

Effectiveness of the expansion of Nagari Situak Ujung Gading, Lembah Malintang District, West Pasaman Regency

Siska Marlina¹, Aldri Frinaldi², Asnil³, Atlis Febrian⁴

^{1,2,3}Universitas Negeri Padang, ⁴Imam Bonjol Universitas Negeri Padang

Article Info

Article history:

Received : 22 June 2023

Publish : 01 November 2023

Keywords:

Abstract

Expansion is one of the impacts of the regional autonomy phenomenon. The movement to expand government administrative areas from the top level to the lowest level, namely Nagari in the Minang Kabau realm of West Sumatra province. The aim is to determine the effectiveness of the expansion and to find out the factors that influence the effectiveness of the expansion of Nagari Situak Ujung Gading, Lembah Melintang District, West Pasaman Regency. The method in this research uses qualitative descriptive research, namely an analysis that attempts to provide a detailed picture based on facts found in the field regarding the effectiveness of the expansion of Nagari Situak Ujung Gading. The results of the research show that the effectiveness of the expansion of the Situak Ujung Gading Nagari based on research conclusions is quite effective. Based on Duncan's theory of effectiveness, this is proven by the existence of many and significant changes in all fields, including social, economic, educational and cultural in the Situak Ujung Gading village. The influencing factors are human resources, cooperation, facilities and infrastructure and community participation. There is regional expansion in the Situak Ujung Gading Nagari to become a developed and superior Nagari through basic training and increasing human resources. training and improving human resources.

Article Info

Article history:

Accepted: June 22, 2023

Published : 01 November 2023

Abstract

Pemekaran merupakan salah satu dampak dari fenomena otonomi daerah. Pergerakan pemekaran wilayah administrasi pemerintahan dari tingkat atas sampai tingkat paling bawah yaitu Nagari di ranah minang kabau provinsi Sumatera Barat. Tujuannya adalah untuk mengetahui efektivitas Pemekaran dan untuk mengetahui faktor-faktor yang mempengaruhi efektivitas Pemekaran Nagari Situak Ujung Gading Kecamatan Lembah Melintang Kabupaten Pasaman Barat. Metode dalam penelitian ini menggunakan penelitian deskriptif kualitatif, yaitu suatu analisis yang berusaha memberikan gambaran secara rinci berdasarkan fakta-fakta yang ditemukan dilapangan mengenai efektivitas pemekaran Nagari Situak Ujung Gading. Hasil penelitian menunjukkan bahwa efektivitas pemekaran Nagari Situak Ujung Gading berdasarkan kesimpulan penelitian adalah cukup efektif. Berdasarkan teori efektivitas oleh Duncan, hal ini dibuktikan dengan adanya perubahan yang banyak dan signifikan di segala bidang, baik sosial, ekonomi, pendidikan dan budaya di Nagari Situak Ujung Gading. Adapun faktor yang mempengaruhi adalah sumber daya manusia, kerjasama, sarana dan prasarana dan partisipasi masyarakat. Adanya pemekaran wilayah di Nagari Situak Ujung Gading menjadi Nagari yang maju dan unggul melalui pelatihan dasar dan peningkatan sumber daya manusia. pelatihan dan peningkatan sumber daya manusia

This is an open access article under the [Creative Commons Attribution-ShareAlike 4.0 International License](https://creativecommons.org/licenses/by-sa/4.0/)



Corresponding Author:

Siska Marlina

Padang State University

E-mail: siskamarlina1128@gmail.com

1. INTRODUCTION

Expansion is the impact of the phenomenon of regional autonomy. Since the start of the Reformation era, many governments administrative areas throughout Indonesia, from the provincial level to the Nagari level in the West Sumatra region, have been expanded. Basically, the expansion of Nagari is intended to improve public services in order to accelerate community welfare and accelerate development. The expansion of Nagari is also part of efforts to increase the capability of the Nagari government in shortening the span of government control thereby increasing the effectiveness of government administration and development management. The number of Nagari in West Sumatra continues to increase through the expansion process. In 2021,

BPS recorded the number of Nagari-level governments in West Sumatra as 929, which is an increase from 1,035 in 2022 (West Sumatra in Figures, 2022).

West Pasaman Regency is a district included in the list of the 5 largest districts in West Sumatra with an area of 3,887, 77 km²/sq.km followed by a population of 443,722 thousand people. However, on a district scale, West Pasaman Regency is the district with the fewest number of Nagari compared to the districts Others in West Sumatra are 19 Nagari spread across 11 sub-districts, of which five (5) only have one Nagari, one of which is Lembah Melintang Sub-district. This is what makes West Pasaman Regency the strongest Regency in West Sumatra, which simply has one Nagari in one District. This situation is also the cause of ineffective services and stalled development in West Pasaman Regency, so Nagari is being considered as a solution to overcome this problem.

Lembah Melintang District is a district with an area of 263.77 km² and a large population of 45,659 people and this is of course a benchmark for expanding Nagari. Then this condition is not supported by adequate Nagari equipment so that services in Nagari Ujung Gading tend to be less than optimal. Likewise, development is still uneven because Nagari Ujung Gading consists of 16 Jorongs. On the other hand, the center of the District Government is in Nagari Ujung Gading with a distance of 57 km² from the West Pasaman Regent's Office and the center of Nagari Ujung Gading also has quite a distance for people in several Kejorong which have difficult and very far road access so that people will have difficulty getting there. access services.

By looking at the problems above, the expansion of Nagari is therefore carried out with the aim of increasing the effectiveness and results for government administration, development and society, improving community services and equitable distribution of justice as well as accelerating the pace of development in all development sectors for the sake of realizing community welfare. Discussions regarding the expansion of Nagari have been discussed by several researchers such as Kurnia Wati Serkarina's research in 2021, research by Zuly Qodir and Tengku Imam Syafruddin in 2020 and research by Yadrayati in 2021. This research is different from research by researchers in which Kurnia Wati Serkarina's research is more focuses on studying the implementation of Law Number 6 of 2014 concerning Villages in Preparation for the Expansion of Nagari. Meanwhile, Zuly Qodir and Tengku Imam Syafruddin's research focuses more on the dynamics of Nagari expansion. Likewise, Yadrayati's research has a different focus from the researcher's research in that Yadrayati's research focuses more on the juridical review of village expansion, while the researcher's research focuses on the effectiveness of Nagari expansion which is located in one of the Nagari in West Pasaman Regency, namely Nagari Situak Ujung Gading.

The realization of the expansion of Nagari Situak Ujung Gading was supported by the release. In 2017 Nagari in West Pasaman Regency expanded to 72 Nagari, where previously there were only 19 Nagari. The West Sumatra Provincial Government has approved the proposal for the expansion of 72 Nagari in the District. West Pasaman. West Pasaman Regent Regulation Number 38 of 2017 concerning the Formation of the Nagari Preparatory Government of Brastagi Ujung Gading, Koto Gunung Ujung Gading, Koto Sawah Ujung Gading, Kuamang Alai Ujung Gading, Salido Ujung Gading, Situak Ujung Gading, Taluak Ujung Gading, Tampus Ujung Gading and Ujung Gading . After the expansion of the Nagari occurs, by raising the status of Jorong West Situak and Situak to the Situak Ujung Gading Nagari government, many actions will be taken after the expansion, namely:

- a. Opening of West Situak ± Situak Main Road
- b. Development of educational facilities such as kindergartens and preschools
- c. Development of Health Facilities
- d. Construction of places of worship

There are advantages to the expansion of the Situak Ujung Gading Nagari, Situak Ujung Gading Nagari can accelerate development in the Nagari. However, this Nagari only prioritizes physical development while improvements in the field of human resources are still lacking, for example there is still a lack of training for the people in the Nagari.

In observations after the expansion of the Nagari KeNagarian Situak Ujung Gading Government into the Nagari Situak Ujung Gading Government, several phenomena were found:

1. There has been no training and the formation of the Nagari apparatus and the community of the Situak Ujung Gading Nagari has not been optimal. Apparatus tasked with serving the community must be given training by the party concerned, and the selection of Nagari apparatus must be in accordance with the Nagari's needs, not be a burden on the Nagari. For Nagari guardians and Nagari secretaries, it is the responsibility of the regional government to provide training.
2. Facilities and infrastructure are inadequate, such as the Wali Nagari office building and tables, chairs, which are still lacking in waiting rooms, the crampedness of the Wali Nagari office and the Situak Ujung Gading Wali Nagari office, which is still housed in one of the houses of Jorong Situak residents. In order to provide the best, the community must provide service and comfort to the people of Situak Ujung Gading village.
3. There has been no improvement in providing services to the community because the Nagari Situak Ujung Gading Government officials are often absent during working hours. The Nagari government administration apparatus should carry out what was the goal of Nagari Situak Ujung Gading after it was expanded, namely improving public services in order to improve welfare.

Based on the background above and the description of the symptoms that occur as explained, the researcher is interested in conducting research with the title Effectiveness of the Expansion of Nagari Situak Ujung Gading, Lembah Melintang District, West Pasaman Regency.

2. RESEARCH METHODS

The research method used by researchers is a qualitative descriptive research method, namely analysis that attempts to provide a detailed picture based on the facts found in the field regarding the effectiveness of the expansion of the Situak Ujung Gading Nagari. Based on the research methods stated above, the information data obtained will be grouped and separated according to its type and qualitative analysis will be presented in the form of a description.

3. RESULTS AND DISCUSSION

A. Effectiveness of the expansion of Nagari Situak Ujung Gading, Lembah Melintang District, West Pasaman Regency

The word effective comes from English, namely effective, which means successful or something done successfully. The popular scientific dictionary defines effectiveness as accuracy of use, useful results or supporting goals. Effectiveness is the main element for achieving predetermined goals or targets in every organization, activity or program. It is said to be effective if the goals or targets are achieved as determined. This is in accordance with the opinion of H. Emerson quoted by Soewarno Handyaningrat S. (1994:16) who stated that "Effectiveness is a measurement in the sense of achieving predetermined goals"

The expansion of the Nagari was a proposal from the main Nagari itself, Nagari Situak Ujung Gading is a fraction of Nagari Ujung Gading. Because it is considered to have fulfilled the requirements to be expanded in 2017. the expansion of the Nagari comes from the community itself and the aim is for the community itself which will later be adjusted to the laws and regulations that regulate it. For this reason, the author measures the effectiveness of the expansion of the Situak Ujung Gading Nagari using the effectiveness theory according to Duncan, which according to him is in accordance with this research. According to Duncan's theory of effectiveness, there are several indicators, namely goal achievement, integration and adaptation.

1. Achievement of objectives

The effectiveness of Nagari expansion really depends on the objectives of the Nagari expansion. Achieving goals is the overall effort to achieve goals which must be viewed as a process. Therefore, in order to ensure the achievement of the final goal, phasing is needed,

both in the sense of phasing in the achievement of its parts and phasing in the sense of periodization. Achievement of goals consists of several sub-indicators, namely the period of achievement, achievement of targets and legal basis.

Achievement is the overall effort to achieve goals and must be viewed as a process. Therefore, in order to ensure the achievement of the final goal, phasing is needed, both in the sense of phasing in the achievement of its parts and phasing in the sense of periodization. The target which is a concrete target for achieving the goal of expanding the Nagari is the aim of carrying out the expansion of the Nagari in accordance with the expectations of the community.

The objectives of the expansion of the Nagari that the people of Situak Ujung Gading hope for are as follows:

- a. For the Effectiveness of the Nagari Government and Increasing the Welfare of the Nagari Community
- b. Accelerate the Development of Nagari Government based on the aspirations of the Nagari Community.
- c. More Effective Services to the Community
- d. Complementing the District Government which must have at least four separate Nagari governments.
- e. Accelerate regional autonomy, especially Nagari, by looking outward to increase human resources to explore natural resources in the corridors of custom, culture, religion and law.
- f. Preserving the traditional values of *Basandi Syarak, Syarak Basandi Kitabullah* by not changing the existing customary structure (still under the umbrella of the Nagari Traditional Institution).

The expansion of Nagari is a common desire of the community which was born based on deliberations between traditional leaders and the community of Nagari Situak Unung Gading. Achieving the goal of expanding the Situak Ujung Gading Nagari is a form of whether or not the Nagari expansion is effective, which was carried out by Nagari Situak Ujung Gading which raised the status of West Situak and Situak to become a Nagari. Achieving the goal of expanding the Nagari is seen in terms of the services provided by the Nagari government, there are three functions that the Nagari government has:

- a. Providing services to the community

Services provided to individuals and also to groups, which are given to individuals, for example, providing a letter of introduction for making a resident's ID card, providing a letter of introduction for good behavior, making a certificate of poverty for poor residents for various purposes, except land certificates, where land certificates are still a matter for the main Nagari. as follows from the results of an interview with the Wali of Nagari Ujung Gading (Main Nagari):

For services, Nagari Pemekaran is tasked with assisting Nagari Main by providing administrative services with the exception of land documents which are still being processed in Nagari Main. Meanwhile, the development of Nagari Pemekaran has the same opportunity where the development will be carried out by Nagari Main (results of an interview with the Secretary of the Wali Nagari Ujung Gading on 09 June 2023).

Based on the results of the interview above, it is clear that all population and defense administration matters can be obtained in each Nagari Pemekaran, making it easier for the community to obtain services and the objectives of this Nagari expansion can be achieved.

The public services provided by the Situak Ujung Gading Nagari government include:

1. Providing services in the field of education. After being expanded from the main Nagari (Nagari

Ujung Gading) Nagari Situak Ujung Gading has opened a kindergarten in Nagari Situak Ujung Gading, which is currently still the business of the main Nagari.

2. Providing services in the field of youth and sports, building facilities and infrastructure in the field of sports to support village children who are talented in the field of sports, such as adding the construction of a football field.
 3. Providing guidance and services in the field of cooperatives and economically weak entrepreneurs
 So far there have been many thoughts and actions that have endeavored to boost the economy of the people in Nagari. What is most thought about and carried out is business development ± medium enterprises, cooperatives and micro finance. In general, economic development efforts are community-based and driven by the community. Cooperative programs and services for economically weak entrepreneurs are efforts made by the government to reduce poverty. The Nagari Situak Ujung Gading government provides guidance and services in the field of cooperatives and economically weak entrepreneurs through the national program for empowering independent MSME communities.
 4. Provide guidance and services in the field of health and disaster families. Services in the field of health and family planning are very important for society because health is a measure of society's welfare. By providing quality services in the fields of health and family planning, welfare can be improved.
- b. Carrying out development carries out development by building facilities and infrastructure that can create community economic activity and enthusiasm which in turn can create community economic growth. Nagari Situak Ujung Gading has carried out a lot of road construction for the past four years. In carrying out development in Nagari Situak Ujung Gading, development planning must take into account that the results will truly bring benefits to improve the welfare of village residents. Construction of educational institutions has also been carried out in Nagari Situak Ujung Gading, such as Kindergarten and MDA. Construction of places of worship such as mosques.
- c. Creating peace, order and security in society. There is no special guard provided by Nagari Situak Ujung Gading because the Mandailing people who usually sit in stalls are the ones maintaining security or the term is the same as urban hansip. Not only prioritizing service, the expansion of Nagari but also the acceleration of development in the economic, social and cultural fields in Nagari Situak Ujung Gading. Since the year it was expanded until 2017, the Situak Ujung Gading Nagari has implemented several programs.

2. Integration

Integration: integration is the quality of cooperation that exists between several parts, which is necessary to achieve a unified business due to environmental demands (in Steers, 2020). Integration is a measurement of the level of an organization's ability to carry out socialization, develop consensus and communicate with various other organizations. Integration consists of several indicators, namely procedures and socialization processes (Hasanah, 2017).

Integration is a measurement of the level of an organization's ability to carry out socialization, develop consensus and communicate with various other organizations. Expansion is designed to strengthen national integration. The realization of stability in social life, after the expansion of the Nagari, the conditions of social life in the Situak Ujung Gading Nagari were relatively stable. The expansion of Nagari also requires a process of integration or adjustment to the community so that people understand the expansion of Nagari. Integration consists of procedural indicators and socialization processes (Maesaroh, et al., 2021). This integration consists of several factors, namely procedures and

socialization processes. The author measures the effectiveness of the expansion of North Tandikek Nagari using factors:

a. Procedure

The expansion of Nagari has been carried out in accordance with applicable procedures according to statutory regulations. As follows from the results of an interview with the Head of the Welfare Section of Nagari Situak Ujung Gading:

"This expansion basically starts from the community, goes straight to deliberation, then to the Regency from the new Regency straight to the Center. After that, the Preparatory Nagari-Nagari were formed in West Pasaman. However, before establishing Nagari Preparations must first be carried out to verify data and survey the Nagari-Nagari proposed for expansion. Then all the procedures have been followed in accordance with existing regulations until we have reached the current point where we are just waiting for the registration code (results of an interview with the Head of the Nagari Situak Ujung Gading Government Section on Monday, June 12 2023). "

All procedures up to now have been carried out in accordance with applicable regulations which are also contained in Law Number 6 of 2014 concerning Villages. However, before all these requirements are complete, there is a slight problem regarding the population data which does not match the data in the West Pasaman Regency Occupation and Civil Registration Service. However, this problem has been resolved by the Regional Government of West Pasaman Regency.

b. Socialization Process

Socialization of the expansion of Nagari to the community was carried out even before obtaining the registration code as a Preparatory Nagari. As follows from the results of the interview with the Nagari Secretary:

"We have socialized it to the public regarding what can be taken care of in Nagari Pemekaran and what needs to go to Nagari Main. The form of socialization is through the Nagari Pemekaran device."

However, with the socialization carried out, there is still a small portion of the public who do not know about the expansion of Nagari, which is supported by the statement by the Head of the Legal Products and Nagari Cooperation Subdivision, West Pasaman Regency. The level of effectiveness itself can be determined by the integration of organizational goals and activities as well as the overall ability of the organization to adapt to environmental changes. The expansion of Nagari Situk Ujung Gading has certainly carried out good socialization with the community.

3. Adaptation

Adaptation is the ability of an organization to adapt to its environment. For this reason, benchmarks for the procurement and filling process are used. The process of procuring and filling the workforce after the expansion of Nagari Ujung Gading is a form of profit from the expansion of Nagari Situak Ujung Gading. Reliable workforce can create services that local communities want.

B. Factors that influence the effectiveness of the expansion of Nagari Situak Ujung Gading, Lembah Melintang District, West Pasaman Regency

1. Human Resources (HR)

Human resources (HR) are a dominant factor because they are the only resources that have reason, achievement, desires, knowledge and skills. So, in principle, human resources are one of the sources that determine the progress and decline of a region in all aspects. In developing human resources in Nagari Situak Ujung Gading, skilled workers are needed in their fields who are able to provide training for the community such as workshop training, sewing, embroidery and opening a business, etc. In realizing the effectiveness of the expansion of Nagari Situk Ujung Gading, Human Resources is the main driver to achieve the

expected goals. The people who implement it must be good, which is an essential factor in administering government.

The importance of human resource factors, because humans are subjects in every government activity. Humans are the actors and drivers of the mechanism process in the Nagari government system. Therefore, if the government runs as well as possible, that is, in accordance with the expected goals, then the people or subjects or actors must be good too. Or in other words, the mechanisms of the government system, both regional and Nagari as well as central, can only run well and achieve the desired goals, if the human resources available in the Nagari can drive the functions of the Nagari government system well.

2. Cooperation

According to West (2002), much research has proven that group collaboration leads to better efficiency and effectiveness. This is very different from work carried out by individuals. Collaboration is intended as a joint effort between individuals or groups of people to achieve one or a common goal (Soekanto, 1990). Cooperation is a joint effort between individuals or

group to achieve common goals. The main objective of the expansion of Nagari is to improve public services and accelerate development from all aspects of socio-cultural, economic, educational, religious and health aspects. Building Nagari by saving everything that needs to be saved while updating it to suit current needs with collaboration between the community and the government.

Each Nagari has systems and structures that are interconnected with each other, different Nagari have different customs. Collaboration between the community and those around the village aims to accelerate growth and progress. By working together, conflicts between the Nagari community can be avoided. Cooperation that is oriented towards the interests and aspirations that grow in society. The scope of cooperation between the community and the Nagari apparatus includes the fields of government, development and society.

3. Facilities and Infrastructure

Facilities and Infrastructure is an important factor in the running of a government, the success of the expansion of the Situak Ujung Gading village, the facilities and infrastructure referred to here are educational facilities, health facilities and economic facilities. These facilities and infrastructure are important for the successful development of a Nagari. Procurement of sufficient and good facilities and infrastructure here means every object or tool that can be used to facilitate the work or activities of the Nagari government.

4. Community Participation

The success of implementing the expansion of the Nagari is also inseparable from the participation of the Nagari community itself. The community in the Nagari, both as a unified system and as individuals, is a very important integral part of the Nagari government system. The importance of community participation is primarily because as an open system organization, the Nagari Government always needs the importation of energy to support its survival. Community participation can replace energy sources from local governments. Participation means that the administration of the Nagari/village government must be able to realize the active role of the community, so that the community feels ownership and is responsible for the development of life together as fellow Nagari/village residents. Efforts to realize the active role of society can be accommodated through existing community institutions.

4. CONCLUSION

Based on the results of the research above entitled the effectiveness of the expansion of the Situak Ujung Gading Nagari, Lembah Melintang District, West Pasaman Regency, the author concludes the results of his research as follows:

1. Effectiveness of the expansion of Nagari Situak Ujung Gading, Lembah Melintang District, West Pasaman Regency. Based on the research results, it can be concluded that the effectiveness of the expansion of Nagari Situak Ujung Gading is quite effective in terms of achieving goals, integration and adaptation. There are many benefits from the expansion of the Situak Ujung Gading Nagari, namely the acceleration of infrastructure development from year to year. Even though it is still focused on road construction, this aims to facilitate access to growth in the economic sector. The effectiveness of the expansion of the Nagari depends on the community and the implementation of the Nagari government itself.
2. Factors that influence the expansion of Nagari. The factors that influence the effectiveness of the expansion of the Situak Ujung Gading Nagari are as follows:
 - a. Human Resources

Human resources are the main factor that greatly influences the effectiveness of Nagari expansion. Humans are the driving object of the goal of Nagari expansion.
 - b. Cooperation

Collaboration between the community and those around the village aims to accelerate growth and progress. By working together, conflicts between the Nagari community can be avoided. Cooperation that is oriented towards the interests and aspirations that grow in society. The scope of cooperation between the community and the Nagari apparatus includes the fields of government, development and society.
 - c. Facilities and infrastructure

Facilities and Infrastructure is an important factor in expediting the implementation of Nagari government tasks, but its procurement is not solely based on quantity considerations, but must also meet the requirements of effectiveness, efficiency and practicality in its use.
 - d. Community Participation

Community participation in administering government is an essential element inherent in administration itself, but this does not mean that everyone participates with the same intensity and capacity in carrying out government administration. This is due to differences in abilities, interests and expertise between one community and another. Communities are potential energy for regions, villages or Nagari.

5. BIBLIOGRAPHY

- Agung Aldino Putra. Jurnal Katalogis, Volume 6 Nomor 8, Efektivitas Pelaksanaan Program Bantuan Sosial Pada Masyarakat Di Kota Palu (Studi Tentang Kelompok Usaha Bersama) Aksara Sudarwan Danim, Pengantar Studi Penelitian Kebijakan, (Jakarta: *PT. Bumi Aksara*, 2005), cet. ke-III, h. 20-23.
- Bandung. Sujianto, dkk, 2010. Pemekaran untuk Kesejahteraan, Pekanbaru : *Alaf Riau*
- Bayu Aji Permana. Jurnal Akutansi Akunesa, Volume 1 Nomor 1, Analisis Tingkat Kesehatan Bank Berdasarkan Metode CAMELS Dan Metode RGEC
- Cicuk Kusmarianto. Paradigma: Jurnal Ilmu Administrasi, Volume 3 Nomor 1, Efektivitas Program Nasional Pemberdayaan Masyarakat Mandiri Pedesaan Di Desa Sendangsari Kecamatan Pajangan Bantul
- Dahlia, Andi, and Nurul Maulida. Jurnal Ilmu Komunikasi: Volume 2, Studi Tentang Efektivitas Dalam Sosialisasi Kartu Tanda Penduduk Elektronik (e-KTP) Di Kelurahan Sempaja Selatan Kota Samarinda
- Dwipayana, AAGN Ari, dkk. 2003. Pembaharuan desa secara partisipatif, Yogyakarta : *Pustaka Pelajar*.
- Kaho, Josef Riwu, 2010. Prospek Otonomi Daerah di Negara Republik Indonesia, Jakarta : *Rajawali Pers*.
- Kasmiruddin, 2009. Prilaku Organisasi, Pekanbaru : *FISIP Universitas Riau*
- Lili Romli, 2007. Potret Otonomi Daerah dan Wakil Rakyat di Tingkat Lokal, , Yogyakarta, hlm. 18.

- M. Irfan Islamy, Prinsip-Prinsip Perumusan Kebijakan Negara, (Jakarta: Bina Aksara, 1988), cet. ke-3, h. 20. *Pustaka Pelajar*
- Maesaroh, Nina Widowati. Dialogue: Jurnal Ilmu Administrasi Publik, Volume 3 Nomor 2, Efektivitas Program Jogo Tonggo di Kelurahan Wonotingal, Kecamatan Candisari Kota Semarang
- Nugroho, Riant, 2011. Public Policy. Jakarta :PT. Alex Media Computindo
- Siagian, P Sondang, 2006. Filsafat Administrasi, Jakarta : Bumi
- Steer, Richard M. 2020. Efektivitas Organisasi. Jakarta: Erlangga
- Sugiono, 2005. Metode Penelitian Administrasi Negara, CV. Alfabeta
- Syaukani, dkk, 2004. Otonomi daerah dalam Negara kesatuan, Yogyakarta : Pustaka pelajar.
- Tjandra, R Riawan, dkk. 2005. peningkatan kapasitas pemerintah daerah dalam pelayanan publik, Yogyakarta : *Pembaruan*.
- Waluyo, 2007. Manajemen Publik. Bandung : Mandar Maju Zainuddin, Musyair. 2008. Implementasi pemerintahan Nagari berdasarkan hak asal-usul adat minangkabau, Yogyakarta : ombak.
- Wibowo, 2011. Budaya Organisasi, Jakarta : Rajawali Pers
- Widjaja, HAW, Penyelenggaraan Otonomi Di Indonesia dalam Rangka Sosialisasi UU no. 32 Tahun 2004 Tentang Pemerintahan Daerah, PT. Rajagrafindo persada, Jakarta, 2005.
- Winarno, Kebijakan Publik: Teori dan Proses, (Yogyakarta: Media Presindo, 2007), h. 19-21.