



Evaluation of The Village Empowerment Policy / Kelurahan Mandiri Gotong Royong By The Community and Family Empowerment Agency Planning to Make Village Independence in Subang District

Sumarna¹, Soleh Suryadi², R. Taqwaty Firdausijah³

*e-mail: asepsumarna1968@yahoo.com¹

soleh.suryadi@unpas.ac.id²

taqwaty.firdausijah@unpas.ac.id³

ABSTRACT

Based on the observation results, the Village / Kelurahan Empowerment Policy for Independent Mutual Cooperation by the Community Empowerment and Family Planning Agency in Realizing Village Independence in Subang Regency has not been implemented optimally. Of course, there has not been a significant change in terms of services and development, either directly or indirectly, in increasing the degree of community welfare, so that overall it is still necessary to handle it optimally. The research method used is descriptive analysis, while the type of approach in this research is qualitative. The type of qualitative approach used is the institutional model case study evaluation. Qualitative research is a research procedure that produces descriptive data in written or spoken words from people and observable behavior. The qualitative method was chosen considering that this method is expected to obtain accurate data and examine research problems in depth so that the expected results can be obtained. Evaluation of the empowerment policies of villages / sub-districts independent of cooperation by the Community Empowerment and Family Planning Agency. Some factors evaluate the empowerment policy of the Village / Kelurahan Mandiri Gotong Royong by the Community Empowerment and Family Planning Agency. In realizing the independence of the Village in Subang Regency, it has not been implemented effectively. The Community Empowerment and Family Planning Agency of Subang Regency towards the people of Subang Regency has not been running effectively, because there is no continuous guidance from the Regency Government to villages in Subang Regency, so that village development continues without management, the assessment stages of Village / Village Program Policy The old Mandiri Gotong Royong has made the Village saturated. Based on the results of the SWOT analysis, the priority problems that must be addressed are selected so that the results are maximized, namely: Based on the analysis and strategy that will be used, several priority problems can be determined that can be handled immediately by considering the elements of strength, weakness, opportunity, and the threat that tend to be at the quadratic IV coordinate point, namely Aggressive. This means that there is strength to support Thomas R Dye's theory; it must be encouraged by the government in the form of a commitment to progress and activities to organize the Mutual Cooperation Village program.

Keywords: *The Community and Family Empowerment Agency, The Village Empowerment Policy, Evaluation*

INTRODUCTION

The development of the population is not so much, so usually, the kinship between the people is vital. The people also still believe in and uphold the customs and traditions left by their ancestors. The problem of poverty is one of the problems faced in Subang Regency, especially in rural areas. In order to promote development in Subang Regency, which is based on local resources and culture, the Subang Regency government has launched a development program for the Mutual Cooperation and Development Village through the Regulation of the Regent of Subang No. 28 of 2009 concerning Guidelines for the Implementation of Independent Gotong Royong Villages / Kelurahan The year 2010 has begun to push for improving the welfare of rural communities. What is meant by

Independent Village / Kelurahan is a Village / Sub-district whose apparatus and community can overcome the problems they face, can meet all their needs and can build their village / kelurahan by utilizing all the potential that exists in the Village / Kelurahan such as Natural Resources, Human Resources, Resources for Facilities and Infrastructure as well as Institutional Resources are carried out using cooperation.

Meanwhile, what is meant by cooperation is a development movement from and for the community which is carried out consciously in togetherness to achieve goals. Resources for Facilities and Infrastructure and Institutional Resources are carried out using cooperation. Meanwhile, what is meant by cooperation is a development movement from and for the community which is carried out consciously in togetherness to achieve goals. Resources for Facilities and Infrastructure and Institutional Resources are carried out using cooperation. Meanwhile, what is meant by cooperation is a development movement from and for the community which is carried out consciously in togetherness to achieve goals.

A. Literature review

The dynamics and developments of public administration science from time to time are in line with the changing times that demand improvement and various dimensions of social life along with changes in the mindset and attitudes of the people, various lines of thought, models, and administration applications undergo changes as well as paradigms. Thus, thought undergoes development and change. In this regard, Kasim (1994: 8) states that:

The development of public administration in a country is much influenced by the dynamics of its society so that public administration can feel the challenge of meeting the ever-changing needs of public services. The development and dynamics of society are the dominant factors that influence the development of public administration, which can then be channeled through the political system in a country, including in Indonesia. Although, in Indonesia, public administration is often referred to as State administration, or public administration is better known about the public sector as State administration. Therefore, in the presentation of this scientific paper, the term public administration will be used, which is one aspect of activities in executive activities where administration public is one part of administrative science that is closely related to the political process, especially regarding the formulation of State policies. In line with this further, Kasim (1994: 8) states:

Public administration is very influential, not only on the level of policy formulation but also on policy implementation, because public administration functions to achieve program objectives that public policy makers have determined. Public administration influences the formulation and implementation of a policy in achieving goals and programs by the makers. The view above implicitly assumes that public administration is involved in the entire public policy process. Therefore its products must be used as guidelines by State Institutions in carrying out the public role comprehensively. Gordon in Kasim (1994: 12) describes how the role of public administration is as follows:

Public administration has a more significant role and is more involved in policy formulation, implementation, and Evaluation of policies. This has influenced the development of public administration science, the scope of which includes policy analysis and formulation, policy implementation, and inherent supervision and policy evaluation. Public administration has an important position and role in Policymaking, from formulation, implementation to policy evaluation. This role reflects the commitment and consistency of policymakers in translating their functions into several regulations issued by state institutions and bureaucratic structures from the start of the process to their Evaluation. Suradinata (1993: 34), in the context of the role of public administration, emphasizes that:

The further development of a public administration is closely related to the government's bureaucracy structure, namely as an organizational arrangement and concepts in political science. Even now, along with the occurrence of a new phenomenon in the form of a change in the role of the bureaucracy towards a new paradigm, seeing the bureaucracy as a government organization

that no longer merely performs tasks of fulfilling public goods (public goods) but also encourages and motivates the growth and development of the role as well as the community.

In essence, public administration is involved in all public policy processes to serve as a basis for conducting and providing services to the community to implement public policies. White in Hendayaningrat (1995: 2) states as follows: "Public administration consists of all those operations having for their purpose the fulfillment and enforcement of the public policy." Public administration consists of all state activities to carry out and implement state policies, so public administration includes activities and activities that are pretty broad in the context of state life. This is because public administration includes all activities in implementing State policies that are an integral part of public administration. This is reinforced by Atmosudirdjo's (1999: 9) opinion, which defines public administration "as the organization and administration of organizational units that pursue the achievement of state objectives." Meanwhile, the goal of the State itself, according to Kristiadi (1994: 3), is "Realizing people's welfare through the provision of various public goods (public goods) and providing public services (public service). Siagian (1994: 8) provides an understanding of administration as "the overall activities carried out by all government apparatus of a country to achieve state goals." "Realizing people's welfare through the provision of various public goods (public goods) and providing public services (public service). Siagian (1994: 8) provides an understanding of administration as "the overall activities carried out by all government apparatus of a country to achieve state goals." "Realizing people's welfare through the provision of various public goods (public goods) and providing public services (public service). Siagian (1994: 8) provides an understanding of administration as "the overall activities carried out by all government apparatus of a country to achieve state goals."

In connection with the opinions of the three experts above, the relationship between the State and the governorship in Indonesia is explicitly explained where all the activities of the government apparatus in a country are intended to achieve the State's goals. In line with the above opinion, Prestus in Kristiadi (1994: 24) said "public administration involves public administration, which representative political bodies have determined." Public administration includes the implementation of government policies that have been established by political representative bodies and explains that administrative activities and activities involve various implementations of public policies that are taken through political processes established by political representative bodies. Based on several opinions and views above, it is confirmed that public administration is the activity of carrying out state governmental duties based on regulations concerning the policies stipulated in fulfilling the interests of the people. Meanwhile, Osborne et al. (2004: 57) conveyed their thoughts on developing the state administration paradigm, which is very reformative, namely: "Reinventing Government."

In connection with the development above process, Utomo explained that currently, there had been a change in the paradigm of state administration, from Traditional Public Administration (TPA) to New Public Administration (NPA). (COP), which is very much tied to political authority, tightening control, to be given, and following the instruction. In New Public Management, the state administration is directed to Alignment Creativity And Empowering (ACE). Furthermore, in the new paradigm of state administration, it is further explained by Utomo (2006) that:

All processes, systems, procedures, hierarchy, or lawful State are no longer the primary reference, although they still need to be known and skill. However, the results, teamwork, flexibility must be prioritized; due to pressure, influence, there is differentiated public demand ". The new paradigm of public administration has led to a pattern of relations between the State and society, which places more emphasis on the interests of society. As a result, the State is required to provide better and more democratic services to the community. Therefore the values of democracy, citizenship, and service for the public interest must be seen as fundamental norms in the administration of public administration in any country, especially countries that adhere to a democratic system.

2. Policy Evaluation Concept

Policy evaluation is carried out because basically every state policy (public Policy) carries a risk of failure". Abidin (2006: 211) explained that a complete evaluation contains three definitions: 1). Initial Evaluation starts from the policy formulation process until it is implemented (ex-ante Evaluation); 2). Evaluation in the implementation or monitoring process; 3). The final Evaluation is carried out after the completion of the policy implementation process (ex-post Evaluation). Evaluation is carried out because not all public policy programs achieve results according to what has been planned. Public Policy often fails to achieve the goals and objectives that have been previously set.

Wibawa (1994: 0-10) argues that "policy evaluation intends to identify four aspects, namely; 1). The policy-making process; 2). Implementation Process; 3). Consequences of the Policy, and; 4). Effectiveness of the impact of its policies. The Evaluation of the second aspect is called the Evaluation of implementation, while the Evaluation of the third and the fourth is called the Evaluation of the impact of the Policy.

The essence of Evaluation, according to LAN (2005: 131), is to "provide feedback (feedback), which leads to good results (successful outcomes) according to tangible and objective measures." In essence, the purpose of Evaluation is to improve (if necessary, not in the context of proof / to improve, not to prove). Two things to be revealed through Evaluation are 1). Policy output, namely what is produced by the formulation of policies; 2). Policy outcomes/consequences, namely the consequences and consequences of the issuance and implementation of a policy.

In general, the purpose of the Evaluation, according to Market al. (2000: 13) there is four, namely as follows: Assessment of merit and worth, which is developing reliable assessments, at the individual and community level, of a policy or program.

1. Program and organizational improvement, namely efforts to use information that directly modifies and supports program operations.
2. Errors and compliance (oversight and compliance) assess the program's expansion, such as the status of orders, regulations, rules, standard mandates, and other formal expectations.
3. Knowledge development, examination, or testing of general theories, hypothesis propositions in the context of policies and programs.
4. Value inquiry is a method used to model the natural assessment process, identify existing values, or separate / determine values using formal or critical analysis.

Dunn gives a more detailed explanation in Dwidjowijoto (2-6: 163-164) as follows:

1. Pseudo Evaluation is an evaluation that uses descriptive methods to produce valid information about policy results without asking about the benefits or value of the policy results. The central assumption is that a measure of benefit and value is self-evident.
2. Formal Evaluation (formal Evaluation) also uses descriptive methods to produce valid and reliable information about the results of a policy. However, again, the critical assumption is that formally announced goals and targets are an appropriate measure of the benefit or value of program policies.
3. Decision theoretic evaluation uses descriptive methods to produce accountable and valid information about policy results that policy actors explicitly assess.

Evaluation of the activities that have been implemented needs to be carried out, and several methods can be used. According to Finsterbuch and Motz in Subarsono (2005: 128), there are four types of Evaluation, namely:

1. *Single Program After-Only*

The single program after-only evaluation is the weakest design because it is unknown whether the program is good or not against the target group, and the target group is not known before receiving the program.

2. *Single Program Before-After*

The Evaluation of a single program before-after can be used to determine the condition of the target group before receiving the program but cannot know the effects of the program.

3. *Comparative After-Only*

After-only comparative Evaluation is an evaluation by comparing the target group with the non-target group. In this type of Evaluation, the effect of the program on the target group is unknown.

4. *Comparative Before-After*

The before-after comparative Evaluation is a combination of the above groups so that the weaknesses in the three designs above can be overcome by this evaluation design.

The description above means that Evaluation needs to be carried out because not all policies made can be implemented according to plan, or even a policy cannot be implemented so that Evaluation can provide input, criticism, and suggestions on policies made from implementation to impact/results. A policy that happened.

The main objective of the Evaluation is to see how big the gap is between the achievements and expectations of a public policy. The next task is how to reduce or close the gap. So, public policy evaluation must be understood as something positive. The Evaluation aims to find deficiencies and cover deficiencies. The characteristics of policy evaluation are:

1. The goal is to find things that are strategic to improve policy performance
2. Evaluators can distance themselves from policymakers, policy implementers, and policy targets
3. Procedures can be justified methodologically
4. Performed not in an atmosphere of hostility or hatred

Dunn in Nugroho (2009: 53) says that "the term evaluation can be equated with appraisal, rating, and assessment. Evaluation provides valid and reliable information about policy performance, namely to what extent needs, values, and opportunities have been achieved through public action; Evaluation contributes to the target; and Evaluation contributes to applying other methods of policy analysis, including problem formulation and recommendations.

The impact of a policy is nothing but how the Policy can be adequately implemented and can satisfy the community. According to Wahab (2010: 48), there are 3 (three) types of Public Policy Evaluation, namely:

Administrative Evaluation, public policy evaluation is carried out only within the government or government agencies and usually related to financial problems and knowing whether a government project is by what was planned (the expected goals).

Judicial Evaluation, this Evaluation looks at whether the policy violates the law. Meanwhile, those that carry out judicial Evaluation are legal institutions, lawyers, courts, and prosecutors.

In general, political institutions are carried out by political institutions, such as parliament, political parties, or the community. What political considerations and how should they possibly be used as a reference for evaluating a policy.

Policy evaluation, as described above, can be interpreted as meaning that Evaluation plays an important role in policy implementation to see the achievement of the results of the policies made. A public policy cannot just be released. The Policy must be monitored, and one such monitoring mechanism is called "policy evaluation." Evaluation is needed to see the gap between expectations and reality. Evaluation yields conclusions about the extent to which problems have been resolved and contributes to clarification and criticism of the Policy's values, assisting in problem adjustment and reformulation.

3. Village Empowerment Power

The essence of development that is pro-people is empowerment (empowerment) that leads to community independence. In this connection, public concern is significant, through the concern and participation of the community and their struggle to develop and sustain growth together becomes very strong. However, participation is not only community involvement in the implementation of development. However, it must be followed by community involvement in decision-making and

development planning processes, or the community is positioned as the "subject" of the main actors in determining the course of development.

Still, in the context of increasing the empowerment of rural communities that uphold traditional values, kinship values are fundamental so that it is not uncommon for people to sacrifice their primary needs to meet secondary needs, the fulfillment of these needs is merely to show a sense of togetherness as part of their relatives' environment. According to Supriyatna (2010: 67), said that the characteristics of an empowered society are:

- 1). Able to understand themselves and their potentials and plan (anticipate future changing conditions);
- 2). Self-directed;
- 3). Has the power to negotiate;
- 4). Have adequate bargaining power in conducting mutually beneficial cooperation;
- 5). Take responsibility for his actions.

Empowerment can meet basic physical and spiritual needs and increase the value of ownership, accessibility, and participation in community activities. This is very important for the poor because of the increased ability to provide motivation to continue increasing their resources to realize the desired expectations.

According to Watson in Sumaryadi (2010: 68), some of the obstacles faced in community empowerment come from:

- a). Individual personality; stability (homeostasis), habits, selective perception and retention, dependence, a super-ego that is too strong tends to make a person unwilling to accept renewal, and self-distrust,
- b). Social system; agreement on certain norms (conformity to norms), which binds some members of society to a specific community, unity, and integrity of systems and culture (systemic and cultural coherence), vested interest, things that are sacred (sacrosanct), and rejection of outsiders (rejection of outsiders).

Independent Village reflects the strong will of the Village community to progress, the production of Village products/works that are proud of, and the Village's ability to meet their needs. In other terms, the independent Village rests on the village trisakti, namely, initiative, work, semba. If Trisakti Desa can be reached, then the Village is referred to as an independent village. Karsa, Karya, Sembada Desa covers the economic, cultural, and social fields that are based on three strengths, namely the development of Village and inter-village economic activities, the strengthening of the Village participatory system, and the development of a community in the Village who is strong economically and socio-culture and has a deep concern. Towards village development and empowerment.

Village development and empowerment are expected to be able to produce quality and sustainable economic growth. Quality economic growth is the concept of strengthening and contribution made by the real economic sector. The actual economic sector grows and develops from below due to the economic support of the people in the Village.

The Village Economic Lumbung must also develop the people's business and production sectors, which describe collective ownership more concretely. Therefore, firms that have been covered by laws such as BKAD, BUMDes, cooperatives, and other community-owned enterprises need to be prioritized. In addition, activity-based business options formed and developed by the Village community, such as village electricity, energy-independent villages, village markets, clean water, joint ventures through UEP, savings, and loan institutions, are also priority activities in the context of developing Village Economic Granaries.

The Village Wira Network is an effort to grow the capacity of Village people who reflect the figure of a Village man who is smart, has character, and is independent. The village entrepreneur network places humans as the main actor and can move the socio-economic and cultural dynamics in the Village with awareness, knowledge, and skills so that the Village also preserves the example of being the pillars of local wisdom teachers. The Village Culture Circle re-raises the collective values of the Village and the nation's culture regarding deliberation and cooperation as well as the values of Indonesian people (villages) who are diligent, work hard, are simple, and have endurance. In addition, the cultural circle of the Village rests on the form and pattern of communalism, local

wisdom, social self-sufficiency, appropriate technology, environmental sustainability, and local resilience and sovereignty.

However, one thing that needs to be considered in rural development is that development means that modernization will clash with the potential and culture of the community, because in essence, modernization is a total transformation of traditional or pre-modern shared life in terms of technology and social organization, towards economic patterns. Moreover, politics characterize stable western countries.

The picture above can the researcher explain that public administration is very closely related to various state policies. Public administration is very influential not only on the level of policy formulation but also at the level of Evaluation of public policies because, indeed, public administration functions to achieve program objectives that political policy makers have determined.

The realization of Independent Gotong Royong Villages / Kelurahan in Subang Regency was carried out through the Pilot Project of the Independent Gotong Royong Village / Urban Village Program, which began in 2010 to 2014 The application of the Independent Mutual Cooperation (DMGR) Village Concept in Subang Regency, West Java, is an effort to explore potential citizens.

It is hoped that the implementation of the Village Self-Help Gotong Royong (DMGR) concept in all villages or sub-districts in Subang Regency is expected to be an optimal means of exploring the potential of each region. Community independence is an essential asset for the development of a region. Exploring the potential of an area usually emerges from the innovation of independent citizens and is then continued to become a regional program to develop an area.

The concept of forming an Independent Gotong Royong Village (DMGR) is an effort to explore the potential of Subang residents. With the DMGR concept in Subang Regency, it will be better known about the government program plans implemented in each Village or sub-district. However, each Village or sub-district has its potential, so it needs to first explore the potential by the community, which then becomes a reference for developing government programs for each Village or sub-district.

The application of the DMGR Independent Mutual Cooperation Village concept is an effort to maximize government performance; with the DMGR Independent Mutual Cooperation Village concept, optimal interaction will be established to the ranks of the village apparatus so that the implementation of the development program in Subang will be more optimal and right on target.

Gotong royong is working together with our bones, to squeeze out sweat together, to fight for mutual help and assistance. Charity all for the benefit of all, sweat for everyone's happiness. One thing that needs to be considered in rural development, one of which will be realized in this independent village development program, namely: that development means that modernization will clash with the potential and culture of the community because, in essence, modernization is a total transformation of traditional or pre-modern shared life, in the sense of technology and social organization, towards economic patterns.

Thus in this independent village development, social capital and local community capital must be considered; if all of this is neglected, it will only cause social conflict, which in the end, this program will have the same fate as previous government programs, namely stories of failure and debt. In the community, and if this continues to develop, it will kill the spirit of community life itself. The cultural potential of the local community will be weak. Various development problems to improve society's welfare will be increasingly difficult to find solutions and creative solutions. Subang People Gotong Royong Subang Maju.

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