

Coordination Strategy for Changes in the Regional Medium-Term Development Plan (RPJMD) in Bandung City

Muhamad Nur Afandi¹, Salwa Rizki Aulia²

^{1,2}Politeknik STIA LAN Bandung, Indonesia
m.nurafandi@poltek.stialanbandung.ac.id

Abstract

Processes and mechanisms that are too long in the preparation of development planning documents often result in not being completed on time. This is a challenge for the Development Planning, Research and Development Agency for the City of Bandung as a technical institution that manages development planning in the City of Bandung. Leadership in coordination is still an important point in achieving the success of an organization. This study aims to overcome obstacles related to coordination during the preparation of changes to the Regional Medium-Term Development Plan (RPJMD) and to propose the formulation of a coordination strategy in the preparation of changes to development planning documents. This research was conducted using a case study method by combining qualitative and quantitative methods, especially in conducting data analysis using SWOT analysis. The results of the study indicate that there is still a lack of synchronization of understanding and action regarding the flow of mechanisms that will be taken by the parties involved. In addition, the coordination strategy that has been used by the Bandung City Regional Development Planning Agency is still not optimally carried out, causing delays in the completion of the RPJMD changes. Strategy development and renewal is one of the solutions in overcoming the lack of optimal coordination strategy in the preparation of RPJMD changes in the city of Bandung.

Keywords

coordination strategy;
development planning; regional
medium term development plan;
leadership



I. Introduction

Based on the results of the documentation study of the Minister of Home Affairs Regulation Number 86 of 2017 in Article 342 paragraph (3) it is explained that changes to the Regional Medium-Term Development Plan (hereinafter referred to as RPJMD) can be made if there are fundamental changes. These fundamental changes include the occurrence of natural disasters, political shocks, economic crises, socio-cultural conflicts, security disturbances, regional expansion, or changes in national policies. undergoing changes in several substances/parts in it. Given this, it is undeniable that changes to the RPJMD can occur.

This research takes the study area in Bandung City, precisely in the Development Planning, Research and Development Agency of Bandung City. Departing from the explanation above, the Bandung City Bappelitbang as an institution that carries out the management of regional development planning and assists regional heads in formulating and formulating technical policies in the field of development planning, is currently preparing changes to the Bandung City RPJMD. To be able to run smoothly according to a predetermined agenda, of course The preparation of the changes to the RPJMD must be considered from various aspects, one of which is the time used in the process of preparing the changes.

In the preparation of the Bandung City RPJMD Amendments for the Year 2018-2023, it is known that there are long planning processes and mechanisms so that it is not timely in completion and causes the benefits of the RPJMD document to be short. The inefficiency in managing time and even the existence of an element of Conflict of Interest between related institutions is an obstacle in the length of the preparation of the development plan. In addition, these obstacles are also evidence of the suboptimal coordination between the Bandung City Regional Development Planning Agency and related stakeholders.

The development planning process that is too long and the coordination is not yet optimal is also listed in the challenges in the Strategic Plan of Bappelitbang Kota Bandung. This deserves attention and becomes important to analyze the problem solving, considering the risks that will arise if it continues to occur which can become a bad habit for related institutions, both Bappelitbang Kota Bandung and the Regional Apparatus Work Unit (SKPD) and also the Regional People's Representative Council (DPR). In addition, this problem also needs to be investigated considering that in the development planning process, coordination is the main factor that must become a need for the relevant organizations/agencies in order to achieve the successful preparation of all development planning documents, especially in the preparation of the RPJMD Amendment.

II. Review of Literature

The dynamics of development in the city of Bandung cannot be separated from the role of all stakeholders, namely the local government, the community and the private sector (Al-Jauhari, 2021). Commitment of all stakeholders and consistency in development are the main keys to achieving these expectations, so quality development planning is needed (Twizeyimana & Andersson, 2019; Adjei et al., 2019).

Seeing this, one of the keys to success in achieving goals is good coordination. Effective coordination indicates an awareness of the importance of shared commitment and consistency (Glyptis et al., 2020). The purpose of coordination is to uniform the ongoing activities. An action that is well coordinated in its implementation can mean that the activities of various different groups can be united or harmonized in order to achieve goals (Afendi et al., 2019).

The success of leadership is partly determined by the ability of leaders to develop their organizational culture (Arif, 2019). Leadership is a process of influencing in determining organizational goals, motivating follower behavior to achieve goals and influencing group culture for the better (Mulyadi, 2008). In line with this explanation, it can be said that leadership greatly influences how coordination is carried out as a strategy to achieve organizational goals. Coordination and leadership are two things that cannot be separated, because they influence each other (Suhing et al., 2020; Choi & Chandler, 2020; Mersa, 2020). Departing from this statement, coordination becomes an important element in improving organizational performance if it can be used effectively. The effectiveness of the organization, especially in achieving orientation/output income, is very dependent on the role of leaders in the organization in uniting different functions with principles and ways of coordinating towards the achievement of goals (Santa et al., 2019; Rose et al., 2018).

Coordination is a synchronous and regular effort to determine and provide the right amount and time and direct the implementation to produce an action that is in harmony and harmony with predetermined targets (Setiadi et al., 2019; Verkijika & De, 2018; Veeramootoo et al., 2018). An organization needs to have approaches so that the continuity

of the organization can be sustainable without any obstacles, as stated (Mulyadi, 2015; Perez et al., 2020) the steps that need to be considered are as follows: 1) Information management in the organization; 2) Respond to the strategy used; 3) Mergers, acquisitions and alliances; 4) The level of flexibility of the organization and its planning; and 5) The direct influence of the environment.

As for referring to the theory, the solution used to overcome the problems that the author raises is step 2, namely being responsive to the strategies used. That is, organizations can maintain the consistency of existing strategies, develop strategies used even if necessary to adopt new strategies (Mulyadi, 2015; Darmawan & Suprpta, 2020). In this case, because Bappelitbang Bandung has not been optimal in using its coordination strategy, the authors recommend developing a coordination strategy that has previously been used by Bappelitbang itself. A public organization that uses a strategic implementation process and involves many parties within the organization at all levels is likely to be able to achieve greater success in strategic implementation (Afandi et al., 2018; Sari, 2018).

Based on the literature review, this study conceptualizes that in order to overcome the untimely completion of planning documents (RPJMD), a coordination strategy needs to be developed by Bappelitbang Kota Bandung as a technical institution that has responsibility for managing development planning documents. Through a coordination strategy, they will achieve the desired output and impact from the leadership of quality institutions. By analyzing the coordination strategy, it is hoped that the preparation of development planning documents in the future will be more effective and optimal.

III. Research Method

The method used in this research is a case study method with a quantitative approach that combines both qualitative and quantitative data input (mix method). In the analysis, qualitative data will be processed into quantitative data using SWOT analysis where the results will be concluded again through the elaboration of the results of the analysis in the form of qualitative (Simanjuntak et al., 2020).

3.1 Informants

To avoid subjectivity in the use of the SWOT analysis method, the determination of indicators in each factor, both internal and external, determining weights, ratings and scores, was carried out by researchers through brainstorming (brainstorming) by involving internal agencies at Bappelitbang Kota Bandung itself which includes: 1) Head of Sub Division of Program Planning, Evaluation, Reporting and Data (PPEPD) is a person who has worked at the Bandung City Regional Development Planning Agency for more than 5 years and is involved in the field of development planning including in the PPEPD field; 2) Staff for Program Planning, Evaluation, Reporting and Data (PPEPD) are those who have worked in the PPEPD field for more than 3 years and assist the task of the Head of the PPEPD Sub-Sector in the preparation of development planning documents.

3.2 Data Collection

The study area covers the Research and Development Agency of Bandung City in West Java Province. Key informants were selected by purposive sampling technique consisting of criteria based on their roles as described previously. Data collection was carried out by in-depth interviews and Focus Group Discussions. Triangulation was used to

strengthen the research by combining various methods including interviews and observation.

IV. Results and Discussion

Based on the results of the research findings in the field, data related to the preparation of the Bandung City RPJMD was obtained. It is like table 1 below:

Table 1. Comparison of RPJMD Change Timeline

No	Description of Activities	Implementation Plan	Implementation Realization
1	Preparation of the 2018-2023 RPJMD Evaluation	February-April 2020	February-April 2020
2	Preparation of Academic Papers for the 2018-2023 RPJMD	April - June 2020	April - June 2020
3	Formation of RPJMD Drafting Team (Internal BAPPEDA)	November 1, 2020	November 1, 2020
4	Review Logic Model	July – October 2020	3 November – 26 February 2021
5	Preparation of the Initial Draft of RPJMD Changes	November 30 – December 30, 2020	3 November – 26 February 2021
6	Public Consultation on RPJMD Changes	January 4, 2021	March 2, 2021
7	Submission and discussion of the RPJMD Amendment Plan with the DPRD to obtain a Memorandum of Understanding	7 January – 1 April 2021 & 8-15 January 2021	April 1, 2021 & April 13 - June 29, 2021
8	Consultation on the Initial Draft Amendment to the RPJMD to the Province	21 – 26 January 2021	July 22, 2021
9	Regional Apparatus Forum for RPJMD Changes	29 January – 5 February 2021	6 - 12 August 2021
10	Drafting of RPJMD Amendments	15 – 18 February 2021	13 - 17 August 2021
11	Musrenbang Changes in RPJMD	February 23, 2021	August 19, 2021
12	Review of the Final Draft Amendment to the RPJMD by APIP	3 – March 2021	20 - 24 August 2021
13	Compilation of the Final Draft Amendment to the 2018-2023 RPJMD	11 – 12 March 2021	25 – 27 August 2021
14	Submitting the Final Draft Amendment to the RPJMD to the Regional Secretary	March 15, 2021	30-31 August 2021
15	Harmonization of Draft Regional Regulations with Bandung City Law Department	March 15, 2021	September 2, 2021

16	Submission and Discussion of the Raperda on Amendment to the RPJMD with the DPRD in the Context of Obtaining Mutual Approval	22 – 31 March 2021	September 3, 2021
17	Evaluation of the Draft Regional Regulations Amending the RPJMD by the Governor/Province of West Java	2 – 9 April 2021	6-10 September 2021
18	Stipulation of Regional Regulations Amending RPJMD 2018-2023	April 19, 2021	15 September 2021
19	Submission of Regional Regulations Amending the RPJMD to the Governor / Province of West Java	21 April 2021	16-17 September 2021
20	Determination of Changes in Regional Apparatus Strategic Plan 2018-2023	26 – 28 April 2021	No later than 30 days after the stipulation of the Regional Regulation Amending the RPJMD

Source: Bandung City Development Planning Agency, 2021

The red table indicates that there has been a change in execution time. This, if seen, stems from the discussion of a memorandum of understanding with the Regional People's Representative Council (DPRD) which took up to 2.5 months and resulted in the delay of the next agenda.

Based on the author's identification, it is known that there are several coordination constraints that cause delays in the completion time of the RPJMD changes, both from internal factors (agencies) and external factors, namely as follows:

a. Internal Factors

The planning team in the PPEPD field and the leadership of the Bandung City Bappelitbang cannot impose their will, especially on the Regional People's Representative Council (DPRD). The approach taken by Bappelitbang is not enough to reach an agreement. A real example in the field is the absence of synchronization related to the implementation of the RPJMD Change agenda between the DPRD and the Bandung City Bappelitbang. On the one hand, the DPRD still wants the implementation of 2x public consultations, 2x working visits and 3x Forum Group Discussions. On the other hand, the Regional Development Planning Agency feels that this is not time efficient in order to meet the expected deadline.

This difference of opinion or perception is very clear between the DPRD and the Bandung City Regional Development Planning Agency which indirectly has not found an agreement/unitary action related to the flow of the mechanism to be taken so that it ends up delaying the completion time of the RPJMD changes.

b. External Factors

The lack of response from the DPRD is the main obstacle. In order to save time, the PPEPD has previously tried to anticipate this by reminding the Special Committee about the preparation of the Initial Draft, which is hoped the process will not be too long and not too long. The PPEPD team also conveyed to the companion team from the Secretary of the Council that if the DPRD has generally approved it, then it is hoped that they will be able to make a memorandum of agreement with the Preliminary Draft first. Even if there are

dynamics of discussion (changes) in the memorandum of understanding, it can still be processed or discussed in the Final Draft. However, this did not succeed in convincing the Chair of the Special Committee and the DPRD itself because the DPRD remained adamant on the existing mechanism. As mentioned earlier that by holding agendas such as working visits and public consultation forums/FGDs actually gave DPRD more incentives, then one of the reasons the DPRD persists with the existing mechanism is the conflict of interest (Iqbal & Utomo, 2020).

In addition, the lack of understanding of the Regional Apparatus regarding the substance of the RPJMD Amendment is also an obstacle in the length of the RPJMD Amendment process. The low awareness of the core purpose of this RPJMD change makes the Regional Apparatus less than optimal in the preparation of supporting documents for the RPJMD, the indiscipline of the Regional Apparatus is the most basic thing. One example is that several sub-districts are still late in collecting documents containing supporting data for Chapter 7 and Chapter 8 of the RPJMD. Of course, this also hampers the completion time of the Amendment to the RPJMD itself, even though this Amendment to the RPJMD will later become a guideline for the preparation of the Strategic Plan of the Regional Apparatus itself.

To anticipate delays in completing changes to the RPJMD, the Bandung City Bappelitbang has previously carried out several coordination strategies, namely as follows:

1. Carry out all stages of the preparation of the RPJMD Amendment according to the applicable rules, namely Permendagri No 86 of 2017
 - a) Preparation Preparation (without the preparation of a technocratic draft because it does not go through the Regional Head Election);
 - b) Preparation of the Initial Design;
 - c) Drafting;
 - d) Implementation of the Development Planning Deliberation (Musrenbang);
 - e) Final Draft Formulation;
 - f) Stipulation of Regional Regulations.
2. Coordinate diagonally through the Special Committee (Pansus)

Coordination through the Special Committee is carried out with the aim of conveying it to the DPRD by communicating things that can streamline time in the process of preparing changes to this RPJMD which is expected to result in mutual agreement on the flow/mechanism to be taken. In this case, the Bandung City Bappelitbang conveyed the proposal to accelerate the memorandum of agreement so that it could be immediately issued by the DPRD so that it could streamline time, but the DPRD did not respond to this because they remained adamant with the existing mechanism.
3. Invite Resource Persons and Development Planning Experts

The Bandung City Planning, Research and Development Agency invited resource persons and experts as mediators to assist the Bandung City Development Planning Agency in delivering several substances in the RPJMD Amendment. The resource persons and experts are the Directorate General of Regional Development from the Ministry of Home Affairs. This is done with the hope that the intent of the coordination can be more easily heard and accepted, especially by the DPRD and is also expected to get an agreement regarding the unity of action in the preparation of this RPJMD Amendment.

4. Coordination with the Regional Development Planning Agency of West Java Province regarding the facilitation of the Initial Draft and Evaluation of the RPJMD Amendment Raperda

In this case, Planning, Research and Development Agency (Hereinafter referred to as Bappelitbang) Bandung asks for input and suggestions for the stages of preparing the RPJMD changes that have been implemented and the stages that will be carried out next.

Even though they have used the coordination strategy above, the Bandung City Bappelitbang itself is still experiencing difficulties in aligning actions related to the processes and mechanisms to be taken in the RPJMD Amendment which is broadly due to external parties, namely the DPRD who insist on standard mechanisms during the preparation of the Initial Draft, namely in discussion to obtain a memorandum of agreement which took 2.5 months. This is a characteristic of the lack of optimal coordination.

SWOT analysis is one of the tools used to identify the internal and external environmental conditions in order to determine the factors that influence the success of the organization which are divided into the categories of Strengths, Weaknesses, Opportunities, Threats, as a basis for determining strategies and how to achieve them, so that the organization has an advantage achieve a better future (Darmawan & Suprpta, 2020). The Kearns Model (1992) qualitative SWOT matrix is described as follows:

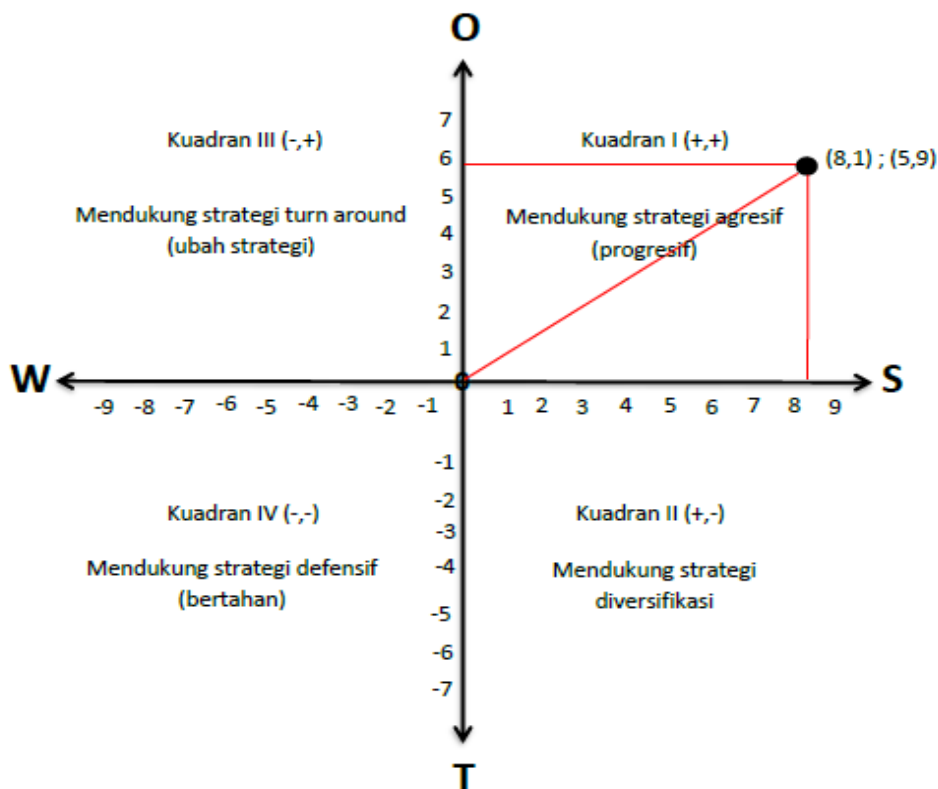
Table 2. Matriks SWOT

<div style="display: flex; justify-content: space-between; align-items: center;"> <div style="width: 40%; text-align: right;">Factor internal</div> <div style="width: 60%; text-align: left;">External Factor</div> </div>	STRENGTHS (S)	WEAKNESS (W)
	<ul style="list-style-type: none"> ○ Bappelitbang as a regional technical institution responsible for development planning and the PPEPD sector as the core field in producing outputs (planning documents). ○ Have a solid planning team, competent, and aware of the target output. ○ Leaders have good relations with stakeholders. 	<ul style="list-style-type: none"> ○ The planning team at PPEPD and the leadership of Bappelitbang cannot impose their will on the DPRD. ○ Leaders do not press the target time for document completion. ○ Too much following external agendas that are not a priority so that it is not time efficient in achieving the main outputs (RPJMD amendment document).
OPPORTUNITIES (O)	SO STRATEGY	WO STRATEGY
<ul style="list-style-type: none"> ○ Support of SKPDs to finalize changes to the RPJMD as material for making Strategic Plans. ○ Investments in vertical information systems and lateral (horizontal) relationships ○ The opening of cooperation with third 	<ul style="list-style-type: none"> ○ The leadership of Bappelitbang / planning team in PPEPD cooperates vertically and horizontally. 	<ul style="list-style-type: none"> ○ Utilizing stakeholder support to optimize the coordination function of Bappelitbang, especially in the development planning process.

parties (experts/resource persons) as mediators in coordination and communication between stakeholders.		
<p>TREATS (T)</p> <ul style="list-style-type: none"> ○ There is ambiguity in the stages of changing the RPJMD in Permendagri No 86 of 2017 (stipulations for the preparation of changes to the RPJMD which are mutatis mutandis with the preparation of the RPJMD). ○ Institutional capacity in SKPD is still low, causing indiscipline in the completion of supporting documents for RPJMD Amendments. ○ There is a conflict of interest in the use of authority. 	<p>ST STRATEGY</p> <ul style="list-style-type: none"> ○ Socialization related to the schedule/agenda for the preparation of changes to the RPJMD by the planning team by focusing on the timeline that has been planned so that it is timely in completion and allows its benefits (new RPJMD documents) to be used longer before the election of a new Regional Head. 	<p>WT STRATEGY</p> <ul style="list-style-type: none"> ○ Increasing the capacity of planning institutions at lower levels (starting from the Neighborhood Units, Community Units, Villages and in particular Sub-districts) through the implementation of Bimtek for Development Planning and Control

Source: Bandung City Research and Development Agency, 2021

In order to know for sure the real position of the organization, the SWOT calculation is to see the analysis of internal factors and external factors. The results of the SWOT calculation show that the value of $X = 8.1$ and $Y = 5.9$, then a SWOT quadrant analysis is needed to find out the strategy needed by the Bandung City Regional Development Planning Agency. Below are the results of the SWOT quadrant analysis of the X and Y calculations above:



Source: Analysis Results, 2021

Figure 1. *Quadrant SWOT Analysis Analysis*

In accordance with the results of the quadrant analysis above, the position of the organization is in quadrant I because the results of X and Y are both positive (+,+). This position indicates a strong and potential organization. The recommended strategy given is Progressive, meaning the organization is in prime condition so it is very possible to continue to grow in integration and coordination. Because the strategy of Bappelitbang Kota Bandung in coordinating has been said to be progressive, therefore it only needs optimization just to make it work better.

Based on the results of the SWOT quadrant, the authors try to recommend a coordination strategy that can be used by the Bandung City Bappelitbang which is in Quadrant I (progressive) by using the KKISS concept, which is as follows:

1) Commitment

Conducting socialization/coffee morning with stakeholders at both lower and upper levels in order to increase awareness of the initial objectives/substance of the outputs to be achieved together. In addition, it is also stated about the nature of each individual and institution in the ownership of authority, rights, and obligations so that the achievement of goals can be achieved according to what is desired.

2) Communication

Improve potential coordination through communication: a) Develop vertical information system by channeling data/information across organizational levels. Communication can take place inside or outside the chain of command; b) Optimizing the lateral (horizontal) relationship system through direct contact with individuals who can improve work effectiveness and efficiency as well as holding special meetings/schedules with the committee that is the liaison between institutions/organizations related to Bappelitbang Bandung.

3) Integration

The leadership of the Bandung City Bappelitbang puts more emphasis on achieving output targets through directing all institutional units (at all relevant organizational levels) to the differences in existing functions so that they still have the same goals so that this RPJMD Change can be completed on time. In this case, standardization of targets for Regional Apparatus Work Units (SKPD) and Regional House of Representatives (DPRD) can also be carried out.

4) Synchronization

Aligning actions in carrying out tasks in each work unit both for internal agencies (Bappelitbang Bandung City) and external agencies, especially in terms of completion time and data used between Regional Apparatuses. For data synchronization between Regional Apparatus Work Units (SKPD), for example by utilizing the use of the System Regional Development Information (SIPD).

5) Simplification

Simplify the division of tasks, classify methods/methods in document preparation so that they are more understandable, especially for lower-level institutions and institutions that have low quality Human Resources (HR). For example, when giving the task of filling out supporting documents for the RPJMD by the Regional Apparatus Work Unit (SKPD), an explanation should be given regarding the method of filling out the document, both in terms of what is inputted and how to input it.

V. Conclusion

From the identification results, it is known that the obstacle in the preparation of the Amendment to the RPJMD is the long process, especially during the preparation of the Initial Draft, namely the discussion process with the DPRD. This process took up to 2.5 months where the DPRD was adamant with the standard mechanism and there was a Conflict of Interest (Conflict of Interest) and there were still many Regional Work Units (SKPD) that did not understand the substance. This indicates that the coordination strategy used by Bappelitbang Kota Bandung has not been optimal so that the completion of the RPJMD is late from the timeline or agenda that should be.

Based on the results of the SWOT analysis, the organization's position is in quadrant I, which indicates that Bappelitbang Bandung City is a strong organization and has the opportunity, especially in terms of coordination in achieving organizational output, namely planning documents. The recommended strategy given is Progressive, meaning that the organization is in prime condition so it is very possible to continue to optimize the strategies that have been carried out previously. The recommended coordination strategy is to apply the KKISS concept (Commitment, Communication, Integration, Synchronization and Simplification).

References

- Adjei-Bamfo, P., Maloreh-Nyamekye, T., & Ahenkan, A. (2019). The Role of E-Government in Sustainable Public Procurement in Developing Countries: A Systematic Literature Review. *Resources, Conservation and Recycling*, *142*, 189-203.
- Afandi, M. N., Anwar, S., & Ahmad, F. (2018). Mediating Role of Managerial and Stakeholder Involvement in the Effect of Formal Strategic Planning on Strategic Implementation Success: Case of Municipal Government in Cirebon, West Java. *International Journal of Academic Research in Business and Social Sciences*, *8*(3), 654-667.
- Afendi, S., Masjaya, & Burhanudin. (2019). Koordinasi Pemerintahan dalam Pengendalian Daerah Aliran Sungai (DAS) Karang Mumus Di Kota Samarinda. *Ejournal Ilmu Pemerintahan*, *7*(2), 545-558.
- Al-Jauhari, A. (2021). Kata Pengantar. *Dialog*, *44*(1), i-Vi. <https://doi.org/10.47655/dialog.v44i1.470>.
- Arif, S. (2019). Influence of Leadership, Organizational Culture, Work Motivation, and Job Satisfaction of Performance Principles of Senior High School in Medan City. *Budapest International Research and Critics Institute-Journal (BIRCI-Journal)*. P. 239-254
- Choi, T., & Chandler, S. M. (2020). Knowledge Vacuum: An Organizational Learning Dynamic of how E-Government Innovations Fail. *Government Information Quarterly*, *37*(1), 101416.
- Darmawan, N. D., & Suprpta, I. N. (2020). Strategi Bappeda dalam melaksanakan Perencanaan Pembangunan Daerah Dengan Anggaran Pendapatan Belanja Daerah (APBD) Kabupaten Buleleng. *Locus Majalah Ilmiah FISIP*, *12*(2), 30-45.
- Darmawan, N. D., & Suprpta, I. N. (2020). Strategi Bappeda dalam melaksanakan Perencanaan Pembangunan Daerah dengan Anggaran Pendapatan Belanja Daerah (APBD) Kabupaten Buleleng. *Locus*, *12*(2), 30-45.
- Glyptis, L., Christofi, M., Vrontis, D., Del Giudice, M., Dimitriou, S., & Michael, P. (2020). E-Government Implementation Challenges in Small Countries: The Project Manager's Perspective. *Technological Forecasting and social change*, *152*, 119880.
- Government of the Republic of Indonesia. (2017). Minister of Home Affairs Regulation Number 86 of 2017 concerning Procedures for Governance, Control and Evaluation of Regional Development.
- Iqbal, M. M., & Utomo, A. K. (2020). Peran Badan Perencanaan Pembangunan Daerah (BAPPEDA) Kabupaten Malang dalam Musrenbang Kecamatan di Kecamatan Kepanjen Tahun 2020. *Jurnal Ilmu Politik dan Pemerintahan*, *6*(1), 50-66.
- Mersa, S. (2020). Kajian Strategis Manajemen Sumber Daya Manusia pada Badan Perencanaan Pembangunan Daerah (BAPPEDA) Kota Metro. *Jurnal Tapis: Jurnal Teropong Aspirasi Politik Islam*, *16*(2), 48-56.
- Mulyadi, Deddy. (2015). *Perilaku Organisasi dan Kepemimpinan Pelayanan*. Bandung : CV Alfabeta.
- Pérez-Morote, R., Pontones-Rosa, C., & Núñez-Chicharro, M. (2020). The Effects of E-Government Evaluation, Trust and the Digital Divide in the Levels of E-Government Use in European Countries. *Technological Forecasting and Social Change*, *154*, 119973.

- Rochaeni, A. (2020). *Pengaruh Perencanaan dan Koordinasi terhadap Efektivitas Penyusunan Rencana Kerja Pembangunan Daerah (Studi Kasus di Badan Perencanaan dan Pembangunan Daerah Kabupaten Bandung)*. 148, 148–162.
- Rose, J., Flak, L. S., & Sæbø, Ø. (2018). Stakeholder Theory for the E-government Context: Framing a Value-Oriented Normative Core. *Government Information Quarterly*, 35(3), 362-374.
- Santa, R., MacDonald, J. B., & Ferrer, M. (2019). The Role of Trust in e-Government Effectiveness, Operational Effectiveness and User Satisfaction: Lessons from Saudi Arabia in e-G2B. *Government Information Quarterly*, 36(1), 39-50.
- Sari, G. (2018). Evaluasi Capaian Target Rencana Kerja terhadap Rencana Strategi Badan Perencanaan Pembangunan Daerah BAPPEDA Provinsi Kepulauan Bangka Belitung Tahun 2017-2018. *Equity: Jurnal Ekonomi*, 6(2), 7-24.
- Setiadi, S., Nasution, I., & Matondang, A. (2019). Analisis Tugas dan Fungsi BAPPEDA terhadap Pelaksanaan Koordinasi Rencana Pembangunan Jangka Menengah Daerah. *Perspektif*, 7(2), 35. <https://doi.org/10.31289/perspektif.v7i2.2526>.
- Simanjuntak, L. A., Manossoh, H., & Rondonuwu, S. (2020). Evaluasi Laporan Kinerja Institusi pada Badan Perencanaan Pembangunan Daerah (BAPPEDA) Provinsi Sulawesi Utara. *Going Concern: Jurnal Riset Akuntansi*, 15(3), 376-384.
- Twizeyimana, J. D., & Andersson, A. (2019). The Public Value of E-Government—A Literature Review. *Government Information Quarterly*, 36(2), 167-178.
- Veeramootoo, N., Nunkoo, R., & Dwivedi, Y. K. (2018). What Determines Success of an E-Government Service? Validation of An Integrative Model of E-Filing Continuance Usage. *Government Information Quarterly*, 35(2), 161-174.
- Verkijika, S. F., & De Wet, L. (2018). E-Government Adoption in Sub-Saharan Africa. *Electronic Commerce Research and Applications*, 30, 83-93.