The Structure of Public Policy Models Mediated by Public Services on the Performance of Makassar City Government Apparatus

Rusdin Nawi[1]
[1] Panca Sakti University

ARTICLEINFO	ABSTRACT
	The model structure that is in the spotlight in administrative actualization is political policy, the social and economic environment, as agency progress and a fundamental step in the era of society 5.0. The research approach uses exploratory, ex post facto and causal studies. There are two types of data, namely quantitative data and qualitative data. Sources of data in this study consists of primary and secondary data. Data collection techniques are observation, questionnaires, interviews and documentation. The population is 11,067 civil servants of Makassar City Government. The sample using the 0.10% Slovin formula was obtained as many as 99 apparatus respondents. Data analysis techniques are descriptive statistical analysis techniques and Structural Equation Modeling (SEM) analysis. The results show that political policies based on trust, conflict, power, strategy and paradigms have an effect on public services and apparatus performance. Social environmental policies in the form of facilities, competition, security, comfort and communication affect public services and apparatus performance. Economic policies seen from income, equity, unemployment, transactional and budgeting affect public services and apparatus performance. Public services in the form of simplicity, fairness, transparency and economy affect the performance of the apparatus in terms of quantity, quality, efficiency, effectiveness and loyalty of each apparatus. Likewise, political policies, the social and economic environment indirectly have a significant effect on the performance of the apparatus through public services from the government apparatus.

ABSTRAK

Struktur model yang menjadi sorotan dalam aktualisasi secara administratif yaitu kebijakan politik, lingkungan sosial dan ekonomi, sebagai kemajuan instansi dan loncatan yang fundamental di era masyarakat 5.0. Pendekatan penelitian menggunakan exploratory, ex post facto dan studi kausal. Jenis data ada dua yaitu data kuantitatif dan data kualitatif. Sumber data dalam penelitian ini terdiri dari data primer dan sekunder. Teknik pengumpulan data adalah observasi, kuesioner, wawancara dan dokumentasi. Populasi sebanyak 11.067 orang PNS Pemerintah Kota Makassar. Sampel menggunakan rumus Slovin 0.10% diperoleh sebanyak 99 responden aparatur. Teknik analisis data yaitu teknik analisis statistik deskriptif dan analisis *Structural Equation Modeling* (SEM). Hasil penelitian menunjukkan bahwa kebijakan politik berdasarkan kepercayaan, konflik, kekuasaan, strategi dan paradigma berpengaruh terhadap pelayanan publik dan kinerja aparatur. Kebijakan lingkungan sosial berupa fasilitas, persaingan, keamanan, kenyamanan dan komunikasi berpengaruh terhadap pelayanan publik dan kinerja aparatur. Kebijakan ekonomi dilihat dari pendapatan, pemerataan, pengangguran, transaksional dan anggaran berpengaruh terhadap pelayanan publik dan kinerja aparatur. Pelayanan publik berupa kesederhanaan, adil merata, transapran dan ekonomis mempengaruhi peningkatan kinerja aparatur secara kuantitas, kualitas, efisien, efektif dan loyalitas dari setiap aparatur. Demikian halnya secara tidak langsung kebijakan politik, lingkungan sosial dan ekonomi secara tidak langsung berpengaruh signifikan terhadap kinerja aparatur melalui pelayanan publik dari aparatur pemerintahan.

Corresponding Author:

Rusdin Nawi,
Panca Sakti University,
Faculty of Social and Political,
Jl. Andi Mangerangi No. 73, Kec. Tamalate, Kota Makassar, Sulawesi Selatan 90121
Email: rusdinnawi59@gmail.com

I.   INTRODUCTION

Entering the new normal era, the bureaucracy and administration are required to provide the ability to repair and renew the government system (Nimrah, 2021). The orientation of progress and excellence is a priority for every country to create a government that has a strong construction in managing a modern government (Ulung, 2021). The global world government appreciates a country that is able to improve its public policy system to provide services in accordance with the performance of the agency apparatus (Laegreid, 2017). Policies and services that favor the public always contribute to improving performance (Matei, 2020).

The spirit of model construction of a policy based on interests and goals, contributes greatly to improving services according to performance achievement (Hafiez et al, 2020). In Indonesia, the performance of the apparatus plays an important role in managing good governance in providing services in accordance with policy breakthroughs (Harfiahani, 2019). Policy breakthroughs in his perspective can be seen in policies in the political, social and economic environment simultaneously or partially in actualization, of course, they are expected to be able to contribute greatly in providing public services (Thompson, 2019). The existence of this service becomes the main mediation in linking government administrative policies with the achievement of apparatus performance in realizing the goals of the government system managed by government agencies (Hafiez et al, 2020).

Makassar City as part of the South Sulawesi Province in Indonesia, in an effort to synergize its existence, always transforms the structure of the public policy model, this is done for reengineering and reconstruction of public policies that take sides. The model structure that is in the spotlight in administrative actualization is political policy, the social and economic environment, as sensitivity and central to the dynamics of development and progress of an agency as a fundamental step in the era of society 5.0. To be at the forefront of progress if these policies are actualized in realizing public services and achieving apparatus performance.

There are several policies that are qualified at macro to influence public administration policies in the nuances of bureaucratic transformation. These policies include, among others, political policies, the social and economic environment that have an impact on public services and apparatus performance. Based on survey observation estimation data, it is known that in 2021 the contribution of political policy is 25.4 percent, the social environment is 32.6 percent and the economy is 42 percent. This percentage is partially at the point of vulnerability to be able to provide good bureaucratic services and achieve maximum apparatus performance. This is because the trigger for public administration policies is still low because it is below 50 percent, which ranges from 25.4 to 42 percent.

Observation of political policies that are still limited in contributing to public administration policies due to the level of trust, conflicts of interest, power orientation and inappropriate strategies cause public services and apparatus performance to decline both in prospective individuals, teams and organizations (Smith and Goddard, 2020) . It is important to see how much political policy contributes to improving public services and apparatus performance (Simeone et al, 2017). Constructive theory that every political policy provides a constructive policy in the bureaucracy. Constructive bureaucracy is in the form of service and performance achievement (Waldo, 2018).

The social environment policy in a public administration policy is certainly related to the application of the bureaucracy which must be supported by the creation of a supportive social

environment to provide public services and achieve apparatus performance (Stacey, 2016). The balance theory states that a facilitated social environment according to the creation of comfortable and safe communication with healthy competition will create a quality social environment (Sun, 2017). This balancing theory places the existence of a work environment to bring together the interests of people who work with work facilities to get benefits or benefits from work (Wilson, 2017). Between humans, the work environment, work facilities and work results must be balanced towards improving public services and achieving performance (Morel and Ramanujam, 2019).

Meanwhile, the economic policy of shifting bureaucratic transformation has caused public administration policy in the economic perspective to have a policy towards the use of the budget according to transactional proportions in income, equity and unemployment reduction, both real and limited in the frequency of work (Lucica, 216). Therefore there is a need for an assessment. Value added theory is the relevance of efforts to improve economic policy towards improving service quality and improving performance (Talbot, 2017). The theory gives the meaning that every added economic value will improve public services and performance (Thompson, 2019).

This provides the laying of the importance of public administration policies that must be managed properly in realizing the best public services in supporting the increased performance of the apparatus (Pidd, 2017). Bureaucratic services sourced from good public administration policies produce quality (Heffron, 2019). The theory of administrative services states that public services contribute to the performance of the apparatus in accordance with simple, equitable, transparent and economical services (Ansar, 2022). The better the service-oriented public administration policy-making is, the higher the performance achievement (Bovaird, 2019).

Whether or not a good performance is achieved by an organization which includes various individuals who have professional fields of work, then everyone must be able to improve their performance (Behn, 2017). Performance appraisal theory states that each individual must be able to produce work performance based on quantity, quality, efficiency, effectiveness and loyalty. (Birds et al, 2015). Everyone must be able to provide work/service input, to be processed in a procedure or work mechanism, which provides usable results, according to its utilization and work responsibilities of everyone who carries out work activities (Boyne, 2018). This is a direct or indirect performance appraisal in a work standard system that has been regulated in an organization (Carter et al, 2017).

The Makassar City Government in actualizing public administration policies so far has not been able to minimize political policies, the social and economic environment into a great opportunity to create bureaucratic improvements based on public services and improve performance. This is needed by the government in an effort to welcome or be involved in the era of society 5.0, urging and a solution is needed in fixing political policies that are biased without trust, causing conflict, pseudo power, strategies and policy paradigms that are not right on target, as public policies which in the end directly or indirectly affect public services and performance achievement (Hurian and Setyaningrum, 2020).

The government is also required to have a major role in improving a more conducive, harmonious, secure and prosperous social environment through improving adequate work facilities, healthy work competition, creating peaceful security, satisfying work comfort and effective communication in building public services and achieving current and future performance (Jie-Shin and Po Yu, 2018). Consideration of improving social environmental policies towards the creation and maintenance of the world of work is urgently needed (Boyne, 2017).

Efforts to improve the welfare of the apparatus and the public, public policy is at the forefront of spearheading an increase in income, the creation of equity, reduction of unemployment, a balanced transaction and the use of a proportional budget in accordance with the utilization and designation. This is a public policy that must be prepared in improving the improvement of public services and improving performance. Economic considerations will improve the standard of living of ASN and ensure their welfare, so that the actualization of quality services and maximum work results.
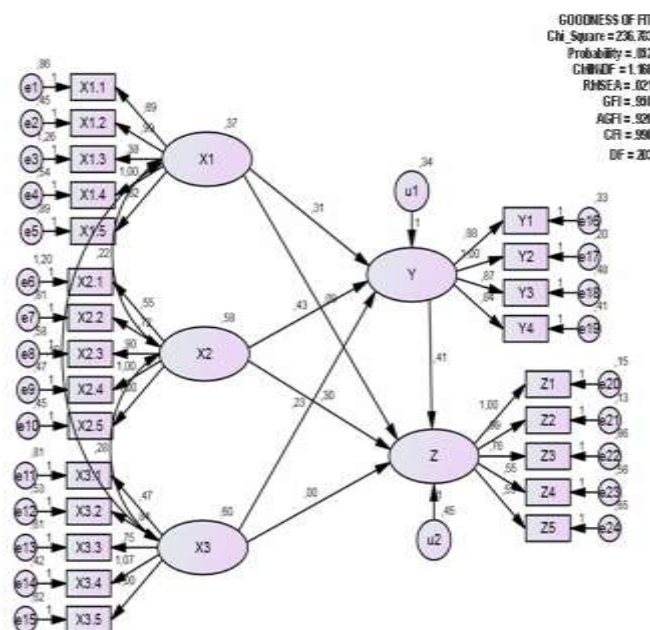
II.   RESEARCH METHODS

The research approach uses exploratory, ex post facto and causal studies. There are two types of data, namely quantitative data and qualitative data. Sources of data in this study consisted of primary and secondary data. Data collection techniques (instruments) used were observation, questionnaires, interviews and documentation. The population is 11,067 civil servants of the Makassar City Government who are registered with the South Sulawesi BPS. Determination of the sample using the formula Slovin 0.10% obtained as many as 99.1 which was rounded up to 99 respondents apparatus. The data analysis technique used in explaining the phenomenon in this research is descriptive statistical analysis technique and *Structural Equation Modeling* (SEM) analysis. Descriptive statistics to explain the respondents' responses to the observed variables. Inferential analysis used is *Structural Equation Model* (SEM) analysis is a statistical analysis technique that combines several aspects of path analysis and confirmatory factor analysis to estimate several equations simultaneously .

III.   RESULTS AND DISCUSSION

Based on the method of determining the value in the model, the test variables resulting from the first evaluation model are grouped into exogenous variables (*exogenous variables)* and endogenous variables *(endogenous variables)* . Exogenous variables are variables whose values are determined outside the model. While endogenous variables are variables whose values are determined through equations or from the results of the relationship evaluation model that is formed. Included in the group of exogenous variables are the measurement of political policy, social environment policy and economic policy, while those classified as endogenous variables are public services and performance.

　　　The results of the evaluation model are said to be good if the development of a hypothetical model is theoretically supported by empirical data. The results of the complete SEM analysis can be seen in the following figure:

Figure 1. Measurement of Variable Relationship Evaluation Model Results for SEM

　　　Results of the evaluation model show that of the eight *goodness of fit indices criteria* , it can be seen that the critical value has a data suitability between the standard *cut off value* and the model results as follows.

Table 1. Evaluation of the criteria for *Goodness of Fit Indices Overall Model*

Goodness of fit index	Cut-off Value	Model Results Final Stage	Note.
Chi_Square	Expected small	236,783 (0.05:203 = 237,240)	Well
Probability	0.05	0.052	Well
CMIN/DF	2.00	1,166	Well
RMSEA	0.08	0.021	Well
GFI	0.90	0.950	Well
AGFI	0.90	0.926	Well
TLI	0.94	0.986	Well
CFI	0.94	0.990	Well
DF		203	

Source: Data after processing, 2020

The results of the sem . model evaluation model shows that the eight criteria have met the *goodness of fit indices* or according to the *cut off value* , so that the model can be said to have met the *goodness of fit indices criteria* for analysis.

Based on the empirical model proposed in this study, it is possible to test the proposed hypothesis through path coefficient testing on the structural equation model. Table 2 is a hypothesis testing by looking at the p value, if the p value is less than 0.05 then the relationship between the variables is significant. In addition, it also explains the direct effect, meaning that there is a direct positive influence between the variables. Indirect effect means that there is an indirect positive influence between variables, and the total effect is the accumulation of direct and indirect influences. The test results are presented in the following table:

Table 2 . Hypothesis Testing , *Indirect Effect* and *Total Effect*

Hip	Variable			Direct	Indirect	Total	P-Value	Note:
	Independent	Intervining	Dependent					
1	Political Policy (X1)	-	Public Service (Y)	0.165	-	0.165	0.031	(+) Significant
2	Social Environment Policy (X2)	-	Public Service (Y)	0.408	-	0.408	0.000	(+) Significant
3	Economic Policy (X3)	-	Public Service (Y)	0.274	-	0.274	0.000	(+) Significant
4	Political Policy (X1)	-	Apparatus Performance (Z)	0.173	-	0.173	0.027	(+) Significant
5	Social Environment Policy (X2)	-	Apparatus Performance (Z)	0.174	-	0.174	0.032	(+) Significant
6	Economic Policy (X3)	-	Apparatus Performance (Z)	0.143	-	0.143	0.038	(+) Significant
7	Public Service (Y)	-	Apparatus Performance (Z)	0.452	-	0.452	0.000	(+) Significant
8	Political Policy (X1)	Public Service (Y)	Apparatus Performance (Z)	0.165	0.075	0.240	0.044	(+) Significant
9	Social Environment Policy (X2)	Public Service (Y)	Apparatus Performance (Z)	0.408	0.185	0.593	0.000	(+) Significant
10	Economic Policy (X3)	Public Service (Y)	Apparatus Performance (Z)	0.274	0.124	0.398	0.001	(+) Significant

Source: Data after processing, 2020

Looking at the results of the p-value on the indirect effect of the independent variable through the intermediate variable on the dependent variable in the SEM analysis showed a positive and significant effect, then to prove the indirect effect, the Sobel test (*computing Sobel Test of Mediation for Baron & Kenny) was then carried out. Approach*) with the following calculation results:

X1 to Z via Y

Input:		Test statistic:	Std. Error:	p-value:
a	0.205	Sobel test: 2.01406157	0.05425107	0.04400307
b	0.533	Aroian test: 1.98675804	0.05499663	0.04694922
s_a	0.095	Goodman test: 2.04252263	0.05349512	0.04109972
s_b	0.095	Reset all	Calculate	

Figure 2. Sobel Test Results X1 to Z through Y

Political policy indirectly through public services has a positive and significant effect on the performance of the apparatus with the SEM results for the Standardized Indirect Effect of 0.075 with the Sobel test results of 2,014 and p-value = 0.044 > 0.05.

X2 to Z via Y

Input:		Test statistic:	Std. Error:	p-value:
a	0.388	Sobel test: 3.74892107	0.0551636	0.0001776
b	0.533	Aroian test: 3.71638855	0.0556465	0.00020209
s_a	0.077	Goodman test: 3.78232318	0.05467645	0.00015537
s_b	0.095	Reset all	Calculate	

Figure 3. Sobel Test Results X2 to Z through Y

The social environment policy indirectly through public services has a positive and significant effect on the performance of the apparatus with the SEM results for the Standardized Indirect Effect of 0.185 with the Sobel test results of 3.749 and p-value = 0.000 > 0.05.

X3 to Z via Y

Input:		Test statistic:	Std. Error:	p-value:
a	0.251	Sobel test: 3.42666372	0.03904177	0.00061105
b	0.533	Aroian test: 3.39303916	0.03942866	0.00069122
s_a	0.058	Goodman test: 3.46130815	0.03865099	0.00053756
s_b	0.095	Reset all	Calculate	

Figure 4. Sobel Test Results X3 to Z through Y

Economic policy indirectly through public services has a positive and significant effect on the performance of the apparatus with the SEM results for the Standardized Indirect Effect of 0.124 with the Sobel test results of 3.427 and p-value = 0.001 > 0.05.

Overall the hypothesized seven direct and three indirect path models. Based on the results of the AMOS SEM analysis, there are seven direct paths that have a positive and significant influence. Likewise, the results of the Sobel test analysis for indirect effects show a positive and significant effect. The interpretation of Table 2 can be explained as follows: 1) political policy has a direct influence on public services with a *direct effect coefficient* of 0.165 and p = 0.031 < 0.05, indicating that political policy contributes positively and significantly to public services for Makassar City Government employees; 2) social environmental policy has a direct influence on public services with a *direct effect coefficient* of 0.408 and p = 0.000 <0.05, indicating that political policy contributes positively and significantly to public services for Makassar City Government employees; 3) economic policy has a direct influence on public services with a *direct effect coefficient* of 0.274 and p = 0.000 <0.05, indicating that political policy has a positive and significant contribution to public services for Makassar City Government employees; 4) political policy has a positive and significant direct influence on performance with a *direct effect coefficient* of 0.173 and p = 0.027 <0.05, indicating that political policy contributes to the performance of the Makassar City Government apparatus; 5) social environmental policy has a direct influence on performance with a *direct effect coefficient* of 0.174 and p = 0.032 <0.05, indicating that social environmental policy contributes positively and significantly to the performance of the Makassar City Government apparatus; 6) economic policy has a direct effect on performance with a *direct effect coefficient* of 0.143 and p = 0.038 <0.05, indicating that political policy contributes positively and significantly to the performance of the Makassar City Government apparatus; and 7) public services have a direct influence on performance with a *direct effect coefficient* of 0.452 and p = 0.00000 <0.05, indicating that public services contribute positively and significantly to the performance of the Makassar City Government apparatus.

Furthermore, the indirect effects: 1) political policies through public services have an indirect influence on the performance of the Makassar City Government apparatus with a coefficient value of The result of SEM AMOS *indirect effect analysis is* 0.075. Meanwhile, the results of the calculation through the Sobel test (*Sobel test*) were obtained in 2014 with a significance level of p that is 0.044 < 0.05 (significant), proving that political policies contribute through public services which indirectly have a positive and significant effect on the performance of the apparatus; 2) the social environment policy through public services has a positive and significant indirect effect on the performance of the Makassar City Government apparatus with a coefficient value of The result of SEM AMOS *indirect effect analysis is* 0.185. While the results of the calculation through the Sobel test (*Sobel test*) were obtained at 3,749 with a significance level of p that is 0.000 <0.05 (significant), proving that social environmental policies through public services indirectly have a positive and significant effect on the performance of the apparatus; and 3) economic policy through public services has a positive and significant indirect effect on the performance of the Makassar City Government apparatus with a coefficient value The result of SEM AMOS *indirect effect analysis is* 0.124. While the results of the calculation through the Sobel test (*Sobel test*) was obtained at 3,427 with a significance level of p, namely 0.001 < 0.05 (significant), proving that economic policy through public services has an indirect positive and significant effect on the performance of the apparatus.

Analysis of the *direct effect,* indirect *effect,* and *total effect* between variables in the model results, is used to compare the magnitude of the influence of each variable construct. The direct effect is the coefficient of all coefficient lines with an arrow at one end, while the indirect effect is the effect that arises through an intermediate variable (intervening variable) while the total effect is the effect of various relationships.

IV. CONCLUSION

Based on the results of the research and discussion above, it is concluded that political policy plays an important role in influencing public services and the performance of government officials. This is proven by the results of research showing that political policies based on trust, conflict, power, strategy and paradigms have an effect on public services and apparatus performance. Social environmental policies affect public services and the performance of government officials. This is proven by the results of the study showing that the social environment in the form of facilities, competition, security, comfort and communication has an effect on public services and apparatus performance. Stable economic policies are needed in influencing public services from government officials. This is proven by the results of the study showing that economic policies seen from income, equity, unemployment, transactional and budgeting have an effect on public services and apparatus performance. Public services in the form of simplicity, fairness, transparency and economy affect the performance of the apparatus in terms of quantity, quality, efficiency, effectiveness and loyalty of each apparatus. Likewise, political policies, the social environment and the economy indirectly have a significant effect on the performance of the apparatus through public services from the government apparatus, which means that the latent structure of public policies contributes to influencing the improvement of the performance of the apparatus through the services applied to the public.

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