of the implementation of the reference/comparative study of the members of the council and the DPRD secretariat will be described in a systematic, factual, and accurate manner.

3. RESULTS AND DISCUSSION

In the Probolinggo City Budget in 2021, the Probolinggo City DPRD budget is Rp. 33,817,958,252 which has been approved by the City Government and the Probolinggo City DPRD through the Budget Team and the Regional Government Budget Team (TAPD) [9]. The percentage of official travel programs and activities included in the support program for regional government affairs with official travel activities for secretariat staff is 0.81% and has been implemented at 55.05%. Official travel funds for members of the council in the coordination meeting and consultation facility activities of the DPRD are 13.11% and have been implemented at 47.13%. By Table 1, the management support program and the implementation of the duties and functions of the DPRD with a percentage of 13.79% have official travel activities. While the implementation of activities with official travel programs with a total budget of Rp. 5,993,320,410 or 17.76

%. Probolinggo City DPRD Official Travel Programs and Activities can be seen in Table 1 below:

TABLE 1: Official Travel Programs and Activities in 2021 DPRD Probolinggo City.

No	Programs/Activities	Programs/ of total budget (Rp)/(%)	(% Absorbed) (%)
I	Regional Government Affairs Support Program	29.153.062.471 (86.21%)	62.01
1.	Coordination and Preparation of Financial Reports. Monthly/Quarterly/Semester SKPD		
	Business Travel Shopping	0.07 %	30.65
2	Organizing SKPD coordination and consultation meetings		
	Business Travel Shopping	0.81%	55.04
3	Provision of Supporting Services for Local Government Affairs		
	Business Travel Shopping	0.11%	35.83
4	Facilitation of DPRD coordination and consultation meetings		
	Business Travel Shopping	13.11%	67.39
II	Support Program for the Implementation of the Duties and Functions of DPRD	4.664.895.781 (13.79)	47.15
1	Preparation and Discussion of the Program for the Formation of Regional Regulations		
	Business Travel Shopping	0.24%	0.00
2	Discussion of Draft Regional Regulations		
	Business Travel Shopping	0.96%	45.05
3	Facilitation of Preparation. Explanation/Description/Academic Manuscripts		
	Business Travel Shopping	0.06%	0.00
4	Budget discussion		
	Business Travel Shopping	0.002%	0.00
5	Implementation of Public Relations		
	Business Travel Shopping	-	0.00
6	Coordination and consultation on the implementation of DPRD tasks		
	Business Travel Shopping	2.36%	0.00
	Number of Perdin Activities	5,993,320,410 (17.76%)	46.79
	Total DPRD Budget	33.817.958.252	59.96

Source: Probolinggo City DPRD Secretariat, 2021 (January 1 to August 31, 2021)

As a sample of official travel in the Probolinggo City DPRD, the author carries out his duties in February 2021 – June 2021 at the secretariat of the Probolinggo City DPRD to carry out a reference study at the Regency/City DPRD in East Java and Central Java, by his duties as head of the general section and accompanying the leadership

of the council. carry out working visits and together with DPRD secretariat staff. The implementation of the reference study activities can be seen in Table 2. During the official trip of the reference study, the members of the council of 4 (four) reference studies with 8 (eight) working visits to the DPRD, 7 (seven) times, the DPRD secretariat staff met and 1 (one) time. met with the head of the agency, namely the Assistant Secretariat of the City of Surakarta. While the reference study of the Probolinggo DPRD secretariat from 2 (two) reference studies with 4 (four) visits, all the leaders of the DPRD secretariat met by the request for reference study letters and questionnaires submitted.

Implementation of Working Visits of Regency/City DPRD who made a working visit to the DPRD of Probolinggo City with 27 (twenty-seven) visits, 4 (four) visits that received reference studies were the leadership/members of DPRD while 23 (twenty-three) visits were received by secretariat officials. Probolinggo City DPRD guest visits can be seen in Table 3 below:

From Tables 2 and 3, it can be summarized the frequency of visits by the Probolinggo City DPRD and Probolinggo City DPRD guests, which can be seen in Table 4 as follows:

The schedule of the work plan of the leadership and members of the DPRD which is dense with programs and activities according to Table 5 for a year shows that a reference study plan needs to be carried out on a planned schedule and communicated with the local government in carrying out activities according to the rules, especially the RAPERDA APBD which already has regulations from the Ministry of Home Affairs. and the Ministry of Finance regarding the fulfillment of the target for the completion of the APBD. The schedule of the agenda plan may change due to refusing or budget reductions in the APBD changes for handling the covid-19 pandemic [10] (Bhirawa online; posted on 05/08/2021)

Reference studies that get their sources directly from policymakers or direct officials, the results are important to apply because, during hearings and coordination, they can find out problems directly from policymakers and can be applied. incomplete and urgent.

With comparative studies/references to other areas, references to a problem increase and can be an alternative solution to be applied. By Sibro Malisi's statement, the Chairperson of Commission II of the Probolinggo City DPRD, "emphasized that this work is in the context of a comparative study of the handling of COVID-19, especially regarding the distribution of social assistance (social assistance).

"Because we assess Jombang as an area that consistently assists the community," Sibro continued.

TABLE 2: Probolinggo City DPRD Working Visit.

No	Units DPRD	Date	Institution visited/Focus of Study	Found
1	Deliberation Board	1-4 march 2021	DPRD of Kediri on LKP	Head of General Affairs and Protocol
			DPRD Kab Jombang LKPJ	board secretary
2	Vice Chairman	22-23 April 2021	1. Surakarta City Government. Market revitalization	Assistant, Department of Cooperatives and Trade, BPKAD and Procurement Section
			1. Regency DPRD Sragen. The role of DPRD	Secretariat staff
3	Special committee 3	6 mai 2021	1. DPRD of Madiun Regency	Head of General Affairs
			DPRD of Jombang regency	Board Sekretary
4	Chairman	21-22 june 2021	Lamongan Regency	Head of Legislation
			Surabaya city	Head of General Affairs
5	General Section Secretariat	13-15 June 2021	Kediri District Council Secretariat. Asset management	board secretary
			1. Mojokerto City Asset management and sppd	Head of General Affairs
6	Secretariat, Finance and General Affairs	7-8 June 2021	1. Banyuwangi Regency. Setwan finances and assets	Head of General Affairs and Head of Finance
			1. Situbondo Regency. Financial management etc	Head of General Affairs and Head of Finance
7	General Section Secretariat	1-2 Juni 2021	1. Lamongan Regency. Asset management and BMD	Head of General Affairs
			1. Sidoarjo Regency. Asset management and BMD	Secretary of the board and general head

Source: Probolinggo City DPRD Secretariat 2021

Regarding the implementation at the time of the implementation of level 4 community activity restrictions (PPKM), Sibro stated that it was an obligation that had been mandated in the Regional Revenue and Expenditure Budget (APBD).

TABLE 3: Working Visit of Regency/City DPRD to Probolinggo City DPRD.

No	DPRD	Date	Study Focus	Found
1	Sidoarjo regency	12-04-2021	Duties of the Honorary Body	Head of Legislation
		15-03-2021	Increase in Tourism Sector PAD	Budget Agency
		05-08-2021	Mechanism of Preparation of Regional Government Propemda in the new normal era	Head of Legislation
2	Situbondo regency	26-08-2021	Optimization of the handling of CPNS & PPPK	General Head of Subdivision
		12-04-2021	Optimization of the activity budget for OPD partners of Commission 3	Deputy chairman of Commission I and Head of General Affairs
3	Trenggalek regency	23-08-2021	Raperda Feasibility against children.	Head of Legislation
		29-03-2021	Implementation of tasks related to the formulation mechanism	General Head of Subdivision
		25-03-2021	Insights from Bapemperda for the role and harmonization of Raperda initiatives.	Head of Bapemperda and ka. General
4	Jombang regency	12-08-2021	Handling hundreds of children in the process of covid 19	Council Secretary
5	Lumajang regency	04-08-2021	Commission A & C Supervision & Policy of City Council Prob. In support of PPKM	PPP Faction Leader
		02-07-2021	Commission B and D economic growth during the COVID-19 pandemic	Head of the trial
		27-04-2021	SIPP material with DPRD members thinking	Head of General Affairs and Head of Court
6	Batu city	21-05-2021	Optimization of the role and function of Bamus in planning. DPRD activities during the Covid-19 pandemic	General Manager
7	Pasuruan city	19-05-2021	The mechanism for selecting providers for the procurement of goods/services	Head of General Affairs, and Head of Services.
		30-04-2021	DPRD Secretariat managing secretarial regulations and DPRD	Head of General Affairs and Head of Finance
		22-04-2021	Special Committee for the Regional Regulation of Street Children	Head of Session and Head of Planning
8	Pasuruan regency	27-04-2021	Commission 4 Work program in the health sector	Head of Planning and Head of Finance
		13-04-2021	Commission 3 Indik. Pemda bid. Public Works and Spatial	General Manager
9	Tuban regency	19-04-2021	Commission 1 on PJU	General Manager
		20-03-2021	Management and Development of Tourism Potential	Head of General Affairs and Protocol
10	Malang city	30-04-2021	General Head of Household Planning, BMD equipment & removal	General Manager
11	Surabaya city	06-04-2021	Coordination of Duties of Board Leaders	Head of General Affairs and Protocol
12	Lamongan regency	31-03-2021	Commission A Population Admin system in the Covid-19 Pandemic	General Manager
13	Pamekasan regency	31-03-2021	Banmus in preparing the DPRD work program	General Manager

TABLE 1: Working Visit of Regency/City DPRD to Probolinggo City DPRD.

No	DPRD	Date	Study Focus	Found
14	Jimbaran regency	24-03-2021	Capacity Building in increasing main tasks	Deputy Chairperson of DPRD and Head of General Affairs
15	Mojokerto city	23-03-2021	Commission 2 innovation strategy for Community Empowerment-based Regional Development	General Manager
16	Malang regency	16-03-2021	Commission 3&4 Local Government Strategy in Perenc. Pemb. & the welfare of the people during PPKM covid19	General Manager
17	Kediri regency	16-03-2021	Enhancement Commission. Farmer Welfare.	Head of General Affairs and Protocol

Sumber : Website dprkotaprobolinggo.go.id tahun 2021

TABLE 2: Frequency of DPRD Visits and DPRD Visitors.

No	Reference Study (Sample)	Number of Visits	Study recipients (leader/member of DPRD/secretariat official)	Study recipients (other than leaders/members of DPRD/secretariat staff)
A	Member of Parliament			
1	DPRD reference visit/study	8	1	7
2	Guest DPRD	27	4	23
	Total	35		
B	Sekretariat DPRD (Sample)			
	reference visit/study	6	6	0
	Guest Sekeratriat	2	2	0
	Total	8	8	0

Source: 2021 analysis results

Therefore, his party wants to ensure that the APBD allocation supports the community. "So we do a reference study in Jombang," said Sibro. (Medcom.id3; 05 August 2021 17:30)

The implementation of reference studies in meeting DPRD performance targets does not interfere with the duties of DPRD members in discussing the agenda that has been agreed upon by the leadership and members of the DPR, as well as following the schedule of work plans that have been scheduled. According to the Chairman of Commission II, Sibro Malisi, the Commission he leads did not participate in work visits like his other colleagues because it was not urgent. Moreover, currently, the KUA-PPAS discussion is underway. Sibro considers the discussion of KUA-PPAS more important than reference studies. Considering, what is being discussed is the budget (APBD) for the next year or the 2022 budget. "We don't want the KUA-PPAS discussion to be not

TABLE 3: Agenda for the Work Plan of Probolinggo City Leaders and Members of DPRD.

No	Programs and Activities	Schedule planning
1	Regional Representative Institution Capacity Building Program	
1	Discussion of Draft Regional Regulations	
1.1	Discussion of the Regional Budget Draft	
	LHP BPK RI; Accountability Report for the Implementation of the 2020 APBD; KUA and PPAS Amendments to the 2021 APBD; Amendments to the 2020 APBD; KUA and PPAS 2022; 2022 FY Budget.	7 times a year
1.2	Discussion of non-APBD Raperda 2020 Mayor's Accountability Statement Report; 2021 Non-APBD Draft Regional Regulation	4 times a year
2	Regional House of Representatives Meeting	For a year
	Plenary Meeting; DPRD Leadership Meeting; Faction Meeting; Consultation Meeting; Deliberative Body Meeting; Commission Meetings; joint Commission meetings; budget board meetings; meeting to determine regional regulations; honorary body meetings; special committee meetings; hearings; meeting with public opinion	
3	Reses Activities	3 times a year
4	Working Visits of Leaders and DPRD members in the Regions sudden inspection (sidak) in the city	For a year
5	Capacity Building for DPRD Leaders and Members Reference Study/Consultation of DPRD Commission outside the region	
6	Adeksi	Once a year
7	DPRD technical guidance (Bimtek); Addition once a year; Reference Study of the Agency for the Establishment of Regional Regulations; Honorary Agency Reference Study/Consultation; Study of Reference/Consultation of the Budgetary Body and Study of Reference/Consultation of the Muswarah Board..	3 times a year

Source: Probolinggo City DPRD Secretariat 2021

optimal. I don't want to know in detail about the budget posts of each partner," said Sibro Malisi.

Chairman of Commission III Agus Riyanto when contacted via telephone confirmed that his commission was a reference study in Solo. "It's on the way to Surakarta. It has arrived at Saradan, Madiun," Agus said yesterday.

His visit to Solo City lasted until Tuesday (24/8). Agus said that even though the commission was working as a security officer, his party was still following the KUA-PPAS discussion. His party carried out a reference study because Monday and Tuesday there was no schedule for discussing the KUA-PPAS.

"You're still going. There are no schedules on Mondays and Tuesdays. Next Wednesday, we will go. Until the discussion is over, we will join," he said.

According to Agus, Commission III's visit to Solo was to consult with other regions regarding KUA-PPAS. "Actually, where did the KUA-PPAS come from? To find out, you

have to ask other regions,” explained the PDIP politician.[11] (Country of Pantura; August 22, 2021).

Previous research studies on official travel of council members and secretariat staff that the management of official travel management is carried out with a web-based computerized official travel information system, will facilitate the employee divitas in the approval process for official travel letter verification effectively and does not take a long time, System The developed official travel information can improve time efficiency in submitting detailed reports and checking reports much faster. And with this computerized system, the storage already uses a database so that it can store a lot of data and minimize paper usage in terms of storage.[12]

From the above problems, it is necessary to find a solution in the management of business travel/reference studies internally because of the frequency of official trips by board members who often carry out reference studies and the benefits of short and long term in accountability of official travel.[13]. Improving the performance of DPRD Probolinggo city needs to be done with the following steps:

a. Management of official travel/reference studies integrally needs to be managed with a WEB-based management information system (SIM) based on official travel which contains financial accountability [14], official travel reports, reports on the integration of the purposes and objectives of official travel so as not to overlaying with other units, purposes and the purpose of guest study references from the DPRD of other regencies/cities.

b. Integration of the management information system/Simaya, which is the management of incoming and outgoing mail information systems with an official travel SIM so that all staff in the DPRD know information on outgoing official travel and incoming DPRD reference study guests.

c. Leadership policies regarding reference studies need to be carried out in an integrated manner so that reference studies change instantly due to changing schedules or internal and external environmental policies due to internal schedules or external situations such as the covid-19 pandemic and others.

d. The follow-up to the results of the reference study report can be used as a basis for recommendations for policies for implementing future DPRD activities. Because so far the results of reference studies have not been made into a report for program and activity recommendations.

e. The management of official travel/reference studies has so far been included in 2 different programs, namely the Support Program for Regional Government Affairs carried out by the General Section and the Support Program for the Implementation

of Duties and Functions of the DPRD carried out by the Trial and Legislation Section. It is recommended that the management of official trips be carried out by the Trial and Legislation Section because it is the main task of facilitating the leadership and members of the council, while the General Section manages official trips/reference studies for DPRD Secretariat staff.

4. CONCLUSION

From the results and discussion in the previous discussion, the following conclusions can be drawn:

1. Spending on official travel in the Support Program for Regional Government Affairs and the Support Program for the Implementation of Duties and Functions of the DPRD, amounting to 15.36% of the DPRD budget, needs to be intensified.
2. Official trips for reference studies conducted by DPRD members and secretariats need to be coordinated and integrated related to themes so that reports can be used as recommendations for policy programs and subsequent activities.
3. The reception of reference study guests is carried out in an integrated manner so that the receptionists can be accepted by members of the DPRD and Secretariat Officials by the theme and questionnaire of the application.
4. Management of official trips/reference studies should be carried out by the Trial and Legislation Section which is the main task of facilitating the leadership and members of the DPRD

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