
The Role Of Sub-Districts In Running The Program Village Infrastructure Facilities (PSPK) As Form Of Public Service Delivery (Research Study in Bengkong District – Batam City)

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ABSTRACT : *The purpose of this writing is to discuss the issue of Legal Regulation and achievements and obstacles in the implementation of the Village Infrastructure Program (PSPK) as a form of public service implementation in Bengkong District. This is due to the overlap of regulations in the implementation of the Village Infrastructure Program activities, so it is necessary to know how the implementation of Batam City Regional Regulation Number 6 of 2021 concerning Community Empowerment-Based Development in Urban Villages and Batam Mayor Regulation Number 46 of 2022 concerning Guidelines for the Implementation of Facilities and Infrastructure Development Activities and Community Empowerment. To answer this problem, the author uses a methodology through a normative-empirical law research approach (applied law research), with data collection methods through observation and questionnaires Using a normative-empirical legal case study in the form of a legal behavior product, the subject of the study is the implementation or implementation of positive legal provisions, the results of this study show that the implementation of the Village Infrastructure Program (PSPK) in Bengkong District has not been implemented optimally, as well as many factors that hinder the implementation process, such as the lack of coordination between vertical agencies, resulting in overlapping regulations in its implementation. The implications are a). So that the Bengkong District Government re-socializes the Village Infrastructure Program (PSPK) to the community b). In order for the sub-district government to further improve coordination with vertical agencies regarding the implementation of Village Infrastructure Program (PSPK) activities. c). For the Bengkong District Government to make a proposal for an agreement with vertical agencies in proposing development through one sub-district door so that there is no overlap of regals and budget waste.*

Keywords: *PSPK, Public Services, Role of Sub-districts in Implementing Programs*

1. INTRODUCTION

Based on Batam City Regional Regulation Number 2 of 2005 concerning the Expansion and Changes to the Formation of Districts and Urban Villages in Batam City, Bengkong District was formed from the separation of the larger Batu Ampar District. Previously, Batu Ampar District was a large area, but was divided into two parts, namely Batu Ampar District and Bengkong District. Bengkong District includes Bengkong Laut, Bengkong Indah, Sadai and Tanjungbuntung Urban Villages. This expansion was carried out in order to adjust to regional conditions, with the aim of shortening the scope of control in the government structure and to improve optimal services for the community by controlling the situation. With a government system that supports the implementation of good public services, it is hoped that this expansion can meet the basic needs of every citizen for public goods, public services and administrative services.

The role of the Sub-district as a community service center is a key element in interaction and providing direct services to the community. The government has a great responsibility in carrying out its various authorities fairly and wisely so that the community does not feel

disadvantaged by the services and facilities provided. In Batam City, the Government through its Regional Apparatus Organization has carried out various services related to public goods and development in key sectors. However, development has not been evenly distributed to the residential areas of the community. It is important to continue to pay attention to and improve efforts for equitable and inclusive development, so that the entire community can feel the direct benefits of the policies and programs implemented.

The Batam City Government has implemented a series of activities related to Community Empowerment-Based Development in the Village, as regulated in Batam City Regional Regulation Number 6 of 2021, and guidelines for implementing village infrastructure and facilities development activities and community empowerment in accordance with Batam Mayor Regulation Number 46 of 2022. In Bengkong District, this program has increased every year. In 2022, the budget for the program was IDR 7,742,435,000. This budget increased to IDR 10,287,125,000 in 2023, and finally to IDR 10,811,417,520 in 2024. This budget increase reflects the government's commitment to improving facilities and infrastructure in the village. The statement shows the government's commitment to sustainable development in improving public service facilities for people in need. Based on this, the author will examine the role of sub-districts in implementing the Village Infrastructure Program (PSPK) as a form of public service implementation in Bengkong District - Batam City.

Based on the background description above, the author raises several problems that will be discussed further. The problems are as follows:

1. How is the legal arrangement for the implementation of the Village Infrastructure Program (PSPK) in Bengkong District?
2. To what extent has the implementation of the Village Infrastructure Program (PSPK) in Bengkong District been achieved?
3. What are the obstacles and constraints in the implementation of the Village Infrastructure Program (PSPK) in Bengkong District?

Based on the formulation of the problem stated above, it can be seen that the objectives of this research are:

1. To find out the legal regulations in the implementation of the Village Infrastructure Program (PSPK) in Bengkong District.
2. To find out the inhibiting factors in the implementation of the Village Infrastructure Program (PSPK) in Bengkong District.
3. To find out the obstacles and constraints in the Implementation of the Village Infrastructure Program (PSPK) in Bengkong District.

2. LITERATURE REVIEW

Regional autonomy provides freedom for regions to carry out development according to their respective potentials, characteristics and needs. Community participation and empowerment in the development process is one of the key elements to achieve successful development in a region. This approach places citizens at the center of the development process, seeing them not only as objects to be built, but also as active subjects in development. In the development process, community participation reflects awareness, concern, and responsibility for the importance of efforts to improve their quality of life. This participation shows that development is not only the responsibility of the local government, but also requires community involvement to improve the quality of life and realize the vision and mission of Batam City.

Service Standards are guidelines used to regulate the implementation of services and evaluate their quality. It is also a commitment and promise of the organizer to the community to provide high-quality, efficient, accessible, affordable, and measurable services. The components of service standards include legal basis, requirements that must be met, system mechanisms and procedures, completion time, types of services provided, facilities, infrastructure or facilities available, competence of implementers, internal supervision, complaint handling, number of implementers and services according to standards, Safety assurance and performance evaluation. The definition of public service is an activity or series of activities in order to fulfill service needs in accordance with statutory regulations for every citizen and resident for goods, services or administrative services provided by public service providers.

Public service information systems must be well designed and managed to ensure accessibility, accuracy, and security of information available to the public. This helps in increasing transparency, accountability, and efficiency in the provision of public services. Some important points related to the management and provision of public services and their monitoring mechanisms include:

1. Management of Facilities, Infrastructure, and Public Service Facilities:

Public service providers are required to manage public institutions, infrastructure, and facilities effectively, efficiently, transparently, accountably, and sustainably. They are also responsible for maintaining and replacing public service facilities, infrastructure, and facilities.

2. Supervision of Service Provision:

Monitoring of the implementation of public services is carried out through two main

channels: internally by direct superiors or functional supervisors, and through external channels by the public through reports or complaints. In addition, government institutions such as the Ombudsman of the Republic of Indonesia, together with the DPR, Provincial DPRD, and Regency/City DPRD, are involved in supervision, which plays a role in overseeing the implementation of public services.

3. Complaint Management:

Public service providers must provide complaint facilities and respond to complaints quickly and completely.

4. Performance Assessment:

Public service companies are required to routinely evaluate their performance against performance indicators that meet established service standards.

5. Integrated Service System

In order to make public services easier, organizers can implement an integrated service system, both physically and virtually. This step is to ensure that the services provided are fulfilled more efficiently and effectively.

The principle of legality guarantees legal certainty and equal treatment, resulting from laws and regulations. Legal certainty comes from regulations that give the government the power and duty to act in the implementation of services. The implementation of services based on the principle of legality illustrates that actions or deeds still refer to the law as written law. In this regard, Prajudi Atmosudirdjo there are several requirements that must be met in the implementation of government based on the rule of law, namely:

1. Effectiveness, meaning that government administration must achieve its targets;
2. Legitimacy, meaning that government administration can always be accepted by the community;
3. Juridity, meaning that the actions of state government officials must not violate the law;
4. Legality, meaning that state or government administration actions and decisions must not be carried out without a written legal basis.
5. Morality, one of the requirements that must be considered by the community, general and official morals and ethics must be upheld;
6. Efficiency, cost savings must be pursued as optimally as possible;
7. Technique and technology, meaning the use and utilization of techniques and technology to be developed by paying attention to the best quality and performance.

3. RESEARCH METHOD

This research uses a normative-empirical approach to law, especially in the form of applied legal research, which uses normative-empirical legal case studies to analyze legal behavior. The focus of this research is on the application or implementation of positive or contractual laws in real legal situations in society, with the aim of achieving the desired results. In this context, the normative-empirical legal approach combines analysis of existing positive legal aspects (normative) with concrete case studies of the implementation of law in real life (empirical). This method involves in-depth research into how the law is applied and functions in everyday practice, taking into account contextual and situational factors that influence its implementation.

This research will examine various legal events or their implementation in society, identify how positive law or regulations are implemented, the extent of compliance with these provisions, and their impacts. The research is expected to provide a deep understanding of the dynamics between law as a theory (normative) and its practice in real life (empirical), as well as the relevance and effectiveness of existing legal provisions to achieve the desired goals in the context of their implementation or implementation. The research location is in Bengkong District, which is the focus area for the Research on the Role of Districts in Implementing the Village Infrastructure Program (PSPK) as a Form of Public Service Provision.

4. RESULTS AND DISCUSSION

Legal Regulations for Village Infrastructure Program Activities (PSPK)

In the implementation of the Village Infrastructure Program, legal principles and legal certainty are very important to be upheld by all parties involved. The implementation process must be based on clear regulations. Each government institution, in accordance with its scope of authority, is expected to establish appropriate and appropriate procedures in making its internal regulations. The goal is to ensure that every activity carried out by government agencies in implementing the Village Infrastructure Program complies with applicable legal provisions. In addition, it provides certainty to all parties regarding the rules and procedures that must be followed.

From the results of interviews conducted at the work location, the Village Infrastructure Program has a clear legal basis regulated in the Village Infrastructure Program (PSPK), the legal regulation of which is based on Batam City Regional Regulation Number 6 of 2021 concerning Community Empowerment-Based Development in Villages and its elaboration in Batam Mayor Regulation Number 46 of 2022 concerning Guidelines for the Implementation

of Village Infrastructure Development Activities and Community Empowerment. Based on this regulation, the implementation of the PSPK Program is carried out in all village areas in Batam City.

Coordination between stakeholders is the key to success in implementing the Village Infrastructure Program (PSPK). This study aims to ensure compliance with the implementation of Law Number 25 of 2009 concerning Public Services by sub-districts. To see sub-districts as public service providers have fulfilled their obligations in providing services in accordance with the standards mandated by the Law and can assess the level of seriousness of public service providers towards service standard components. In the context of public goods, public services, and administrative services, this study will help identify whether public service delivery activities in the sub-district have considered all stages starting from the policy process, planning, implementation, to supervision or maintenance. In addition, this study can describe the availability and accessibility of information regarding public service delivery activities provided to the community.

The role of the Sub-district in the context of local government and development is indeed very crucial. As an administrative area that has the highest authority at the local level, the Sub-district plays an important role in organizing various government activities, development, and services in its area. The role of the Sub-district is not only limited to administrative aspects, but also includes direct involvement in community activities. The Sub-district is the main base for the community in conveying aspirations, accessing government services, and getting assistance and support in various matters. In the context of development, the Sub-district has a great responsibility in planning, coordinating, and implementing various development programs and projects. By responding to the needs and aspirations of the community, the Sub-district must be able to use existing resources in a way that achieves sustainable and equitable development goals.

The role of the Sub-district is not only administrative, but also strategic in driving development at the local level. By carrying out its duties and functions well, the Sub-district has carried out its role in improving the quality of life and welfare of the community within its administrative area.

In the beginning of the emergence of ideas in the proposal of development, it is already the role of the sub-district which of course has been coordinated in advance from the sub-district until the discussion of all development proposals until the determination of the priority scale which is considered most important for development to have a wider impact on its use, not only to the determination of the priority scale but also budgeting and overseeing so that the

programs that have been agreed upon and proposed must remain in the sub-district work plan.

Implementation of Legal Regulations for Village Infrastructure Program Activities (PSPK)

In improving the quality of human life, it is necessary to carry out social financing that can have a direct impact on the community, to be used to increase the capacity and capability of the community in the Village by utilizing their own potential and resources. Currently, development in Batam City continues to increase, even the Batam City Government through its Regional Apparatus Organization has carried out developments that are in contact with the community, but this is felt by the community to be too slow and does not directly touch on public development needed by the community, for that the Batam City Government through this Village Infrastructure Program can answer all the problems that exist in the environment such as Drainage, roads, multipurpose buildings, integrated health posts and others.

Based on the description above, legally and in accordance with the hierarchical order of applicable laws and regulations, starting from planning and ending with implementation, in terms of implementation, there is nothing that conflicts with the provisions of the laws and regulations above it.

a. Planning

The development planning that will be proposed by the environment has of course gone through joint discussions with its residents to be proposed to the Village Government, the Village will summarize all that is proposed to be discussed together, both RT, RW, Community Leaders in determining the priority scale and specifications of proposals that can be proposed in accordance with Batam Mayor Regulation Number: 74 of 2020 concerning Guidelines for the Implementation and Technical Instructions for the Implementation of Regional Development Planning Deliberations for the Regional Government Work Plan (RKPD).

This researcher is of the opinion that the planning carried out is in line with the principles and objectives of the Republic of Indonesia Law Number 25 of 2004 concerning the National Development Planning System and Regional Regulation Number 6 of 2021 concerning Community Empowerment-Based Development in Villages Article 5 paragraph (4) The implementation of the Village Development Planning Deliberation as referred to is carried out in a participatory manner by involving community leaders, women's leaders, youth leaders, and the Village Community Empowerment Institution, as well as DPRD members from each electoral district.

b. Budgeting

The budget allocation for the development of village facilities and infrastructure and community empowerment in the village has been regulated in accordance with the Regulation of the Minister of Home Affairs Number 130 of 2018 concerning Village Facilities and Infrastructure Development Activities and Community Empowerment in the Village. This regulation is a legal basis that governs how local governments can allocate budgets for development that focuses on the needs of the community.

c. Implementation of activities

Implementation of the Village Infrastructure Program (PSPK), there are several stages that need to be carried out before the activity is actually carried out, as follows:

- 1) Formation of the Implementation Team: The first step is to form an implementation team that will be responsible for the implementation of the PSPK. The team formed must have the ability and experience that is in accordance with their duties.
- 2) Coordination with Related Parties: It is important to coordinate with related parties such as the technical team, material suppliers, and the local community to ensure that all preparations and technical requirements are met before implementation
- 3) Procurement of Materials and Equipment: Ensure that all materials and equipment needed for the implementation of the PSPK are available and ready to use. This includes ensuring the availability of building materials, construction equipment, and other necessary resources.
- 4) Environmental and Occupational Safety Monitoring: Before starting construction or other activities, it is important to conduct environmental and occupational safety monitoring. Ensure that the worker's location is safe and meets all applicable environmental and safety requirements.
- 5) Socialization and Communication: Conduct socialization to the local community about the PSPK activity plan, including its impacts and implementation time. Provide clear information about the progress and changes that occur during implementation.

Achievements of the Implementation of the Village Infrastructure Facilities Program (PSPK)

Based on the Republic of Indonesia Law Number 32 of 2004 concerning Regional Government which has been amended by Law Number 23 of 2014 concerning Regional Government, it is stated that the Regional Government is the organizer of government affairs by the Regional Government and the Regional People's Representative Council according to the principle of the broadest possible autonomy in the system and principles of the Unitary

State of the Republic of Indonesia as referred to in the 1945 Constitution of the Republic of Indonesia. The Regional Government is the Head of the Region as an element of the Regional Government organizer who leads the implementation of government affairs that are the authority of the autonomous region.

The achievement of the implementation of the Village Infrastructure Program (PSPK) is a reflection of the success and impact of the program on the community. Here are some points that can be indicators of the achievement of PSPK implementation:

- a. **Improved Infrastructure:** One of the measurable achievements is the improvement of infrastructure in the Village. This includes the construction of roads, drainage, public buildings, and other important facilities that have been planned and implemented within the scope of PSPK.
- b. **Community Accessibility:** The success of PSPK can be seen from the increase in community accessibility to public facilities and basic services. If infrastructure development succeeds in increasing transportation accessibility, access to clean water, access to health, and access to education, then this is a positive indicator of the program's achievement.
- c. **Improved Community Welfare:** This program can improve the welfare of the community as a whole. This achievement can be measured by increasing the standard of living, decreasing the poverty rate, increasing access to health services, education, and better economic opportunities.
- d. **Community Participation:** Community involvement and participation are essential from the planning process, implementation, to maintenance of the infrastructure built is a key factor in assessing the success of PSPK. The more active the community participation, the greater the positive impact that can be obtained from this program.
- e. **Project Sustainability:** The sustainability of the PSPK project after completion is also an important indicator. This includes the maintenance and management of the infrastructure that has been built and the ability of the community to utilize it sustainably.
- f. **Social and Environmental Impact:** The program's achievements must also be assessed from the social and environmental impacts it produces. This includes improving environmental quality, increasing the sense of security and comfort of the community, and increasing solidarity and togetherness in the local community.

Factors that hinder the implementation of the Village Infrastructure Program (PSPK)

This study will explain the inhibiting factors for the implementation of PSPK in Bengkulu District. Among others:

a. Apparatus resources

The shortage of supporting staff, especially State Civil Apparatus (ASN) staff, can be a major obstacle in the implementation of the Village Infrastructure Facilities Program (PSPK).

b. Public awareness

Factors that influence implementation are public awareness, in current development many cavities can propose development, so that the community has the opinion that the development of whoever builds faster the community will receive directly, but the effect will disrupt the program that has been planned in the next two years. Researchers saw when interviews were conducted with the community who received the program, awareness of the PSPK program did not feel like they had it as evidenced by the planning that had been planned, at the time of implementation at the same location point it had been worked on by other parties/agencies.

c. Regulatory changes

Overlapping regulations between the Village Infrastructure Program (PSPK) and similar programs implemented by other agencies can indeed be a serious challenge in the efficiency of budget use and development implementation.

d. Socialization

The lack of socialization from the organizers of the Village Infrastructure Program (PSPK) can indeed be a significant obstacle in the implementation of the program.

To overcome this problem, it is important for PSPK organizers to increase socialization and communication efforts with local communities. This can be done through organizing socialization meetings, providing clear and easy-to-understand information materials, and utilizing appropriate communication media to reach all potential beneficiaries. Thus, it is hoped that community awareness and participation can be increased, so that the implementation of PSPK can run more smoothly and effectively. Here are some more appropriate solutions to overcome each obstacle or constraint, including:

a. Apparatus resources

- 1) **Additional Recruitment:** Local governments need to consider additional recruitment of trained and competent ASN to strengthen the implementation team of the Village Infrastructure Program (PSPK).
- 2) **Skills Training:** Provide regular training to improve the capacity of existing ASN in planning, monitoring, and implementing the Village Infrastructure Program (PSPK).
- 3) **Collaboration with External Parties:** Utilize cooperation with the private sector,

universities, or community organizations to support the implementation of the Village Infrastructure Program (PSPK) and fill the gap in human resources.

b. Public awareness

- 1) Improved Communication and Socialization: Conduct intensive and comprehensive socialization of the Village Infrastructure Program (PSPK) to the local community. Use various communication methods such as group meetings, counseling, social media, and bulletin boards.
- 2) Community Participation: Actively involve the community from planning to implementing the Village Infrastructure Program (PSPK). Provide opportunities for the community to provide better input on the goals and benefits of the PSPK program.

c. Regulatory changes

- 1) Synchronization and Coordination: Ensure that all development programs, including the Village Infrastructure Program (PSPK), are well synchronized between all levels of government. Coordinate development planning to avoid overlapping and maximize the efficiency of resource use.
- 2) Integrated Regulation: Create integrated regulations by involving various stakeholders, including the private sector and community institutions, to ensure that regulations provide clear and comprehensive guidance.

d. Socialization

- 1) Continuous Socialization Campaign: Continue socialization efforts continuously throughout the stages of the Village Infrastructure Program (PSPK). Provide clear and easy-to-understand information about the objectives, procedures, and benefits of the program to the community.
- 2) Use of Appropriate Communication Media: Utilize effective communication media such as brochures, posters, radio broadcasts, and social media to reach more people with information about the Village Infrastructure Program (PSPK).
- 3) Training of Socialization Officers: Ensure that officers in charge of socialization are equipped with sufficient knowledge and good communication skills for the effectiveness of the socialization campaign.
- 4) Monitoring and Evaluation: Always monitor and evaluate the effectiveness of the implemented solutions. Make continuous improvements based on the evaluation results to improve the implementation of the Village Infrastructure Program (PSPK) as a whole.

5. CONCLUSION AND SUGGESTION

Conclusion

Based on the discussion in the previous chapter, the following conclusions can be drawn:

- a. In the implementation of the Village Infrastructure Program (PSPK), the legal regulations are very clearly stated in Batam City Regional Regulation Number 6 of 2021 and its elaboration in Batam Mayor Regulation Number 46 of 2022, but in the implementation process it has not been able to run optimally. This can be seen based on the author's research within the Bengkong District Government, there are still several jobs that are constrained due to the immaturity of development planning according to the proposed program.
- b. From the Achievements of the Village Infrastructure Program (PSPK) in Bengkong District which have been described in the last 3 years, physically the work can be carried out as a whole, even in terms of budgeting it increases every year.
- c. Inhibiting factors in the implementation of the Village Infrastructure Program (PSPK) are the lack of human resources, public awareness, program socialization and overlapping regulations between vertical agencies so that there is a need for regulations or additional articles in the Batam City Regional Regulations and the Batam Mayor Regulations which contain the need for coordination between vertical agencies to the Sub-district in planning so that there is no overlapping policy in determining and establishing development in one sub-district area.

Suggestion

From this conclusion, the author can provide several suggestions, namely:

- a. So that the Bengkong District Government is more proactive in re-socializing the Village Infrastructure Program (PSPK) so that program proposals are in accordance with program standards (PSPK), both through the Village Community Institution apparatus and directly to the community as the party proposing development and recipients of development benefits.
- b. The Village Infrastructure Program (PSPK) is worthy of being continued and needs to be added to its sub-activities and budget, because this activity directly touches the community, is carried out by the community and is maintained/supervised by the community and can be enjoyed directly by the community.
- c. Vertical agencies must coordinate with the District regarding what will be built and what has not been built and determine the point of implementation of the work, so that it can reduce waste in budgeting and can spread development allocations to other places evenly.

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