

Patterns of Relationship between Local Government and Regional People's Representative Council through Common Perception and Effective Communication

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Abstract: The purpose of this research is to analyze the pattern of relations between the Regional Government and the Regional People's Representative Council in North Central Timor Regency through shared perceptions and effective communication. This type of research is qualitative research with the unit of analysis in this study consisting of informants from the Regional Government, the Regional Representative Council of Higher Education, Entrepreneurs, the community, Non-Governmental Organizations, Journalists, traditional institutions in the pattern of relations between the Regional Government and the Regional People's Representative Council, amounting to twenty 22 people. The data collection techniques in this study consisted of qualitative observation, qualitative interviews and supporting documents. The results show that this shared perception has not been implemented properly because the Regional Government and the DPRD are always contaminated by unilateral political interpretations related to the translation of the existing vision and mission, the weak commitment of the two regional government institutions with the strong influence of political parties results in a pattern of relationships that are between the Government. Regions with DPRD. Based on the findings of research in the field, effective communication is carried out through the formal level and informal communication related to formal government affairs. Although there is less effective informal communication done because of the impression of political negotiations or lobbies from the Regional Government to the DPRD or vice versa. It needs to be strengthened by adding new variants, namely shared perceptions and effective communication with the power of local wisdom which has a very large influence to break into formal government, especially resolving conflicts related to the relationship between the Regional Government and DPRD. This research produces a new model in the relationship between the Regional Government and the DPRD in government administration

Keywords: Regional Government Relations, Regional People's Representative Council, Common Perception, Effective Communication

1. Introduction

Empirical symptoms regarding the pattern of relations between the Regional Government and the Regional People's Representative Council so far have not been maximally established, said the Chairperson of the Regional Representative Council of the North Central Timor Regency that so far has been more dominant in carrying out only two functions, namely the function of budgeting and supervision, while the legislative function has not been maximally carried out. said the chairman of the North Central Timor Regional People's Representative Council (Bapemperda) when the Regional Legislative Council (Bapemperda) submitted the academic manuscript and the Draft Regional Regulation (Ranperda) on dry land management in an integrated and sustainable manner taking place in the Plenary Session Room of the Regency Regional People's Representative Council Office. North Central Timor.

In general, the principle of partnership between the Regional Government and the House of Representatives requires cooperation in various programs that are jointly made, by finding the best solutions in order to overcome the problems faced which are adjusted to local conditions in the region, by prioritizing openness and paying attention to the needs of the community. in the area. The partnership relationship has specifications and common goals to be achieved, building synergies to complement each other with the main goal of achieving common goals more effectively and efficiently (Papadopoulos, 2003; Ndou, 2004; Waddell, 2017).

Several previous studies used the concept of the relationship between the Regional Government and the Regional People's Representative Council from different aspects, such as stated by Juanda (2004) that concluded that due to quality factors, the DPRD (Regional People's Representative Assembly) has not been able to carry out its normative functions. Research by Mas'udin (2019) concludes that in the process of determining Regional Regulation, it can be seen from the balanced triangular power relationship and mutual control between citizens who have the right to vote and the container that represents them. Research conducted by Ibrahim (2008) concluded that political interaction in the process of forming Regional Regulations intensively took place at the

deliberation stage of the Draft Regional Regulation, especially during a working meeting between the DPRD Special Committee (Pansus) and the Regional Apparatus Organization (OPD) team / Executive team.

Nuraini (2006) entitled the relationship between the executive and the DPRD in the era of regional autonomy, with changes in the political system after the fall of the New Order regime had an impact on all aspects of Indonesian politics in Sidoarjo, one of which is the relationship between the executive and legislative bodies in the regions. The old pattern which still places paternalistic and centralistic relations must be changed with a new model that is more democratic and decentralized.

Based on the four previous studies above, the similarity in this study lies in the concept of the pattern of executive relations with the Regional People's Representative Council, the research method used (descriptive qualitative), while what distinguishes the author's research from the previous research lies in the empirical issues built in relation to it. with the pattern of the relationship between the Regional Government and the Regional People's Representative Council, the main theory used to describe the pattern of relations between the Regional Government and the Regional People's Representative Council, research focus, and regional peculiarities as cultural aspects that have informal relationships that influence formal government in solving problems in the hadapai in areas with customary domains. The four previous studies focused more on the pattern of local government relations in the formation of Regional Regulations, while the difference with this study is that the author focuses more on the concept of the pattern of the relationship between the Regional Government and the Regional People's Representative Council, which is a partnership relationship in governance in the regions.

This article looks at the perspective of Dochas (2010) theory which consists of shared perceptions and effective communication in examining the pattern of relations between the Regional Government and the Regional People's Representative Council in order to ensure harmonious relations between the executive and the DPRD, a shared perception means that the executive and the Regional People's Representative Council have the same view in seeing problems that exist in the regions as common problems to be resolved collectively; Effective communication means that the executive with the DPRD always maintains good communication in order to build and maintain a harmonious pattern of relationship between the executive and the Regional People's Representative Council in order to achieve the goal of regional cooperation. The purpose of this research is to analyze the pattern of relations between the Regional Government and the Regional People's Representative Council in North Central Timor Regency through shared perceptions and effective communication

2. Methods

This type of research is qualitative research. Qualitative research emphasizes the process of getting closer to the data to be analyzed, especially in relation to the pattern of relations between the Regional Government and the Regional People's Representative Council, by developing abstracts, concepts and theories carefully which are ultimately used as material for analysis in this study. Research conducted on the pattern of executive and legislative relationships requires deep identification and understanding to see the research context. The unit of analysis in this research is the Regional Government, the Regional People's Representative Council of Higher Education, Entrepreneurs, the community, Non-Governmental Organizations (NGOs), journalists, traditional institutions in the pattern of relations between the Regional Government and the Regional People's Representative Council in North Central Timor Regency, amounting to two. twenty 22 people. The data collection techniques in this study used data collection procedures in qualitative research which involved several strategies, Creswell (2014) consisting of qualitative observations, qualitative interviews and qualitative documents. Data analysis activities were simultaneously carried out in the data collection process, namely data reduction, data presentation and drawing conclusions and verification

4. Result and Discussion

Shared Perception

Mutual perception is a person's perspective on certain objects or events that are interwoven through a reciprocal relationship that is happening both in the life of individuals, groups or in large spheres such as the government. So that the shared perception is seen as a collective view of one particular object, then the object is articulated together by laying it on a focus of study which is analyzed jointly in order to achieve a common goal. In connection with this shared perception, the researcher will analyze the similarities between the views of the Regional Government and the DPRD and their resolution of the different views on governance in the regions.

Common views in the Relationship Pattern between Local Government and DPRD

To achieve optimal work targets in regional governance, the Regional Government and DPRD must have the same view in developing the North Central Timor Regency.

Based on the vision and mission of the local government (Bupati) which is translated into the five (5) year RPJMD, this is a shared vision and mission which is seen as the same view between the local government and the DPRD. Where the Local Government and DPRD can carry out government activities that can be adjusted to the vision and mission which is outlined in the Regional RPJMD North Central Timor Regency. The vision and mission

translated into the RPJMD is an official document that is used as a basic reference for the Regional Government and the DPRD for five (5) years, regarding the Main Work Indicators (IKU) which are the strategic plans of regional government and Budget Work Indicators (IKA), KUA / PPAS which contained in the RPJMD which can be implemented by the Regional Government and the DPRD in order to increase the work performance of the regional government based on the objectives and targets set by the Regional Government and the DPRD, namely improving the welfare of the people in the District. TTU.

Basically, the vision and mission is a strong foundation for the Regional Government and the DPRD in the administration of governance in the North Central Timor Regency, is said to be like that because it is a solid foundation for the regional government and the DPRD. The success or failure of the performance of the Regional Government and the DPRD has all been described in the regional mission, be it regarding the empowerment of the people's economy based on regional superior potentials that are environmentally sound in a synergistic and sustainable manner with the main focus being the agricultural sector, so how the Regional Government and DPRD strive to improve the economy. community through regional potential in the agricultural sector, at least the Regional Government and DPRD are increasingly active in building a populist economy by increasing quality agricultural products in large quantities so that agricultural products are not only a commodity that is productive for the people in the area but regional agricultural products can be marketed. in order to improve the economy of the people in the District. TTU whose end result is to improve the welfare of people in the regions.

In addition, the mission contains about improving the quality of human resources through the development of quality education and health. This means that the Regional Government and the DPRD must work hard to build human resources in the regions as the spearhead of regional development because HR is a determining factor for any development program starting from planning, implementing and evaluating regional development, clearly it requires human beings who are competent in their fields in order to plan. Systematic development activities in accordance with the needs of the community universally by taking into account the environmental conditions of the North Central Timor Regency. Creating quality health because the people in the North Central Timor Regency as a whole definitely yearn for a healthy life. With a healthy community life, the community will always be able to carry out activities in order to build themselves and the community and the North Central Timor Regency. Thus the Local Government and DPRD must provide good health services through adequate health support services and infrastructure as the basic capital that supports the quality of public health in North Central Timor Regency. Local governments as policy administrators in the regions are needed to increase accessibility through the development and distribution of regional infrastructure, namely the acceleration of infrastructure development for increased accessibility, especially the production of agricultural products in the regions. While the opinion of Walgito, (2010: 99) states "Perception is a process that is preceded by the individual through the senses or also called the sensory process." Based on the opinions of the experts above, it can be concluded that perception is a process of observation and the process of receiving information from outside to translate. stimulus through sensory organs or sensory processes. "

The point is that the DPRD and the Regional Government in the administration of government in the North Central Timor Regency have the same view, namely on the vision and mission of the North Central Timor Regency area as well as upholding the universal values of the nationalist state of Indonesia, namely the 1945 Constitution of the Republic of Indonesia, Pancasila and Diversity. With the same view, the Regional Government and the DPRD need to have a professional attitude in order to jointly develop the region in a sustainable manner through the elaboration of regional missions. In essence, the Regional Government and the DPRD have the same view, the same determination and the same goals and objectives, namely to develop the North Central Timor Regency in the context of increasing regional welfare universally. In accordance with the results of the confirmation with the informants, the researcher concluded that in the administration of regional government between the Regional Government and the DPRD, they have the same view, namely the vision and mission of the Regional Government (Bupati) which has been outlined through the RPJMD as a written document that must be guided to be implemented by the Regional Government with DPRD as an integrated system has an equal relationship in the administration of government in North Central Timor Regency.

Settlement of different views between the Local Government and the DPRD

The Regional Government and the DPRD as an institution formally have the same view which is expressed through the same vision and mission as a fundamental benchmark in the administration of government in North Central Timor Regency. It is hoped that the same view as a formal institution in its application will not cause a difference in the description of the mission of the Regional Government and the DPRD which is translated into the RPJMD so that it does not cause friction or tug-of-war between the interests of the Regional Government and the DPRD in government administration.

The local government and the DPRD should be equal partners. This means that the Regional Government and the DPRD are both the administrators in the regions so that the Regional Government and the DPRD, even though they have their respective duties and functions, need to understand their respective duties by taking into account the scope of benefits in achieving regional government objectives. The Regional Government as a partner with the

DPRD does not mean working together to fulfill the interests of each party in the sense of individual, group and / or party interests, but solely between the two institutions in taking policies that have been mutually agreed upon which can be implemented. for the benefit of the people in the region. As well as each institution in carrying out its functions can understand each other about the duties inherent in each of these institutions proportionally without suspecting one another, supervising, emphasizing / dominating and so on. However, the pattern of relations between the Regional Government and DPRD is developed through ethics which can reflect that the DPRD is not a threat but an institution that works for the benefit of the community. On the other hand, the Regional Government is expected to be able to create a conducive atmosphere that can encourage DPRD to work independently and remain critical.

In principle, the urgency of the type of relationship between the Regional Government and DPRD includes: representation, budget, accountability, the formation of Regional Regulations, Regional Government and DPRD have a common vision, namely a vision that is not only related to institutions but also individually they feel truly bound because of this. it reflects each other's personal vision. Harmonization of the relationship between the Regional Government of the DPRD in the implementation of governance in the regions has contributed to the creation of a situation that is conducive to the success of regional development programs. Therefore, the pattern of balanced and egalitarian relations between the two institutions needs to be continuously improved in an effort to maintain political stability in the regions. Thus, in several cases, there is often disharmony in the relationship between the Regional Government and the DPRD, both in the context of misunderstandings in translating the meaning of the substance of the law, and of a more political nature.

The fact in the field shows that the fluctuation of the relationship between the two institutions may lead to political conflict. According to researchers, this can be digested in two ways, the executive who has not fully understood it or the legislature which often leads to "politicking" behavior. If this happens at the level of the legislature or DPRD members, then it is appropriate and appropriate for the DPRD ranks to be introspective and look ahead to the substance of the problem instead of politicizing so that such a principal problem is merely a political commodity.

The goal is that each has the right to carry out the obligation to increase the role and responsibility of developing democratic life, ensure the representation of the people and regions in carrying out their duties and authorities, develop relationships and check and balance mechanisms between the executive and legislative bodies, improve quality, productivity, and performance for the realization of justice and public welfare. There is a fundamental difference between executive and legislative duties. The task of the executive in running the government is to carry out legislative and judicial decisions. The executive under the leadership of the Regional Head is thus assigned, authorized and responsible for carrying out activities known as the bureaucracy, where various aspects of the successful implementation of government and regional development are very much dependent on the role of the bureaucracy. For this reason, in carrying out the task of compiling a framework that allows the absorption of the potential and aspirations of the local people, it is based on four democratic principles, namely. a. Principles of Empowerment; b. Principles of Service; c. Principle of Participation; d. Principle of Partnership.

Based on the description above it is clear that the area of executive duty in the region is carrying out daily tasks in the field of government, development and society led by a regional executive head, namely the Regional Head, in a system called the bureaucracy based on the principles of empowerment, service, participation, and partnerships. Regional Regulations are the result of the public policy-making process. Dochas further, (2010) said that: "Common perception is a process to unite the different views of partner groups /

organizations through the unification of different characters, different principles, alignment of work programs, mutual agreement to achieve a goal. which is the same by paying attention to the corridors / rules in a collective agreement, especially in partner groups / organizations. "

The basic concept of shared perceptions conveyed by Dochas (2010) is expressly formulated in Law Number 32 of 2004 concerning Regional Government Article 19 paragraph 2 that both of them are equal partners who both carry out their duties as administrators of regional governments. It means that neither of the two must be subordinated. There is no role that can be substituted by other institutions. Therefore, there are several things that should be observed together between the two of them in building an ideal and harmonious relationship, namely: first, the legitimacy of power. both the executive and the legislature have the legitimacy of the people, both are directly elected by the people. What distinguishes this legitimacy is its degree. It cannot be denied that the regional head / deputy regional head has a greater legitimacy than that of the DPRD.

Second, people in the regions. For the executive, the community is the party that must be served, satisfied with various populist policies made with the legislature. Whereas for DPRD that comes from political parties, the community is the constituent and political base that greatly influences the evolution of the party which runs linearly with the interests of the individual, the community and for political parties and local governments through sources of legitimacy and political mandate or power; Third, their respective political positions. Both DPRD and Regional Government are equal partners and administrators of government in the regions (Article 19). This role must be directed to accelerate the realization of community welfare through enhancement, service, empowerment, and community participation, as well as enhancing regional competitiveness by taking into account the principles of democracy, equity, justice, privileges and specialties of a region in the NKRI system.

This means that the Regional Government and the DPRD clearly have the same view, but at the level of implementing the mission in the administration of government in the region, that causes a problem. The problem that arises is where in the Regional Government's (Bupati) accountability through the first (I) DPRD session to the implementation of activities that are not included in regional budgeting but which have been carried out by the Regional Government through the Regional Office with regional technical agencies. This has become a major polemic whose resolution was carried out toughly between the Regional Government and the DPRD.

The results of observations by researchers in the field show that the Regional Government and the DPRD always create a relationship, sometimes less harmonious because there is no openness between the Regional Government and the DPRD in implementing governance in the regions as conveyed by the informan As a result, there are always misunderstandings between the Regional Government and the DPRD in the regions. This distress will have an impact on the two institutions not to accept each other in the implementation of local government. This will lead to conflicts that occur between the Regional Government and the DPRD as the administration of governance in the regions.

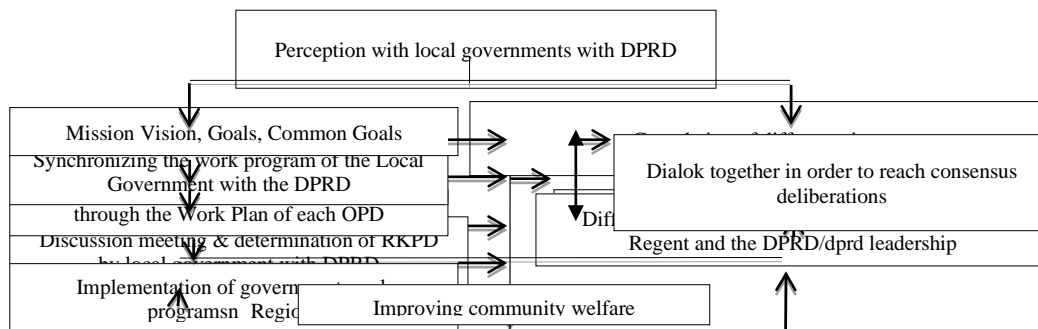
The problems that arise between the Regional Government and the DPRD are because there is no commitment either in the elaboration of the joint mission, namely that the Regional Government sometimes raises activities or developments that are carried out in the middle of the fiscal year. This has resulted in the Regional Government and the DPRD, which are formally as institutions, do not have a common ground as equal partners in the administration of government in the North Central Timor Regency. In fact, the fatal consequences for the Regional Government and the DPRD are that it can lead to institutional conflicts that occur in the regions.

In connection with the inconsistency between the Regional Government and the DPRD in the implementation of regional government which has resulted in institutional conflicts, the researchers conducted further confirmation with informants about how the institutional conflicts that occurred were not resolved through formal government channels, so the problems that occurred between the two institutions were formally regulated in the Law. Number 23 of 2014 concerning Regional Government, namely the Regional Government with the DPRD are equal partners in the administration of government in the North Central Timor Regency area.

The ongoing conflict through differences in views between the Regional Government and the DPRD in the implementation of governance in the regions when this institutional conflict is no longer able to be resolved through formal channels such as sitting together, joint deliberations to reach a formal institutional consensus that cannot be resolved is a powerful weapon owned by dawan people are through "nekaf mese aounsaf mese"

or "tolas" who traditionally or culturally the dawam people have great power to reconcile conflicts that have arisen during the formal government in the North Central Timor Regency. To find out the flow of the pattern of relationships between the Regional Government and the DPRD regarding shared perceptions, the researcher described them as below:

Figure 1. Patterns of relationship between Local Government and DPRD through shared perceptions, processed by researchers.



Basically, humans are social creatures and need each other in various aspects for their survival. Humans always have a desire to interact socially with each other in order to get new information, knowledge, and insights because humans cannot live alone and need other people. In interacting, of course, it is not free from the communication process between humans to forge new relationships or to maintain existing relationships with one another.

In order to achieve governance in the regions, it requires effective communication by the Regional Government with the DPRD. Effective communication will ensure that all government tasks and functions can be carried out in accordance with the applicable corridors. Conversely, if the flow of communication between the Regional Government and the DPRD is blocked, it will inevitably cause misunderstanding between the Regional Government and the DPRD in the implementation of government activities in the regions. For this reason, the Regional Government and DPRD need to carry out effective communication, meaning that communication is carried out continuously and continuously with a clear and precise focus in accordance with the objectives of the problem to be communicated. In this effective communication, the researcher will analyze two points of interest, namely regarding the harmonious relationship pattern and the importance of coordination between the Regional Government and the DPRD in the administration of government in North Central Timor Regency.

A harmonious relationship pattern

In order to create a harmonious relationship between the Regional Government and the DPRD, it is necessary to have effective communication between the Regional Government and the DPRD as the implementation of governance in the regions. Effective communication is meant here is how the Regional Government and the DPRD can communicate the various activities carried out by the Regional Government and the DPRD in the administration of governance in the regions in order to create a harmonious working relationship pattern. It does not cover the possibility that if there is no effective communication, the Regional Government and the DPRD will find it difficult for these two institutions to understand and know in sequence about their respective duties and functions in government administration. As a result, this miscommunication will lead to disharmony between the Regional Government and the DPRD in the implementation of governance in the regions. Schram (1954) and Effendy (2003) "The main cause of effective communication is due to similarities in the Frame of Reference or the field of reference and the field of experience. The field of experience is a very important factor for communication to occur. " If between communicators and communicants have the same field of experience, communication will run smoothly. Conversely, if the communicator and the communicant do not have the same experience, it will make it difficult to understand each other or it will become a miss communication.

A harmonious relationship between the Regional Government and the DPRD will be well manifested, so effective communication is needed to be developed in these two government agencies, especially communicating that is in direct contact with the duties and functions of government in the regions. Although both have their respective duties and functions, the Regional Government and DPRD as the administration of government in the

regions clearly have the same goal, namely meeting the real needs of the community in improving the welfare of the people in North Central Timor Regency.

The real conditions regarding the effective communication carried out by the Regional Government with the DPRD as the administration of government in the regions can be done formally through these two institutions in the regions either through a plenary session where in session I the Regional Government can be asked for a statement of accountability or an explanation of the Regional Government (Bupati) regarding the APBD. In the previous year, the second session discussed the changes to the APBD proposed by the Regional Government to the DPRD, while the third session was the session for determining the regional budget. In addition, this effective communication was carried out through a special plenary meeting to discuss the LKPJ of the Regent in the North Central Timor Regency area.

In accordance with the results of research observations relating to effective communication between the Regional Government and the DPRD, it is true that effective communication is only carried out both through formal channels and informal channels with the consideration that differences in the views of the Regional Government and DPRD are good in accountability, joint decision-making can be resolved through an effective communication model. both communication carried out formally as an institution and through informal communication. However, sometimes informal communication rarely occurs between the local government and the DPRD. The reason is because there is always a negative political interpretation that when building effective communication through informal communication between the Regional Government and the DPRD, there is an assumption that these are political lobbies carried out by the Regional government to the DPRD and vice versa. If the DPRD communicates effectively with the Regional Government through informal channels, the government also assumes that the DPRD builds political lobbies with the Regional Government.

Real facts like this will give local governments big difficulties to build a harmonious pattern of relations between these two institutions in the framework of administering governance in the regions. Even an equal relationship between the Regional Government and the DPRD in the implementation of governance in the regions will not be achieved properly. Thus, it will inevitably lead to a conflict full of relationships built by the Regional Government and the DPRD in the administration of governance in North Central Timor Regency. But through effective communication all problems can be resolved properly.

Yudhoyono (1984) Between the Regional Government and the DPRD have an equal position in the partnership pattern, which means that there is no hierarchical relationship between the two institutions or there is no relationship between superiors and subordinates. Thus what is known is a coordinative relationship or cooperation and not a subordinative relationship. In this horizontal relationship, each institution is on the path of duty and authority which cannot intervene with each other. Local governments cannot enter the realm of politics and DPRD cannot enter the realm of regional government administration. "

The partnership relationship will appear clear if it is put in the context of the duties and authorities of DPRD as stipulated in Law Number 23 of 2014 as stated in the previous description. To realize the partnership as stated above, at least two basic principles must be preceded, namely transparency (openness) and trust (trust). The two are related to each other because openness can foster trust, on the other hand, trust can trigger openness. Transparency in building partnerships is needed starting from the preparation stage (the aims and objectives of the partnership), the process (negotiation / lobbying) until the target the partnership is intended to achieve. Trust is a further effect of the existence of transparency with trust, so the parties in partnership will have the same basis in disclosing the concrete problems faced by each party, drawing on a model for solving these problems by minimizing costs and victims and maximizing the results that can be enjoyed. Together, trust and transparency will thus be the determining factors that differentiate whether the relationship between DPRD and executives and other stakeholders is a strategic partnership or a collaborative one (Daniguelo, 2020; Harahap, 2021).

Based on the descriptions that have been presented, it can be seen that in the partnership relationship the DPRD is not an institution that the Regional Head and his officials must be afraid of but must become friends in line with regional development. This is because the two institutions have to sit down together to discuss the draft regional revenue and expenditure budget (RAPBD).

Local Government and DPRD in running government in the regions need to carry out effective communication where what is communicated can be understood and understood by others in a clear context so that it can be discussed or listened to about the content of the communication so as not to cause multiple interpretations of what is communicated so that in communicating there needs to be a clear target of what is to be communicated. It is true that the Regional Government and the DPRD always communicate effectively in the

context of discussing and stipulating Regional Regulations as the guideline of reference in the implementation of regional governance.

So that every draft regional regulation that is determined needs to be adjusted to the highest legal basis and in accordance with its substance and in accordance with environmental conditions that reflect the public interest in the region. The difficulty in effective communication between the Regional Government and the DPRD is that during discussions where effective and ideal communication is difficult for the Regional Government to establish and the DPRD because each can defend their arguments without being based on an appropriate benchmark. As a result, the problem solving related to the discussion of ranperda could not be resolved properly, but through intense communication with a clear material focus between the Daerah Government and the DPRD which initially appeared tensions but in the end all problems regarding the ranperda were discussed properly. This means that effective communication is the spearhead of finding the best solution in solving every problem faced by the Regional Government and the DPRD.

Effective communication can improve the quality of the respectful relationship between the Regional Government and the DPRD if effective communication can achieve the same goal through healthy and elegant training in order to obtain decisions / policies that lead to the public interest. Naturally, through effective communication it will maintain good relations between the Regional Government and the DPRD in the context of administering the regional government because the Regional Government and the DPRD build an attitude and behavior with a culture of openness, so effective communication can guarantee the two institutions to reach an agreement on the local regulations discussed by Local Government with DPRD in North Central Timor Regency.

Coordination

Coordination is carried out by the Regional Government and the DPRD so that the overall duties and authorities carried out by the Regional Government and the DPRD do not overlap so that coordination is important for the Regional Government and DPRD in the implementation of governance in the regions. Systematic coordination between the Regional Government and the DPRD will ensure the administration of governmental duties and authorities in accordance with the rules in force. In carrying out coordination, it is necessary to have cooperation between members which in the end creates work harmony so that there is no overlapping work between one another and all efforts and activities carried out are carried out in accordance with the stipulated regulations. This means that coordination is a form of cooperation related to the implementation of government activities, from planning to implementation to evaluation of work results.

Directed coordination will provide convenience for the Regional Government and the DPRD in government administration because through coordination it will provide clear directions and instructions regarding the authority possessed by the Regional Government and DPRD, especially on which boundaries are the rights and authorities of the Regional Government and matters which are the rights and authorities of the DPRD in administering governance in the regions. This means that the work will be carried out effectively and efficiently. Coordination is the process of integrating goals and activities within an organization so that they are aligned in achieving the stated goals.

The RPJMD is prepared based on the principle of openness in access to information, participation by involving stakeholders and responsiveness and responsiveness to changes in accordance with the conditions of the people of North Central Timor Regency, the preparation of the RPJMD is to provide official guidelines for the local government, DPRD, the private sector and the community in implementing development. This requires continuous coordination between the Regional Government and the DPRD to harmonize the government work program. Development Planning Consultation, hereinafter referred to as (Musrenbang), is a forum between stakeholders in order to formulate regional development plans. In North Central Timor Regency Regional Regulation Number 2 of 2016 concerning the Regional Medium-Term Development Plan (RPJMD) of North Central Timor Regency article 3 that the objectives of the RPJMD preparation are as follows: a. To become an official guideline for the Regional Government and DPRD in determining the priority of annual programs and activities to be financed by the APBD and other legal sources of financing; b. To become a reference for OPD in the preparation of the OPD Strategic Plan and the OPD Renja; c. To serve as benchmarks in conducting annual regional performance evaluations; d. provides an overview of current regional conditions in regional and national constellations.

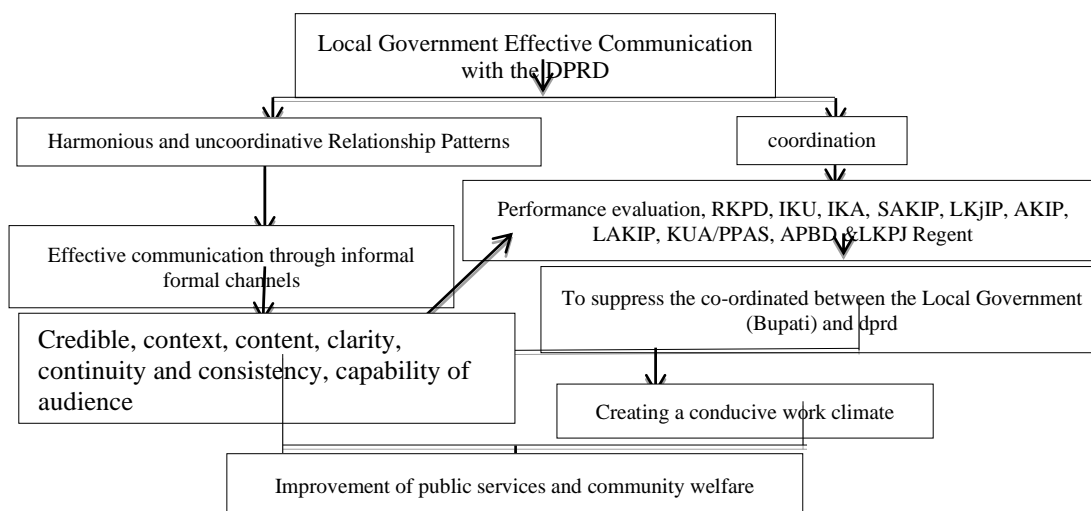
In order to achieve harmonious equal relations between the Regional Government and the Regional People's Representative Council, coordination is always prioritized even though the coordination is dressed in political interpretations between the Regional Government and the Regional People's Representative Council, this is

something that is normal because between the Regional Government (Regent) and The Regional People's Representative Council is both a political position so that when coordination runs, it is always accompanied by political nuances between the Regional Government and the Regional People's Representative Council. The coordination carried out by the Regional Government with the Regional People's Representative Council aims to achieve efficient regional government work programs, especially on government activities in the regions as these activities require new innovations which are used as a rationale for a diamond in the framework of regional development by leading to the interests of the community. universally with an impact on the welfare of society. In addition to coordination in the formation of the Regional Legislative Assembly of the North Central Timor Regency.

The Regional Government and the Regional People's Representative Council coordinate in order to avoid the occurrence of misunderstandings between the two institutions regarding government activities carried out in the regions, especially in making decisions on Regional Regulations which are jointly established between the Regional Government and the Regional People's Representative Council. The purpose of coordination is to ensure that each regional government program is in accordance with the established plan. In addition, coordination also occurs between the Regional People's Representative Council and the Regional Government in relation to the supervision of the Regional People's Representative Council on Regional Regulations implemented by the Regional Government. The objective of coordination through supervision is to keep the stipulated regulations from being blunt upwards and downwards, meaning that every implemented regulation applies universally to the Regional Government, the Regional People's Representative Council and the entire community in the North Central Timor Regency.

In accordance with the results of confirmation with informants by researchers, it is known that coordination can run properly in accordance with the corridors of applicable government regulations even though in coordination between the Regional Government and the Regional People's Representative Council there is a polemic between these two institutions because, between the Regional Government (Regent) and The Regional People's Representative Council (DPR) is always shaded by political interpretations. To find out the flow of the pattern of relationships between the Regional Government and the Regional People's Representative Council regarding effective communication, the researcher described it as below:

Figure 2. The pattern of local government relationship with DPRD through effective communication.



Mulyana (2008) Effective communication is characterized by understanding, can cause pleasure, influence attitudes, increase good social relations and ultimately lead to action. Through effective communication it is hoped that it can build a good and professional self-image between the Regional Government and the DPRD as the administration of government in the regions but the reality in the field is that effective communication experiences difficulties between the Regional Government and the DPRD. It is difficult to build effective communication because the Regional Government and the DPRD are more dominant in fighting for the interests of their respective parties in the regions when compared to government affairs which consequently will prosper the livelihoods of many people, namely the people of the North Central Timor Regency as a whole, so that the pattern of parallel relations is difficult. to be built between the Regional Government and DPRD in the regions. This is only achieved through effective communication in order to minimize differences in the color of political parties in the regions.

Effective communication is seen as an important and complex dynamic of economic and political life, for example what happens usually presents a critical situation that needs to be handled appropriately, the emergence of a tendency to depend on communication technology and the various interests that arise (Schlesinger, 1999; Porter, 2000; Habermas, 2006; Jessop, 2010).

Imawan (2002) The ability of DPRD members to understand and absorb people's aspirations is largely determined by the personal competence of DPRD members themselves. Harmonious communication will create an ideal and harmonious working relationship. Poor communication between the local government and the DPRD will have an impact on the performance of the two institutions. The public policy products that they produce together are less effective because the discussion process can be hampered by non-technical matters. Communication problems that arise are usually caused by, among others, problems of legitimacy, sectoral egos of institutions, erroneous understanding of tasks and functions, political conflicts because sectoral egos are still attached to the Executive and Legislative.

From the results of the confirmation with the informants, the researcher concluded that effective communication in order to build a pattern of equal relations between the Regional Government and the DPRD in North Central Timor Regency has been running well. Even though in this effective communication there is a content of party political interests that is quite thick from each institution.

Then from the principles that need to be applied in creating coordination, among others, there is an agreement and a clear understanding of the goals that must be achieved as the direction of joint activities, there is an agreement regarding the activities or actions that must be carried out by each party including the target and schedule, after which there is a word or loyalty from each party to their respective duties and the schedule that has been implemented. Then there is an exchange of information from all parties working together regarding the activities and results at a certain time, including the problems faced by each, supported by a coordinator who can lead and mobilize and monitor the cooperation, as well as lead joint problem solving and There is information from various parties flowing to the coordinator so that the coordinator can monitor all implementation of the collaboration and understand the problems that are being faced by all parties and is equipped with mutual respect for the functional authority of each party so that there is a spirit of mutual help.

5. Conclusion

The shared perception becomes a prerequisite and solution in the relationship between the Regional Government and the DPRD. Because through the common perception contained in the Vision and Mission of the regional government, it will increase respect and trust and the establishment of transparency by opening up sufficient space for the Regional Government and DPRD to carry out work program synergy / synchronization in order to achieve changes for improvement. This shared perception has not been implemented properly because the Regional Government and the DPRD are always contaminated by unilateral political interpretations related to the translation of the existing vision and mission, the weak commitment of the two regional government institutions with the strong influence of political parties has resulted in a pattern of relationships between the Regional Government and the DPRD in North Central Timor Regency. Effective communication is needed to create a harmonious relationship between the regional government and the DPRD and not subordinate in the administration of government in North Central Timor Regency. Based on the research findings, effective communication is carried out through the formal level and informal communication related to formal government affairs. Although effective informal communication is not carried out, it is not carried out because of the impression that there are political negotiations / lobbies from the Regional Government to the DPRD or vice versa.

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