

Influence of Policy Implementation, Leadership and Professionalism toward Performance of Man Power Dines of Bekasi Municipality West Jawa Province

Wahyu Tri Putranto¹, Wirman Syafri², Prio Teguh³, Irwan Tahir⁴

^{1,2,3,4}Institut Pemerintahan Dalam Negeri, Cilandak-Jakarta, Indonesia

wahyu.23putranto@gmail.com

Abstract

The phenomenon that is used as the object of research is the performance of Manpower Dines of Bekasi City. The purpose of the study was to discuss the influences of Policy Implementation, Leadership and Professionalism toward the Performance of Manpower Dines of Bekasi City. The research uses quantitative research. The research sample was 242 respondents taken from a population of 667 people using the Krejcie Table. Data collection techniques using literature study, questionnaire and observation techniques. Data analysis using SEM analysis. The results of the study are as follows: The magnitude of the influence of Policy Implementation toward the Performance of Manpower Dines of Bekasi City reached 0.30, which was weak but significant. The magnitude of the influence of leadership toward the performance of Manpower Dines of Bekasi City reached 0.52, which is quite strong and significant. The magnitude of the influence of professionalism toward the performance of Manpower Dines of Bekasi City reached 0.33, which was weak but significant. The new concept that can be compiled from the discussion of the results of research on the influence of Policy Implementation toward the Performance of Manpower Dines of Bekasi City is Financial Governance of Regional Work Units. The new concept that can be compiled from the discussion of the results of research on the influence of Leadership toward the Performance of Manpower Dines of Bekasi City is Organizational Behavior Steering Leader. The new concept that can be compiled from the discussion of the results of research toward the influence of Professionalism toward the Performance of Manpower Dines of Bekasi City is Professional Appearance.

Keywords

policy implementation;
leadership; professionalism



I. Introduction

The Performance Accountability Report of the Bekasi City Manpower Service for 2019 shows that in the 2019 fiscal year, overall activities could be completed according to the targets set at the beginning of 2019. However, there was 1 (one) activity that was not carried out due to budget efficiency and 5 (five) activities whose absorption rate is not maximal. Some notes on the less than optimal performance of activities in 2019 are as follows: (1) Imbalance of demand and supply for human services; (2) the quality of human resources; (3) Limited absorption of formal sector workers, while the educated workforce tends to enter the formal sector; (4) Incompatibility of educational outcomes with employment.

The Performance Accountability Report of the Bekasi City Manpower Office in 2019 also shows that several programs implemented by the Bekasi City Manpower Office in 2019 were overall able to be completed according to the targets set at the beginning of

2019. However, there were 2 (two) activities that were not implemented due to budget efficiency and there are 10 (ten) activities whose absorption rate is not maximal.

In accordance with the target set in the Bekasi City Medium-Term Development Plan (RPJMD), that the achievement of the target percentage of job seekers placed is 60.83 percent of the number of job seekers registered with the Employment Service of the Bekasi City Manpower Service as many as 20,863 people; and 13,417 job seekers placed. When compared to 2018, an overview of labor problems in Bekasi City is obtained, that of the 23,726 job seekers who were placed, only 11,921 people were placed. Thus, job seekers who are placed have decreased. With this description of employment problems, it can be stated that in 2018 and 2019 the performance of the Bekasi City Manpower Service was not optimal in implementing various employment policies and activities.

The not yet optimal performance of the Bekasi City Manpower Service appears to be a phenomenon of bureaucratic performance that does not stand alone. That is, there are a number of variables that influence this phenomenon. Among a number of variables that affect the performance of the Bekasi City Manpower Office, the author assumes that the implementation of policies that regulate the authority, duties and functions of the Manpower Office, Leadership and Professionalism are three variables that have a significant effect on the performance of the Bekasi City Manpower Office.

Assumptions on the phenomenon and the major and minor premises put forward may or may not be true, because they have not been tested. Therefore, it is necessary to carry out a scientific research approach to actualize these assumptions. For this reason, based on assumptions about the phenomenon, the following research title was chosen: "The Influence of Policy Implementation, Leadership and Professionalism on the Performance of the Manpower Office of Bekasi City, West Java Province". The title of the study was chosen on the grounds that the performance of the City of Bekasi Manpower Office in providing employment administration services, labor development and labor inspection and its correlation with policy implementation, leadership and professionalism is the object of the Government Science form, because the performance includes service functions and empowerment functions. Service functions and empowerment functions are government functions. Other government functions are protection function, defense function, representative function, regulatory function, law enforcement function, development function, and intergovernmental relations function.

II. Research Method

The research design is designed with a quantitative paradigm as described by Creswel (1994: 1-2): The design of a study begins with the selection of a topic and a paradigm, Paradigms in the human and social sciences help us understand phenomena : They advance assumptions about the social world, how science should be conducted, and what constitute legitimate problems, solutions, and criteria of "proof" (Firestone, 1978; Giola & Fitre, 1990, Kuhn, 1970) As such, paradigms encompass both theories and methods . Although they evolve, differ by discipline fields, and often are contested (Phillips, 1987), two are discussed widely in the literature: qualitative and the quantitative paradigms (Phillips, 1987; Richard & Cook, 1979; Webb, Beals & White, 1986). A qualitative study is designed to be consistent with the assumptions of a qualitative paradigm. This study is defined as an inquiry process of understanding a social or human problem, based on building a complex, holistic picture, formed with words, detailed reporting of informants, and conducted in a natural setting. Alternative a quantitative study, consistent with the quantitative paradigm, is an inquiry into a social or human

problem, based on setting a theory composed of variables, measured with numbers, and analyzed with statistical procedures, in order to determine whether the predictive generalizations of the theory holds true.

With Creswell's explanation, the author chooses a quantitative research approach to reveal and discuss the object of research. The research design is a research performance design that serves to describe the performance of the discussion of research results. The research design also serves to show the statistical analysis methods used to answer the three research questions.

III. Results and Discussion

3.1 Practical Implications of Competence

Practical understanding of Competence as one of the manifest variables of Policy Implementation is the individual ability of ASN in carrying out work or activities in accordance with their job descriptions and functions. The individual ability in question is revealed from the intellectual capacity, quality of mental attitude and social capability of the individual in interpreting and carrying out his work. In this context, there are two or more ASNs who are bound by the same job descriptions and job functions, but the individual abilities of each ASN in carrying out work or activities are certainly not the same. This inequality occurs because each individual not only has a different social and educational background; but they also differ in their views and attitudes towards their work. Education and skills are the main keys in gaining social status in community life (Lubis *et al*, 2019).

Therefore, each individual's contribution to the policy implementation process is somewhat different, depending on his or her role position; but still in a unified process that synergizes with each other. For this reason, a more critical, objective and factual understanding concept is needed in assessing the individual competence of ASN. In certain cases, it is permissible to assess the individual competence of ASN based on certain procedures and norms that are standardized in the administration of ASN Management. But in another dimension, the assessment of the individual competence of ASN should be based on a critical, objective and factual analysis. Thus, the promotion and or placement of an ASN at the level of a structural position or a functional position will be more appropriate. Not only that, with a critical, objective and factual analysis, the regeneration of bureaucratic leadership can be developed according to the needs of sustainable bureaucratic reform performance. This means that the implementation of an ASN Management System which is a continuation of the implementation of policies that regulate the administration of authority, duties and official functions in the administration of regional government should be rationalized optimally along with rationalization of the structure of bureaucratic positions that are leaner, more effective and efficient.

Thus, rationalization in ASN Management is one of the keys to successful ASN resource management. With the conceptual definition that policy implementation is the implementation of Bekasi Mayor Regulation Number 74 of 2016 concerning Position, Organizational Structure, Main Duties and Functions and Work Procedures at the Manpower Office which are reviewed according to implementers, money, and organizational ability, the practical implications of the manifest variable Competence in The policy implementation process can be stated to have been tested to have a positive correlation with the manifest variables of the Bekasi City Manpower Office Performance. The constructs of the manifest variables in question are as follows:

In the Dimensions of the Functional Ability of Employees in Achieving Service Objectives, manifest variables consist of Administrative Ability, Technical Ability, and Social Ability. Administrative capabilities are revealed from the ASN's intelligence in managing administrative resources. Technical ability is revealed from the ASN's intelligence in carrying out a work or activity management system. Social abilities are revealed from the role of ASN in communicating and coordinating the implementation of office functions and socializing their activities.

In the Acceptance Dimension, the Office's objectives include manifest variables consisting of the Manpower Administration Service Objectives, the Manpower Development Goals, and the Labor Inspection Objectives. The purpose of manpower administration services is related to the implementation of laws and regulations governing the implementation of the labor system. The purpose of manpower development is related to policies and activities for handling, training and placement of workers. The purpose of labor inspection is related to efforts to relate labor norms and ethics to the parties concerned with the handling and utilization of labor.

In the Dimensional Level of Service Objectives, manifest variables consist of Service Administration Level, Service Management Level, and Service UPT Level. The administrative level is related to the implementation of the structure and resource management functions of bureaucratic work units. The management level is related to the arrangement and stages of work or activities of bureaucratic work units. The Service UPT level is related to the implementation of official policies or activities at the functional level of bureaucratic work units. In the Dimension of Interaction Between Service Objectives and the Ability of Employees, manifest variables consist of the Ability of Employees in Achieving the Objectives of Labor Administration Services, and the Ability of Employees in Achieving the Objectives of Labor Inspection. The ability of employees to achieve the goals of labor administration services is revealed from the performance of ASN in implementing policies and administrative service activities related to the interests of the workforce and also related to the interests of the parties related to the utilization of labor. The ability of employees to achieve the goals of manpower development is revealed from the performance of ASN in implementing policies, programs and activities of manpower development as well as the relationship between the implementation of these policies, programs and activities with the parties. The ability of employees to achieve the objectives of labor inspection is revealed from the achievement of the accountability of norms and ethics of the parties, in particular, the ability of employees to achieve the objectives of the government's Manpower Development, in the implementation of labor accountability.

With the support of ASN competence and with a patterned, integrated, directed and sustainable policy implementation process effectively, it can be expected that the implementation of the authority, duties and functions of the Manpower Office in carrying out Government Affairs in the manpower sector will be effective. The effectiveness of the implementation of Government Affairs in question, among others, is indicated by the three performance indicators of the Manpower Office. The first performance indicator: the implementation of labor administration services that can meet the needs and expectations of service recipients. The second performance indicator: the implementation of various policies, programs and activities for effective manpower development in responding to, overcoming and simultaneously anticipating the dynamics of the workforce and labor problems in the regions. The third performance indicator: the implementation of a labor inspection system that is integrated and coordinated effectively in responding to, overcoming and at the same time anticipating labor problems and industrial relations disputes between workers and employers as well as related parties.

In the context of the implementation of government functions, such performance indicators of the Manpower Office can certainly optimize the implementation of government functions. Government functions that are closely attached to the implementation of the authority, duties and functions of the Manpower Office are the protection function, regulatory function, law enforcement function, development function, service function and empowerment function. There are government functions that can be carried out entirely by the Manpower Office; and there are things that can be done by the Department of Manpower together with the relevant agencies; with private institutions, with workers' associations, or with international institutions engaged in the field of employment.

3.2 Practical Implications of Performance

Practical understanding of performance as one of the manifest variables of Policy Implementation is the process and results of individual ASN work in carrying out work or activities in accordance with their position and job descriptions and functions. The process and results of individual ASN work in question are revealed from the intellectual capacity, quality of mental attitude and individual social capabilities in managing work resources or activities which include manpower, financing, use of facilities and infrastructure as well as work rules. In this context, there are two or more ASNs who are bound by the same job descriptions and job functions, but the individual performance of each ASN in carrying out work or activities is certainly not the same. This inequality occurs because each individual not only has a different social and educational background; but also different in managing their work resources.

Therefore, the performance of each individual in the policy implementation process is different, depending on his position and role; but still in a unified process that synergizes with each other. For this reason, a more critical, objective and factual understanding concept is needed in assessing the individual performance of ASN. In certain cases, it is permissible to evaluate individual ASN performance based on certain standardized procedures and norms in the administration of ASN Management. But in another dimension, the assessment of individual ASN performance should be based on a more critical, objective and factual analysis. Thus, the assessment of the work performance of an ASN in carrying out its work or activities will be more accurate.

Not only that, with a more critical, objective and factual analysis, effective, efficient and accountable bureaucratic performance can also be developed according to the needs of sustainable bureaucratic reform performance. This means that the implementation of an ASN Performance Management System which is a continuation of the implementation of policies that regulate the administration of authority, duties and official functions in the administration of regional government should be optimally rationalized along with the rationalization of a more streamlined, effective and efficient bureaucratic position structure. Thus, rationalization in ASN Management is one of the keys to successful ASN performance improvement. Ideally, the increase in ASN performance is accompanied by efforts to increase the values of ASN work culture that are more productive, effective, efficient and accountable in carrying out government functions, especially the implementation of government functions that are directed at meeting the basic needs of the community. The basic needs of the community in question include health, education, and social services.

With the conceptual definition that policy implementation is the implementation of Bekasi Mayor Regulation Number 74 of 2016 concerning Position, Organizational Structure, Main Duties and Functions and Work Procedures at the Manpower Office which

are reviewed according to implementers, money, and organizational ability, the practical implications of the manifest variable Competence in The policy implementation process can be stated to have been tested to have a positive correlation with the manifest variables of the Bekasi City Manpower Office Performance. The constructs of the manifest variables in question are as follows:

In the Dimensions of the Functional Ability of Employees in Achieving Service Objectives, manifest variables consist of Administrative Ability, Technical Ability, and Social Ability. Administrative capabilities are revealed from the ASN's intelligence in managing administrative resources. Technical ability is revealed from the ASN's intelligence in carrying out a work or activity management system. Social abilities are revealed from the role of ASN in communicating and coordinating the implementation of office functions and socializing their activities.

In the Acceptance Dimension, the Office's objectives include manifest variables consisting of the Manpower Administration Service Objectives, the Manpower Development Goals, and the Labor Inspection Objectives. The purpose of manpower administration services is related to the implementation of laws and regulations governing the implementation of the labor system. The purpose of manpower development is related to policies and activities for handling, training and placement of workers. The purpose of labor inspection is related to efforts to relate labor norms and ethics to the parties concerned with the handling and utilization of labor.

In the Dimensional Level of Service Objectives, manifest variables consist of Service Administration Level, Service Management Level, and Service UPT Level. The administrative level is related to the implementation of the structure and resource management functions of bureaucratic work units. The management level is related to the arrangement and stages of work or activities of bureaucratic work units. The Service UPT level is related to the implementation of official policies or activities at the functional level of bureaucratic work units. In the Dimension of Interaction Between Service Objectives and Employees' Capabilities, manifest variables consist of the Employee's Ability in Achieving Employment Administration Service Goals and Employee Ability in Achieving the Objectives of Labor Inspection. The ability of employees to achieve the goals of labor administration services is revealed from the performance of ASN in implementing policies and administrative service activities related to the interests of the workforce and also related to the interests of the parties related to the utilization of labor. The ability of employees to achieve the goals of manpower development is revealed from the performance of ASN in implementing policies, programs and activities of manpower development as well as the relationship between the implementation of these policies, programs and activities with the parties. The ability of employees to achieve the objectives of labor inspection is revealed from the achievement of the accountability of norms and ethics of the parties, in particular, the ability of employees to achieve the objectives of the government's Manpower Development, in the implementation of labor accountability.

With the support of ASN performance and an effective patterned, integrated, directed and sustainable policy implementation process, it can be expected that the implementation of the authority, duties and functions of the Manpower Office in carrying out Government Affairs in the manpower sector will be effective. The effectiveness of the implementation of Government Affairs in question, among others, is indicated by the three performance indicators of the Manpower Office. The first performance indicator: the implementation of labor administration services that can meet the needs and expectations of service recipients. The second performance indicator: the implementation of various policies, programs and activities for effective workforce development in responding to, overcoming

and at the same time anticipating the dynamics of the workforce and labor problems in the regions. The third performance indicator: the implementation of a labor inspection system that is integrated and coordinated effectively in responding to, overcoming and at the same time anticipating labor problems and industrial relations disputes between workers and employers as well as related parties. In the context of the implementation of government functions, such performance indicators of the Manpower Office can certainly optimize the implementation of government functions. Government functions that are closely attached to the implementation of the authority, duties and functions of the Manpower Office are the protection function, regulatory function, law enforcement function, development function, service function and empowerment function. There are government functions that can be carried out entirely by the Manpower Office; and there are things that can be done by the Department of Manpower together with the relevant agencies; with private institutions, with workers' associations, or with international institutions engaged in the field of employment.

3.3 Practical Implications of Cooperation

Practical understanding of Cooperation as one of the manifest variables of Policy Implementation is two or more ASN people who do work or carry out activities together in a work togetherness bond according to functional relationships between positions and or operational relationships between jobs. The working togetherness bond of two or more ASN is revealed from the intellectual capacity, quality of mental attitude and individual social capabilities in communicating and or coordinating the management of work resources or joint activities which include labor, financing, use of facilities and infrastructure as well as procedures and technical work or activity. In this context, there are two or more ASN people who are bound by cooperative ties and or joint rules, but the work share and individual contributions of each ASN in carrying out the cooperative bond are certainly not the same. This inequality occurs because each individual ASN not only has a different social and educational background; but also different interests in managing work or activity resources.

Therefore, cooperation between ASN in the policy implementation process requires communication and coordination as well as facilitation in order to form a synergistic cooperation. For this reason, a clearer and integrated understanding concept of the parties and various aspects involved and related in the ASN cooperation process is needed. In certain cases, the assessment of ASN cooperation is based on certain procedures and norms that are standardized in the policy implementation process. But in another dimension, the assessment of ASN cooperation should be based on a performance analysis that is in accordance with the position, roles and responsibilities of each ASN. Thus, the assessment of the involvement and responsibility of each ASN in the implementation of the cooperation will be more accurate.

Not only that, with a more objective and factual analysis, transparent, effective, efficient and accountable ASN cooperation can also be developed according to the needs of sustainable bureaucratic reform performance. This means that ASN cooperation in the implementation of a Government Management system which is a continuation of the implementation of policies that regulate the administration of authority, duties and official functions in the administration of regional government should be optimally rationalized. This rationalization was carried out simultaneously with the rationalization of a more streamlined, effective and efficient bureaucratic position structure. Thus, the principle of rationalization in the administration of Government Management can be one of the keys to successful bureaucratic reform. Ideally, the implementation of ASN cooperation is

accompanied by efforts to improve the cultural values of ASN work that are more productive, effective, efficient and accountable in carrying out government functions, especially the implementation of government functions that are directed at meeting the basic needs of the community. The basic needs of the community in question include health, education, and social services.

In the Dimensions of the Functional Ability of Employees in Achieving Service Objectives, manifest variables consist of Administrative Ability, Technical Ability, and Social Ability. Administrative capabilities are revealed from the ASN's intelligence in managing administrative resources. Technical ability is revealed from the ASN's intelligence in carrying out a work or activity management system. Social abilities are revealed from the role of ASN in communicating and coordinating the implementation of office functions and socializing their activities.

With the conceptual definition that policy implementation is the implementation of Bekasi Mayor Regulation Number 74 of 2016 concerning Position, Organizational Structure, Main Duties and Functions as well as Work Procedures at the Manpower Office which are reviewed according to implementers, money, and organizational abilities, the practical implications of the performance manifest variable in The policy implementation process can be stated to have been tested to have a positive correlation with the manifest variables of the Bekasi City Manpower Office Performance. The constructs of the manifest variables in question are as follows:

In the Acceptance Dimension, the Office's objectives include manifest variables consisting of the Manpower Administration Service Objectives, the Manpower Development Goals, and the Labor Inspection Objectives. The purpose of manpower administration services is related to the implementation of laws and regulations governing the implementation of the labor system. The purpose of manpower development is related to policies and activities for handling, training and placement of workers. The purpose of labor inspection is related to efforts to relate labor norms and ethics to the parties concerned with the handling and utilization of labor.

In the Dimensions of the Level of Service Objectives, manifest variables consist of the Service Administration Level, Service Management Level function of the structure and governance of bureaucratic work units. The management level is related to the arrangement and stages of work or activities of bureaucratic work units. The Service UPT level is related to the implementation of official policies or activities at the functional level of bureaucratic work units.

In the Dimension of Interaction Between Service Objectives and Employees' Capabilities, manifest variables consist of Employee Ability in Achieving Employment Administration Service Goals, Employee Ability in Achieving Manpower Development Goals, and Employee Ability in Achieving the Objectives of Labor Inspection. The ability of employees to achieve the goals of manpower administration services is revealed from the performance of ASN in implementing, and the UPT Level of the Service. The administrative level is related to the implementation of policies and administrative service activities related to the interests of the workforce and also related to the interests of the parties related to the utilization of labor. The ability of employees to achieve the goals of manpower development is revealed from the performance of ASN in implementing policies, programs and activities of manpower development as well as the relationship between the implementation of these policies, programs and activities with the parties. The ability of employees to achieve the objectives of labor inspection is revealed from the achievement of accountability norms and ethics of the parties, especially the government, in the implementation of labor accountability.

With the support of cooperation between ASN and cooperation between parties and with a patterned, integrated, directed and sustainable policy implementation process effectively, it can be expected that the implementation of the authority, duties and functions of the Manpower Office in carrying out Government Affairs in the manpower sector will be effective. The effectiveness of the implementation of Government Affairs in question, among others, is indicated by the three performance indicators of the Manpower Office. The first performance indicator: the implementation of labor administration services that can meet the needs and expectations of service recipients. The second performance indicator: the implementation of various policies, programs and activities for effective workforce development in responding to, overcoming and at the same time anticipating the dynamics of the workforce and labor problems in the regions. The third performance indicator: the implementation of a labor inspection system that is integrated and coordinated effectively in responding to, overcoming and at the same time anticipating labor problems and industrial relations disputes between workers and employers as well as related parties. In the context of the implementation of government functions, such performance indicators of the Manpower Office can certainly optimize the implementation of government functions. Government functions that are closely attached to the implementation of the authority, duties and functions of the Manpower Office are the protection function, regulatory function, law enforcement function, development function, service function and empowerment function. There are government functions that can be carried out entirely by the Manpower Office; and there are things that can be done by the Department of Manpower together with the relevant agencies; with private institutions, with workers' associations, or with international institutions engaged in the field of employment.

IV. Conclusion

The conclusions obtained from the discussion of the results of research carried out with a positive paradigm approach are as follows:

1. The magnitude of the influence of Policy Implementation on the Performance of the Bekasi City Manpower Office reached 0.30, which was weak but significant. The magnitude of the influence of Policy Implementation on the Performance of the Bekasi City Manpower Service is determined by the 12 manifest variables of Policy Implementation. The existence of such an influence shows that between Policy Implementation and the Performance of the Bekasi City Manpower Office there is a significant causal relationship: if the Policy Implementation is improved or increased then the stimulant increase in the Policy Implementation is followed by an increase in the Bekasi City Manpower Service Performance. Therefore, the performance of the Bekasi City Manpower Office can be improved by increasing, improving, or optimizing the 12 manifest variables of Policy Implementation. The twelve manifest variables of Policy Implementation are as follows: (1) Competence; (2) Performance; (3) Cooperation; (4) Coordination; (5) Amount of budget allocation; (6) Budget function; (7) Budget Performance; (8) Accountability of budget performance; (9) Work infrastructure; (10) work facilities; (11) Division of labor; (12) Work culture.
2. The magnitude of the influence of leadership on the performance of the Bekasi City Manpower Office reached 0.52, which is quite strong and significant. The magnitude of the influence of leadership on the performance of the Bekasi City Manpower Service is determined by 12 leadership manifest variables. The existence of such an influence shows that there is a causal relationship between leadership and performance of the

Bekasi City Manpower Office: if the leadership is increased or increased, the stimulant increase in leadership is followed by an increase in the performance of the Bekasi City Manpower Office. Therefore, the increase in the performance of the Bekasi City Manpower Office can be improved by increasing, improving, or optimizing the 12 leadership manifest variables. The twelve leadership manifest variables are as follows: (1) Leaders as communicators; (2) Leader as coordinator; (3) Leaders as promoters; (4) Regulating rules; (5) Director of direction; (6) Controller; (7) motivation booster; (8) Companion; (9) Supervisor; (10) Paradigm change; (11) Behavior change; (12) Orientation change.

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