



## The Role Of The Inspectorate In The Implementation Of Regional Autonomic Supervision In The Province Of North Sumatera View From A State Administrative Law Perspetive

**Viza Vadilla**

Sumatera University Faculty Of Law. E-mail: vizavadilla@gmail.com

### ARTICLE INFO

**Keywords:**

The Role Of The Inspectorate,  
State Administrative Law  
Perspetive

**Article history:**

Received Feb 02, 2020;  
Revised Mar 05, 2020;  
Accepted Jun 16, 2020;  
Online Jul 30, 2020.

### ABSTRACT

Inspectorate is an element of supervising the development and administration of provincial, district and city government which has the task of supervising the implementation of government affairs in the provinces, districts and cities. The problems raised in this thesis are: What is the position and role of the Inspectorate in the implementation of regional autonomy in North Sumatra Province. And the extent to which the Inspectorate can perform its role as a supervisory agency after the implementation of regional autonomy in North Sumatra Province. This research uses normative research methods, using library research and field research. The conclusion is: The Inspectorate of North Sumatra Province is located under the North Sumatra Provincial Government, in line with other agencies and services under the auspices of the North Sumatra Provincial Government which is responsible to the Governor through the Regional Secretary. The results of the examination of cases handled, especially in follow-up supervision, where before the implementation of regional autonomy the bureaucracy was complicated and lengthy and took a long time. However, after the implementation of regional autonomy, it is sufficient for the Governor to complete a Governor's Decree, except in cases where there are indications of criminal or civil acts that require the intervention of a third party. Factors supporting the implementation and functional supervision carried out by the Inspectorate of North Sumatra Province after the issuance of Law no. For this reason, it is recommended to the Inspectorate of North Sumatra Province to supervise the performance of the Regional Government of North Sumatra Province and its staff to be carried out by the Provincial Inspectorate. It is hoped that the Governor of North Sumatra will be transparent in responding to and forwarding cases found by the Inspectorate of North Sumatra Province and can provide a more adequate budget.

This is an open access article under the [CC BY-NC](https://creativecommons.org/licenses/by-nc/4.0/) license.



### 1. Introduction

In the system of government administration, especially the implementation of regional government, government instruments play a very important and vital role in order to facilitate the implementation of the functions and tasks of regional government. Regional government instruments are tools or facilities available to local governments to carry out government actions or actions that contain various types of regional government instruments. In other words, what is meant by regional government instruments are tools or facilities that can be used by regional governments in carrying out their functions and duties. Instruments of

regional government are part of the instrument of administering state government in a broad sense.

This then provides an opportunity for local governments to be able to implement policies that are deemed necessary for the welfare of the people in their respective regions. This situation then encourages local governments to take and enforce policies that are regulating conditions in the region by issuing various kinds of legislation, including Regional Regulations (which later became abbreviated as Perda) which is one of the legal instruments for administering regional government in addition to legal instruments. others in the form of facilities and infrastructure used in carrying out their duties and functions in the government which are classified into the public domain, as stated in the general explanation section of Law no. 32 of 2004 concerning Regional Government.

The Republic of Indonesia is a unitary state, which in its administration emphasizes the principle of decentralization which is fully implemented in the provinces, districts/cities to regulate and manage the interests of the local community, carried out according to its own initiative and based on the aspirations of the people as mandated by Law Number 32 of 2004 concerning Regional Government.

The fundamental difference between the implementation of regional autonomy in the New Order era and the implementation of regional autonomy after the issuance of Law Number 32 of 2004 lies in the principle of decentralization. During the New Order era, the implementation of regional autonomy was only based on real and responsible principles, whereas after the issuance of Law Number 32 of 2004, the implementation of regional autonomy emphasized the broad, real and responsible principles.

Regional autonomy that adheres to broad, real and responsible principles requires a proper understanding of national insight where such understanding includes socio-cultural, economic, political, legal, defense, security, inculcating national values and a sense of love for the homeland. Because without proper understanding, this freedom can become a threat to the disintegration of the nation.

Extensive regional autonomy requires good supervision so that the wheels of development in the regions run in accordance with the objectives to be achieved by Law Number 32 of 2004, namely equity and justice. Supervision of local government policies is an integral part of the state administration system. Because of this, an agency in the regions was formed to carry out general guidance and supervision in the regions, namely the Inspectorate.

Provincial Inspectorate is an element of supervising the development and administration of provincial, district and city government which has the task of supervising the implementation of government affairs in the provinces, districts and cities.

In North Sumatra Province, the implementation of guidance and supervision is carried out by the Inspectorate. However, the targets to be achieved from the performance of this agency are contradictory and still have not achieved the desired goals, the fact that there are still many forms of irregularities in the administration of government is real evidence that there is still a lack of guidance and supervision, both carried out by the functional supervisory apparatus concerned and carried out by the direct supervisor/supervisor. So it is interesting to study why the performance of the Inspectorate in North Sumatra Province has not reached the desired target.

## 2. Method

In writing this thesis, the author uses normative legal research methods or normative juridical. In terms of normative legal research, the author conducts research on legislation and legal materials related to the problems of this thesis.

In essence, the method of writing/collecting data is a way to find, develop, and test the truth of knowledge from the acquisition of the data collected. In realizing the making of this thesis, the method of writing or collecting data is done through:

- a. Literature study (library research), regarding readings that are reference books, text books, scientific magazines, seminar results, and so on.
- b. Field studies (field research), namely efforts that are carried out systematically and scientifically to obtain information/information in the field. The data that has been collected, is through this field study conducted at the Inspectorate of North Sumatra Province.

The data obtained were collected and sorted completely and comprehensively in a certain pattern, category and unit of description, then analyzed descriptively qualitatively to be able to answer the problems in this thesis.

## 3. Analysis and Results.

### 3.1 The Position Of The Inspectorate In The Government Structure Of The Province Of North Sumatera

#### a. Duties, Functions and Organizational Structure of The North Sumatera Province Inspectorate

In Article 13 of Law Number 32 of 2004 concerning Regional Government, it is affirmed that the authority of provincial government is an affair on a provincial scale which includes:

- 1) Development planning and control;
- 2) Spatial planning, utilization and supervision;
- 3) Implementation of public order and public peace;
- 4) Provision of public facilities and infrastructure;
- 5) Handling the health sector;
- 6) Implementation of education and allocation of potential human resources;
- 7) Handling social problems across districts/cities;
- 8) Services in the field of manpower across districts/cities;
- 9) Facilitating the development of cooperatives, small and medium enterprises including across districts/cities;
- 10) Environmental control;
- 11) Land services, including across districts/cities;
- 12) Population services, and civil registration;
- 13) Government general administration services;
- 14) Investment administration services, including across districts/cities;
- 15) Maintenance service base other which not yet could implemented by regency/city; and
- 16) Other mandatory affairs mandated by laws and regulations.

Furthermore, the above matters are obligatory and become the authority of the provincial government which is a provincial-scale affair. In order to carry out the aforementioned authority, blood apparatus is required. In accordance with the provisions in Article 120 paragraph (1) of Law Number 32 of 2004, it is affirmed that provincial regional apparatuses consist of regional secretariats, secretariats, DPRD, regional offices, and regional technical institutions.

This means that the provincial government will be able to form a provincial office that carries out the function of autonomy and the region can also form a technical institution in accordance with regional needs in the form of a regional body, office or general hospital which will then be led by a Head who is responsible to the region through regional secretary.

Until now, the Inspectorate of North Sumatra Province in carrying out its duties is still guided by the Regional Regulation of the Province of North Sumatra Number 9 of 2008 concerning the organization and work procedures of the regional technical institutions of the Province of North Sumatra as outlined in the Regulation of the Governor of North Sumatra Number 38 of 2010 concerning job descriptions, the functions and work procedures of the regional inspectorate of North Sumatra Province, which contains the duties, obligations and authorities of the provincial inspectorate.

The Inspectorate of North Sumatra Province in carrying out its duties is directly responsible to the Governor and technically administratively receives guidance from the Provincial Secretary. Regarding the main tasks and functions as well as the organizational structure of the Inspectorate of North Sumatra Province as follows:

1) Task

The provincial inspectorate has the task of carrying out supervision over government affairs in the provinces, the implementation of guidance on the administration of district/city regional governments and the implementation of government affairs in the districts/municipalities in the field of assistance tasks.

2) Function

In carrying out its duties as referred to above, the North Sumatra Province inspectorate carries out the following functions:

- a) Supervision program planning in the field of technical policy formulation in the field of supervision inspectorate;
- b) Policy formulation and monitoring facilities;
- c) Implementation of assistance tasks in the field of supervision;
- d) Implementation of administrative services;
- e) Inspection, investigation, testing and assessment of supervisory duties; and
- f) Carrying out other tasks assigned by the Governor, in accordance with their duties and functions.

3) Organization structure

The Government Inspectorate of North Sumatra Province consists of:

- a) Head with the title Inspector (echelon II A);
  - b) Secretariat (echelon IIIA);
  - c) Assistant Inspector Region I, II, III, IV (echelon III A);
  - d) Special Assistant Inspector (echelon III A); and
  - e) Functional group of positions.
2. The Secretariat is in charge of:
- a) Planning sub-section (echelon IV A);
  - b) Evaluation and reporting sub-section (echelon IV A); and
  - c) Sub-section of administration and general (echelon IV A).

Meanwhile, the regulation regarding the main tasks and functions of the Provincial Inspectorate itself is further regulated by Regulation of the Governor of North Sumatra Number 38 of 2010 concerning the Description of Duties, Functions and Work Procedures of the Regional Inspectorate of North Sumatra Province.

## **b. Authority and Work Procedure of the Government Inspectorate of the Province of Sumatra**

### 1). Authority

In carrying out its functions, the North Sumatra Provincial inspectorate has the authority to:

- a) Carrying out inspections on the duties of the Regency Government covering government, agrarian, personnel/apparatus, finance, equipment and equipment for Regional Owned Enterprises (BUMD), development, national unity and community protection, regional economy and community welfare;
- b) Elaboration and assessment of the veracity of periodic or occasional reports of each task of regional apparatus;
- c) Investigation of the veracity of reports or complaints regarding obstacles, irregularities or misuse of the duties of regional officials;
- d) Development of supervisory functional personnel within the provincial inspectorate; and
- e) Evaluation and reports on the implementation of tasks.

Based on the authority of the Provincial Inspectorate mentioned above, if it is related to its position as a supervisory apparatus who is and is responsible to the Governor as the Regional Head, it is very impossible to carry out its role properly because of the intervention or interference of other parties in this case the regional government itself, making it difficult to obtain optimal or objective results from the agency.

## **c. Objects that are Supervised by the Inspectorate of North Sumatra Province**

The Inspectorate of North Sumatra Province has fields that become the object of its supervision including the fields of government and socio-politics, the fields of economy and people's welfare, the fields of apparatus and manpower, the fields of income and wealth. These areas are described below:

- 1) Governmental and socio-political fields, including:
  - a) public administration;
  - b) district government;
  - c) City government;
  - d) Land issues, and
  - e) The implementation of socio-political development which is the duty and responsibility of the Governor.
- 2) The field of economy and people's welfare, including:
  - a) Planning, implementation and improvement of the economic sector; and
  - b) Organizing the development of improving the welfare of the people which is a regional household matter.
- 3) Field of Apparatus and Personnel, including:
  - a) Implementation of staffing development and utilization of the apparatus; and
  - b) Management of personnel administration and utilization of the apparatus.
- 4) Income and Wealth Sector, including:
  - a) Management of development, increasing regional income; and
  - b) Examination of the management and development of regional/state-owned assets.

If viewed from the object of supervision of the fields covered by the Provincial Inspectorate above, it can be seen that the object being supervised by the agency is very broad, covering all provincial and district/city government work units as well as Regional Owned Enterprises (BUMD) and the North Sumatra Regional Development Bank (BUMD). BPDSU).

When viewed from the number of supervisory staff/employees at the provincial inspectorate itself, it is very small and not comparable to the object being monitored, so it is difficult to

---

obtain good supervision results. For this reason, it is necessary to increase the number of employees and the ability of the supervisory apparatus/human resources itself so that it will create good supervisory results.

The Inspectorate of the Province of North Sumatra is an institution established under the Regional Regulation of North Sumatra is an institution established under the Regional Regulation of the Province of North Sumatra Number 38 of 2010 which is a supporting element of the regional government led by an inspectorate who is under and directly responsible to the Governor through coaching regional secretary. The Inspectorate has the task of assisting the governor in supervising the implementation of government affairs in the province, the implementation of guidance on the administration of district/city government and the implementation of district/city government affairs. The Inspectorate of North Sumatra Province, in accordance with Article 2 paragraph (4) of Governor Regulation number 38 of 2010 namely to carry out the duties and functions as well as job descriptions as referred to in paragraph (1).

### **3.2 Role Of The Inspectorate In The Implementation Of Regional Autonomy In North Sumatra Province**

#### **a. Implementation of Inspections in the Context of Implementing Supervision Tasks by the Inspectorate of North Sumatra Province**

In carrying out its supervision, the Regional Inspectorate of North Sumatra Province conducted an inspection. The inspections are divided into 2 types, namely:

Regular Checkup regular inspection is a routine (periodic) inspection carried out by the Inspectorate contained in the annual work program of the Regional Inspectorate of North Sumatra Province guided by the Annual Inspection Work Program (PKPT) which has been agreed upon jointly by the Inspectorate General of the Ministry of Home Affairs, other technical ministries and the Regency Inspectorate. / City in accordance with the policy or monitoring map issued by the Ministry of Home Affairs.

In carrying out regular inspections, the Regional Inspectorate of North Sumatra Province can work directly or carry out direct inspections without waiting for an Assignment Order (SPT) from the Governor because it has been approved and assigned when submitting a work program.

The guidelines for regular inspections are further regulated in the Decree of Giving Domestically Number 158 of 1995 concerning Guidelines for Regular Examination of Functional Supervision Apparatuses at the Ministry of Home Affairs, stating that. The purpose of the audit is to provide advice to the head of the work unit/object being examined in taking corrective, perfecting steps and other actions that can facilitate and involve general government tasks.

During the inspection, the following activities must be carried out:

- 1) Before conducting a field inspection, the inspection team must make an Examination Work Program (PKP), collect general information, make a list of questions regarding the object/target data to be examined and study the laws and regulations relating to the object/target being examined.
- 2) In conducting an inspection in the field, a discussion is first held with the head of the work unit/object to be examined to explain the purpose and objectives of the inspection.
- 3) After the team has carried out the activities as referred to in letter b above, further testing is carried out on management control which includes organization, policies, procedures, personnel, planning, accounting, reporting, internal control of the work unit/object and field physical inspection if necessary.

- 
- 4) The examiners in conducting the examination are required to prepare the Examination Working Paper (KKP) and discuss the findings of the examination with the supervisor/official being examined.
  - 5) After all inspection activities are completed, the team for making the Examination Results Manuscript (NHP) is submitted to the head of the work unit/object being inspected to be known and commented on. The examination result script (NHP) consists of:
    - a) Findings are problems found during the inspection;
    - b) Condition, namely the state or situation of the problem;
    - c) Criteria are the provisions that should be;
    - d) The cause is what is the cause of the problem;
    - e) Consequence is the impact of the problem;
    - f) Comments of the inspected officials in the form of approval or rejection of the findings;
    - g) Recommendations or suggestions are improvements in accordance with the provisions and must be implemented. Then the NHP is examined (exposed) in front of a forum led by the Inspector or his representative attended by Regional/Special Assistant Inspectors and the Heads of the Examining Team and the team assigned to the field is exposed.
  - 6) After all activities are completed, the team for preparing the Examination Report (LHP) makes a complete report to be reported to the Governor through the Regional Secretary of the Province of North Sumatra (Sekdaprovsu) for signing the introduction to the LHP which will be submitted to the Regents and Mayors of North Sumatra and the Head of SKPD of North Sumatra who be the object of inspection.

#### **b. Follow-up on Monitoring Results Before and After the Implementation of Autonomy**

The follow-up to the results of supervision carried out by the Inspectorate is a follow-up process from the results of the inspection by the Inspectorate itself which is divided into two categories, namely:

- 1) Mild case category  
Settlement of minor cases such as employees who skip working hours without any information and so on can be resolved or decided by the Inspectorate itself with a copy to the Governor through the Provincial Secretary and the head of the agency concerned. For example, during a regular examination, a civil servant from one of the SKPDs is found who has not come to work for 2 weeks, then the person concerned recommends being punished in accordance with PP. 30 of 1980 which was amended by PP No. 53 of 2010 concerning Disciplinary Punishment. The civil servant is punished with a sentence that is in accordance with the. If the level of error is high, then the follow-up action is sufficient with the punishment imposed by the head of the regional work unit (SKPD) of the employee concerned and then resolved in the evaluation sub-section and report of the Inspectorate of North Sumatra Province.
- 2) Severe case category  
Settlement of the category of severe cases before the enactment of Law no. 32 of 2004 the bureaucratic procedures are long and rather complicated, namely:
  - a) If during the inspection of the Provincial Inspectorate, it is proven that there is a deviation/error, the results of the inspection shall be included in the Inspection Result Report (LHP) and then recommended to the Governor to be forwarded to the Inspectorate General of the Ministry of Home Affairs.
  - b) From the Inspectorate General of the Ministry of Home Affairs, action will be taken, whether administratively, criminally or civilly.
  - c) From the results of the action taken by the Inspectorate General of the Ministry of Home Affairs, it was continued to the State Civil Service Administration Agency (BAKN).

#### **c. Obstacles in the Implementation of the Inspectorate's Duties**

Activities are organizational activities which are the elaboration of policies as directions for achieving goals and objectives that contribute to the achievement of organizational goals, especially government organizations.

The activities of the Inspectorate of the Province of North Sumatra are essentially everything that the Inspectorate of the Province of North Sumatra must do in accordance with their duties and main functions, besides that the activity plans that have been set can be used as standards for the success of the work unit and at the same time can be used as performance indicators that can be achieved from time to time. . However, along with the implementation of the duties of the Inspectorate of North Sumatra Province, it must face obstacles and problems in carrying out its duties as a technical institution that assists the Regional Head (Governor of North Sumatra) in carrying out functional supervision in its autonomous region.

In the era of globalization and the current reform era, the role of human resources in the supervisory apparatus is increasingly important because it is one of the elements determining success in implementing the development of government programs in the regions. The development of science and technology in the era of globalization and the urge for total reform in the life of the nation and state have spurred public demands on service quality in all fields. The government's function has begun to rely on abundant and cheap manpower (comparative advantage) to become an efficient organization and human resource paradigm based on knowledge and skills (competitive advantage).

HR is the most important element in realizing good organizational performance. Weaknesses in the HR aspect often lead to the weakness of the desired goals. This is also experienced by the Inspectorate of North Sumatra Province. Work professionalism that is expected to be built from the quality of existing human resources is not in accordance with what is expected. When this condition continues to occur, it is feared that it will cause the oversight function of the Inspectorate of North Sumatra Province to be weak as an institution that carries out supervision with a very large responsibility. Moreover, there will be cooperation and delegation of supervisory duties with several specifics in the fields of education, fisheries, industry, social and so on, which is increasingly needed in supervisory duties.

#### **d. Efforts to Overcome the Obstacles Faced by the Inspectorate of North Sumatra Province**

To be able to achieve maximum results in carrying out their duties, then of course all kinds of obstacles and problems in carrying out the duties of an organization should be eliminated or at least be minimized, so that in achieving the goals of the organization, especially institutions / agencies that have special tasks in the field of supervision such as the Inspectorate of North Sumatra Province are;

- 1) Improving the quality of Human Resources;
- 2) Improving supervision facilities and infrastructure;
- 3) Improving the quality of the results of supervision in the implementation of supervision;
- 4) Improve coordination with internal and external government officials.
- 5) Strive every month to collect and monitor the follow-up to the results of the examination, both the inspection of the North Sumatra Provincial Inspectorate, the Inspectorate General of the Ministry and BPK RI

But until now the existing human resources at the Inspectorate of North Sumatra Province as described above, are still inadequate in the sense that the scientific specifications needed are still not evenly distributed, this is felt to be necessary to be improved again by involving the supervisory apparatus through education and training of special technical skills. supervision in order to be more professional in carrying out supervisory duties.

In line with the government's efforts and the mandate of the law for clean government, free from corruption, collusion and nepotism starting from the central government to regional governments, the North Sumatra Provincial Inspectorate is required to also carry out these efforts. Thus, the development of human resources (employees) is also a continuous process and must be carried out from an early age continuously as well. Therefore, human resource development in this case is a pre-condition. It is intended that all activities related to supervisory duties must be based on the availability of qualified human resources in their scientific fields.

Availability of quality supervisory human resources, especially human resources for supervising officers of the Inspectorate of North Sumatra Province in order to achieve the goals of the organization or institution of the Inspectorate. Thus, improving the quality of HR of the Inspectorate of North Sumatra Province is a real need in order to achieve optimal supervision and the results can be used by various parties for improvements in order to achieve goals. In addition, indications of irregularities can be detected as early as possible. So it can be said that the increase in professional supervision resources so that good governance is achieved. This increase in supervisory resources only combines human resources with other available resources, so as to achieve an increase in the quality of supervisors from the North Sumatra Provincial Inspectorate.

So to overcome the obstacles and problems faced, such as the HR constraints, the North Sumatra Provincial Inspectorate has formulated a strategic effort to increase employee HR in the context of increasing supervision through:

- 1) To improve the quality of human resources for the supervisory apparatus, the Inspectorate of North Sumatra Province has made its own office training that does not require a lot of funds by using resource persons from the supervisory apparatus of the Province of North Sumatra itself who are skilled or also inviting resource persons from technical agencies such as the Financial and Development Supervisory Agency (BPK). BPKP).
- 2) Improving the composition of human resources for employees, which has so far been uneven in scientific specifications by submitting an application for employee recruitment to the Governor of North Sumatra who has a bachelor's education background, especially majoring in accounting and civil engineering as well as an Associate Computer Expert (D3);
- 3) Continuously improve education and training, by sending selected supervisory officers to attend training and after returning from training they can then provide training also within the internal environment of the Inspectorate of North Sumatra Province.

By participating in and organizing education and training attended by the apparatus of the Inspectorate of the Province of North Sumatra, it is very likely or at least can be minimized in overcoming the uneven specifications of the disciplines required by the Inspectorate of the Province of North Sumatra so that later it can support the achievement of the goals and objectives referred to in this article. organization.

To achieve professional supervision, it cannot be separated from the availability of adequate and adequate facilities and infrastructure. The ability to prepare facilities and infrastructure to meet the need for the implementation of supervision has a very positive impact on the achievement of reliable, integrated, transparent supervision in accordance with the supervision policy.

#### **4. Conclusion**

The Inspectorate of North Sumatra Province is located under the North Sumatra Provincial Government, in line with other agencies and services under the auspices of the North Sumatra Provincial Government, including the National Unity and Community Protection Agency

---

(Bakesbang Linmas), the Regional Development Planning Agency, as well as other agencies that are elements of the North Sumatra Province. The supporting unit is responsible to the Governor through the Regional Secretary in order to support the implementation of the tasks of the Regional Government of North Sumatra Province, both as a staff unit and a supervisory unit.

The results of the examination of cases handled, especially in follow-up supervision, where before the implementation of regional autonomy the bureaucracy was complicated and long and took a long time, in solving a case the province had to be resolved with the intervention of the central party. Meanwhile, after the implementation of regional autonomy, it is sufficient for the Governor to complete it through a Governor's Decree, except for cases where there are indications of criminal or civil acts that require the intervention of a third party.

The factors supporting the implementation and functional supervision carried out by the Inspectorate of North Sumatra Province after the issuance of Law no. 32 of 2004 is inseparable from human resources, infrastructure, monitoring instruments and budget availability. It is one thing that is quite ironic when the above factors support the implementation of functional supervision in the Regional Inspectorate of North Sumatra Province. However, it also becomes an obstacle in carrying out tasks including: the distribution of human resources and the specifications of scientific disciplines / expertise that have not been evenly distributed, meaning that the quality has not been fulfilled, then the facilities and infrastructure are still lacking which can later affect the performance of the supervisory apparatus and budget constraints.

## References

- Arikunto, Suharsimi., *Research Procedure*, Jakarta: Rineka Cipta, 1997.
- Gie, Liang, *Growth of Local Government in the Republic of Indonesia*, Volume III, Jakarta: Mount Agung, 1989.
- Gunawan, Bambang Indra., *The Role of Bawasda According to Law Number 32 of 2004 concerning Regional Government*, Medan: USU Faculty of Law, 2006.
- Hadayaningrat Soewarno., *Introduction to Administration and Management Studies*, Jakarta: Mount Agung, 1981.
- Huda, Nimatul., *Regional Autonomy Philosophy, History and Problems*, Yogyakarta: Student Library, 2005.
- Kaho, Josep Riwo M., *Analysis of Central and Regional Government Relations in Indonesia*, Jakarta: Bina Aksara, 1982.
- Lubis, M. Solly., *Politics and Law in the Reformation Era*, Bandung: CV. Mandar Maju, 2000. Manan, Bagir., *Welcoming the Dawn of Regional Autonomy*, Yogyakarta: Student Library, 2002. Manullang M., *Personnel Management*, Jakarta: Ghalia Indonesia, 1976.
- Marbun, SF., *Dimensions of State Administrative Law Thought*, Yogyakarta: UII Press, 2001.
- Muslimin, Amrah., *Legal Aspects of Regional Autonomy*, Bandung: 1982 Alumni. Nasution, S., *Thesis Writing Guide*, Bandung: CV. Jemars, 1980.
- Panglaykin., and Hazil., *Network Planning and Supervision of Corporate Activities*, Yogyakarta: BPFU UGM, 1986.
- Poerwadarmita, WJS., *Big Indonesian Dictionary*, Jakarta: Balai Pustaka, 1986.

- Rasyid, M. Ryaas., *Regional Autonomy in the Unitary State*, Yogyakarta: Student Library, 2002.
- Riant, D., Nugroho, *Regional Autonomy, Decentralization Without Revolution Study and Criticism of Decentralization Policy in Indonesia*, PT. Alex Media Komputindo, 2002.
- Saleh, Ismail., *Order and Supervision*, Jakarta: Haji Mas Agung, 1988.
- Sujatmo., *Some Understandings of Supervision*, Jakarta: Ghalia Indonesia, 1983. Siagian, SP., *Supervision and Control in the Government Sector*, Jakarta: UI Press, 1994.
- Sunarno, H. Siswanto., *Local Government Law in Indonesia*, Jakarta: Sinar Graphic, 2006.
- People's Consultative Assembly, *MPR Decrees at the Annual Session*, Jakarta: Sinar Graphic, 2000.
- Law Number 32 of 2004 concerning Regional Government.
- Government Regulation Number 79 of 2005 concerning the Guidance and Supervision of the Implementation of Regional Government.
- Minister of Home Affairs Regulation Number 51 of 2010 concerning Supervision Policies on the Implementation of Regional Governments in 2009.
- Regulation of the Minister of Home Affairs Number 23 of 2007 concerning Guidelines for Supervision of the Implementation of Regional Government.
- Regional Regulation of North Sumatra Province Number 9 of 2008 concerning Organization and Work Procedure of Regional Technical Institutions of North Sumatra Province.
- North Sumatra Governor Regulation Number 38 of 2010 concerning Main Duties, Functions and Job Descriptions of Regional Technical Institutions of North Sumatra Province.