

Policy Implementation of Regional Relief Response (RR- RD) Call Center

Christian Legi^{1*}, Evi E. Masengi¹, Thelma Wawointana¹

¹Department of Graduate State Administration, Universitas Negeri Manado, Indonesia, 95618

*Corresponding author: christianlegi4@gmail.com

ARTICLE INFO

Article history:

Received: 17 December 2022; Received in revised form: 23 December 2022; Accepted: 27 December 2022;

Available online: 28 December 2022; Handling Editor: Fabiola Natasya Wauran

ABSTRACT

The purpose of this study was to determine the implementation of the call center reaction response regional reaction (RR-RD) policy at the Minahasa Regency Communication and Information Service and to find out the obstacles faced by the Communication and Informatics Agency in implementing this policy. The research method used is a qualitative method, namely answering a problem in depth in the context of the time and situation in question, in accordance with the objective conditions in the field and the type of research used is descriptive qualitative, namely describing the condition of the object in the present qualitatively the data obtained from the research. The data sources used are primary data sources and secondary data sources with 5 informants. Data collection techniques using the method of observation, interviews and documentation. The data analysis technique used is data reduction, data presentation and conclusion. The results of the study showed that (a) communication, indicating that communication was running, seen from the socialization delivered by the local government to the community and village/ward governments regarding the application program reaksi response relief regional (RR-RD) call center, but it was not optimal because the socialization was not yet evenly distributed throughout all areas in Minahasa. (b) resources, indicating that it is good enough in terms of human resources and the availability of supporting facilities in managing this application program, (c) disposition, indicating that the Regional Government has carried out its duties properly seen from the way it follows up on incoming complaints and the socialization delivered to the community and the village/kelurahan government of the Minahasa regency, (d) the bureaucratic structure or bureaucratic structure, shows that the implementation of the application program reaksi response relief regional (RR-RD) call center is clear and in accordance with the applicable SOPs.

Keywords: *call centre*, policy implementation, reaction, response, relief

INTRODUCTION

One of the aspects that also determines the pace of development, including the development of education, health, infrastructure and so on in the regions, is the need for synergy between the government as the driving force and determinant of development policies and the real participation of the community in supporting the success of this development. Quoting the opinion of Riyadi, (2011) which states that one of the keys to creating smooth and successful development is the role of local government communication to be able to convey various information about development policies that will be implemented to the community and the existence of community participation that actively participates in the development, namely by conveying aspirations, criticisms and suggestions.

In the digital era like today, communication between the government and the community is very important, as an effort to fulfill public interests and improve people's welfare. Referring to Presidential Instruction Number 9 of 2015 concerning Management of Public Communications, basically communication aims to accelerate the dissemination of information to the public and accommodate responses or input from the public regarding government policies. Furthermore, Law Number 14 of 2008 concerning Public Information Disclosure has also provided a legal basis for the right of everyone to obtain public information and every Public Agency has the obligation to provide and serve requests for public information quickly, on time, at low cost and simple way.

One of the Public Bodies that has the task of providing information to the public at the district level such as the Minahasa Regency is the Communication and Information Service, referring to the Minahasa Regency Regional Regulation Number 23 of 2008 Article 3 concerning Organizational Formation and Work Procedures of the Minahasa Regency Service, the main task of the Communication and Informatics Service Minahasa Regency is carrying out regional government affairs in the field of communication and informatics based on the principles of autonomy and co-administration as well as other tasks in accordance with policies stipulated by the Regent based on applicable laws and regulations. Communication and synergy between the Regional Government of Minahasa Regency and the community are so important, that the Minahasa Regency Communication and Information Service established a community complaint service (command center) called the Regional Relief Response Reaction which is usually called the RR-RD Call Center.

The RR-RD Call Center Policy for Minahasa Regency is made in the form of social media, applications or the official website of the Regional Government of Minahasa Regency, which is a means for the community (public) to interact with local government, as a public means for conveying aspirations, complaints, suggestions and criticisms related to issues of infrastructure development, education, health, and other issues that concern the public interest as well as a forum for the Regional Government of the Minahasa Regency to publish and disseminate information about the work programs and achievements of the Regional Government of the Minahasa Regency. There is an RR-RD Call the Minahasa Regency Center also demands that the Minahasa Regency Regional Government through the relevant OPDs to swiftly respond to complaints, suggestions and criticisms from the community, all of which are again in the context of improving people's welfare, especially the people in Minahasa Regency.

The purpose of this study refers to the formulation of the problem, the research objectives are: a. For Knowing Policy Implementation reaction response relief regional (RR-RD) call center in Service Communication and Informatics Regency Minahasa. b. For knowing Constraint Which faced DiskominfoIn Policy Implementation Reaction response relief regional (RR-RD) call center in Minahasa Regency.

LITERATURE REVIEW

Public Policy

Etymologically, the term policy or policy comes from the Greek "polis" which means city-state which then enters Latin into "politia" which means country. Finally entered into the English language "police" which means regarding the control of public matters or government administration. Hasan (2017) states the notion of policy is the term "policy" or "policy" is used to designate the behavior of an actor (for example an official, a group or a government agency) or a number of actors in a particular field of activity Rose (in Hamdi, 2014: 38) defines policy as a long series of related activities and their consequences for those concerned, rather than just a decision.

Furthermore, Hamdi's opinion (2014) states that the notion of public policy is one of the outputs or results of the process of administering government, in addition to public government services, public goods, and regulations. Today the term policy is more frequently and widely used in relation to government actions or activities such as state behavior in general, to see the success of a policy and action in decision making, it really depends on the implementation of the policy itself. According to Wahab (2012:178) policy is an action that leads to a goal proposed by a person, group or government in a certain environment in connection with the existence of certain obstacles while looking for opportunities to achieve the desired goals or objectives.

Community Participation

Development planning will be right on target, well implemented and beneficial as a result if implemented to meet community needs. Development must be carried out from the people, by the people and for the people. This view shows the principle of democracy in the concept of national development. The community needs to be directly involved not because of mobilization, but as a form of participation based on awareness, in the development process, the community is not merely treated as an object, but rather as a subject and actor or actors in development so that it is hoped that prosperity and fulfillment of public interests will be achieved as expected.

Community participation in general means the participation of all community members in solving a problem. Mikkelsen (2013) argues that participation is something that must be developed in the development process. Participation is an active process, which implies that the person or group concerned takes the initiative and uses their freedom to carry out an activity which is voluntary involvement and participates in self-development, life and the environment.

Local Government

The 1945 Constitution emphasizes that Indonesia is a unitary state in the form of a republic. It was also emphasized that Indonesia is a constitutional state with people's sovereignty, thus, Indonesia is a constitutional state, based on democracy, and in the form of a unitary republic. Article 18 paragraph (5) of the 1945 Constitution states that regional government is an autonomous region that can carry out government affairs to the fullest extent possible and has the right to regulate government authority except for government affairs which are determined by law as central government affairs.

The term government according to Finer in Kuper (2010) at least refers to four main meanings, namely first, government refers to a process of government, where power is operationalized by those who legally hold power. Second, the term government refers to the existence where the government process takes place. Third, the government directly shows the person who occupies government positions as the executor of power. Fourth, the term government

also refers to aspects of the form, method or system of government in a society, namely the structure and management of government agencies and the relationship between those who rule and those who are governed.

Research Framework

The framework of thought is an explanation of the things that will become objects that are compiled based on a literature review. In accordance with the formulation of the problem to analyze the success of the Implementation of the CALL CENTER REACTION RESPONSE REGIONAL REACTION (RR-RD) Policy at the Minahasa District Communication and Information Service, the following framework was built, See figure 1.

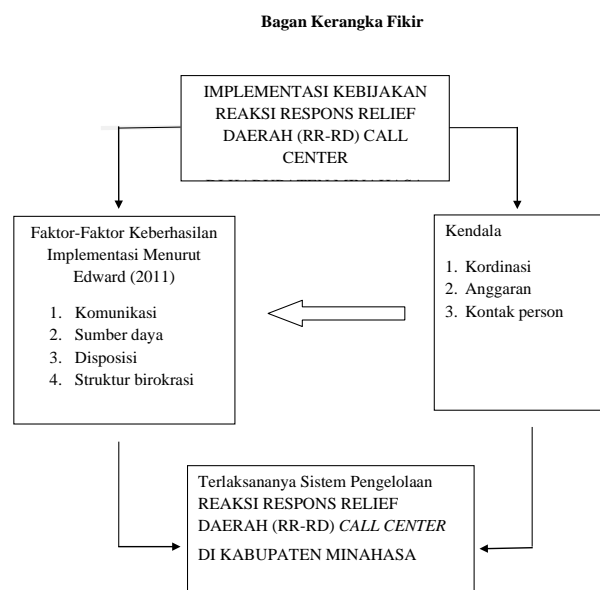


Figure 1. Thinking Framework Chart

METHOD

Approach Study

The type of research used in this research is descriptive qualitative, with a phenomenal approach, namely research used to examine natural object conditions, where researchers are the key instrument, data collection techniques are carried out in a triangulation (combined) manner and research instruments use interviews, data analysis is inductive/qualitative, and the results of qualitative research emphasize the meaning of generalization (Sugioyono, 2013). The reason the researcher uses this type of qualitative research is because in analyzing the results of the research it is descriptive or describing a phenomenon with an interview measuring instrument, namely in the context of this study the aim is to find out the implementation of the Call Center Regional Relief Response Reaction (RR-RD) policy at the District Communication and Informatics Office Minahasa.

Research focus

The research focus is the concentration of focus on the essence of the research to be carried out. This must be done in an explicit way so that in the future it can make it easier for researchers

before going to the field to make observations or observations even when carrying out research results. Besides that, the focus of research is very important so that research can be directed and not deviate from the initial purpose of research. The focus of this research is the implementation of the Call Center Regional Relief Response Reaction (RR-RD) policy at the Minahasa Regency Communication and Information Service which can be described in detail in the table 1.

The focus of this research is seen from the background of the problem which is formulated in the formulation of the problem which is studied based on the theory in the literature review. Thus, the focus of this research includes Communication, Resources, Disposition, Bureaucratic Structure and the constraints include Coordination, Contact Person, and Budget (Budget) in the Implementation of the call center reaction response regional reaction (RR-RD) Policy at the Minahasa District Communication and Information Service.

Description of the research focus, namely the explanation and description of each focus observed in providing convenience and clarity about observations. Based on the research focus of the title above, it can be described as follows:

1. Communication, which is seen from the information submitted by the government in the form of socialization related to the existence of the RR-RD call center- Report complaint grup application program to the Minahasa District Communication and Informatics Office.
2. Resources, namely in terms of human resources, budget and facilities in the implementation of the relief response application program regional relief (RR-RD) call center at the Minahasa Regency Communication and Information Service, namely skills in following up incoming complaints, capital adequacy and facilities provided adequate.
3. Disposition, which is seen from the desire, willingness and inclination of policy actors to implement and realize the call center regional response reaction (RR-RD) application program at the Minahasa District Communication and Informatics Service appropriately and quickly in following up on incoming complaints.
4. The bureaucratic structure is seen from the division of labor in the management of the call center react response application program at the Minahasa Regency Communication and Information Service in accordance with the applicable standard operating procedure (SOP).
5. Coordination seen from the district admin and liaison officials lacks coordination
6. Contact person (Contact person) can be seen from the number of complaints that come in face to face but do not have a contact person
7. The budget, namely (Budget) seen from the uneven socialization related to the application program reaction response relief regional (RR-RD) call center at the Minahasa Regency Communication and Informatics service because there is no budget for socialization

Resources

The research location was carried out at the community complaint service (*command center*) at the Minahasa District Communication and Information Office . The reason the researchers took this location as the object of research was because based on the author's initial observations the Service was less effective in implementing the *Call Center* Regional Relief Response Reaction (RR-RD) policy. The research time has been conducted since July 2021. The sources of informants in this study were selected *purposively* , namely determining the informants to be interviewed on research objects related to the problem or research focus. The reason the researcher uses *purposive* aims is to collect informants objectively, with the assumption that the informants taken are representative *for* the researcher, so that direct data collection at the source of the data can be carried out proportionally for the accuracy of the research. In addition, the data used in this study is homogeneous data, meaning that the data used in this study are the same, so that the informants

interviewed are quite partial. As for the sources of information or informants who are considered to represent and relate to the problems of this research are as follows table 1.

Table 1. Number of Research Informants

No	Informant Position	Number of informants interviewed
1	Head of Communication and Information Office of Minahasa Regency	1 person
2.	Head of Communications	1 person
3.	Head of Information Division	1 person
4.	Diskominfo staff	1 Person
5.	Society (Public)	1 Person
Amount		5 People

Data collection technique

1. Observation

Observation, namely conducting direct research by observing internal ASN behaviour To do services at the Department of Population and Civil Registration of Minahasa Regency for situations, conditions, and service activities at the Office of Population and Civil Registration of Minahasa Regency

2. Interview Deep (*In-depth-Interview*)

Interview in depth (*In-depth-Interview*) with the used semi-structured interview guide.

3. Documentation

Documentation in the form of policies, SOPs, complaint data community on the network social RRRD Call Center, Organizational structure of the Minahasa Regency Population and Civil Registration Service as well as equipped Documentation photos at the time of the research.

RESULTS AND DISCUSSION

Minahasa Regency is one of the regencies that has implemented the call center reaction response application innovation program from 2018 to 2022 and has been running for 4 years. reaction response relief regional (RR-RD) call center is an online service for conveying all community aspirations and complaints that is integrated with Facebook where all Heads of Regional Work Units (SKPD) are included in the system. reaction response relief regional (RR-RD) call center to realize the "no wrong door policy" or no wrong door policy meaning in this case the government provides the right policy, which guarantees the right of the public so that complaints from anywhere and of any type will be channeled to the public service provider authorized to handle it. The existence of the RR-RD Call Center Complaints Group can also increase public trust in the government. RR-RD call center complaint group itself stands for policy process. The implementation of the relief response reaction (RR-RD) policy at the Minahasa Regency Communication and Information Service was analyzed using the theory of policy implementation from Edward (2011) which stated that there were four factors for successful implementation, namely communication, resources, disposition, and bureaucratic structure. The research results are as follows:

1. Communication

Communication itself is the process of conveying information from the communicator to the communicant. Communication is one of the important elements that influence the implementation of public policy. The success of a policy depends on the communication process. Good communication will make the call center reaction response relief (RR-RD) application program implemented in Minahasa Regency. The Minahasa Regency Government, in this case the Communication and Informatics Office, has provided socialization to the community and village/kelurahan governments regarding the program so that they can know how to report properly and become familiar with the REaksi response relief regional (RR-RD) call center program itself so that it can help socialize to the public about the RR-RD call Center complaint group application program. This proves that the Local Government in implementing the call center reaction response (RR-RD) policy at the Minahasa Regency Communication and Information Service has tried to do their best. But because there is no budget for socialization so that socialization has not been evenly distributed with the presence of Covid-19 which has also hampered government activities in conveying the socialization of the call center response related reaction (RR-RD) program to every region in Minahasa Regency. But in this case the government remains optimistic about trying various ways, one of which is by socializing the reaksi response relief call center (RR-RD) application program through radio, social media, placing stickers, procuring complaint posts, and making banners.

The following is the result of an interview with the Head of the Minahasa Regency Communication and Information Service who stated that: "We ourselves, from the Department of Communication and Informatics, have conducted outreach to the community regarding the call center react response (RR-RD) program, but it has not been evenly distributed in every region in Minahasa Regency because there has not been a budget for outreach from the central government so it has not been maximized and there is a COVID-19 pandemic is also an obstacle for us in conveying socialization. (Interview, July 27, 2022). Based on the results of the interviews above, the researcher can conclude that socialization has been conveyed by the Regional Government regarding the application program reaction relief relief regional (RR-RD) call center to the community, but it has not been evenly distributed in every region in Minahasa Regency. this is because there is no budget for socialization so it cannot be said to be optimal.

Similarly, what was explained by the Head of the Public Opinion and Information Management Section at the Minahasa District Communication and Information Service stated that: "Socialization has been carried out both to the community and the village/kelurahan government regarding the RR-RD call center complaint group application program. Prior to this socialization, the number of complaints received was only 30%, but after the socialization to the village/kelurahan government there was an increase to 80% of complaints received. From several regencies in South Sulawesi, our Minahasa Regency is one of the regencies that has achieved 100 percent follow-up of complaints from January to September 2022 so we have 100 percent verified because there are no pending complaints, nothing has been archived, everything is verified perfectly." (Interview, AB 12 September 2022).

Based on the results of the interview above, it can be concluded that the Implementation of the call center regional related response (RR-RD) Public Service at the Minahasa Regency Communication and Information Service has been carried out, seen from the increase in the number of complaints that came in before and after the socialization was held. Then what I interviewed was the Head of the Public Communication Resources Section and Inter-Institutional Cooperation Relations at the Minahasa Regency Communication and Information Service who said that: "It has been implemented quite well, socialization has also been carried out to the community and village/kelurahan governments regarding the application program reaction response relief

regional (RR-RD) call center. Even though socialization has not been evenly distributed in all areas in Minahasa Regency, we will try to provide socialization through radio, social media, attaching strikers, procuring complaint posts and procuring banners. Many local governments themselves know about this program.” (Interview, AA 12 September 2022).

Based on the results of the interview above, it can be concluded that the implementation of the call center reaction response (RR-RD) Policy at the Minahasa Regency Communication and Information Service has been implemented quite well, socialization has been carried out to the village/kelurahan government so that what is expected by the government can be carried out optimally.

Service Portal

Service portal RR-RD call center see figure 2 and figure 3.

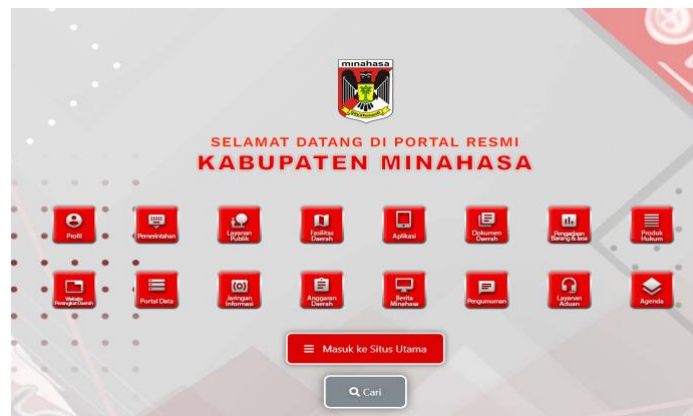


Figure 2. home page portal RR-RD call center



Figure 3. RR-RD Command Center Application, RR-RD Call Center

Based on the results of the interview above, it can be concluded that the implementation of the call center reaction response (RR-RD) policy has been realized and the government has tried to provide the best for the people of Minahasa. From all the results of the interviews that the researchers conducted, it can be concluded that human resources, seen from the performance and skills of the management team, followed up on all incoming complaints without being postponed or archived, all 100% verified perfectly. And for insufficient budget resources for the socialization process of the call center react response application program so that this is an obstacle, the local

government can overcome this by conducting outreach via radio, social media, affixing stickers, procuring complaint posts and procuring banners. As for the resource facilities, the local government provides the necessary facilities in managing the call center react response (RR-RD) application program in Minahasa Regency, such as the availability of laptops, wifi and also printers with air-conditioned rooms. Thus, the application program reaction response relief regional (RR-RD) call center at the Office of Communication and Information of Minahasa Regency was implemented. In this case, it is in accordance with Edward's theory that good resources will support the success of implementation so that it is hoped that the government can work as much as possible in accordance with Edward's theory in order to achieve the desired results.

2. Disposition

The success of the program depends on the character and characteristics possessed by the implementer. If the implementer has a good disposition, he will be able to run the program very well, as expected by the Minahasa Regency government, that with the application program reaction response relief regional (RR-RD) call center, this will make Minahasa better. Seeing the seriousness of the government in this matter, the purpose of the establishment of the program is to give rights to all Indonesian people, including the Minahasa Regency, to submit complaints and aspirations to the government. RR-RD call center can improve the quality of public services and also public trust. This is according to the results of interviews with several informants, as follows:

As the result of an interview with the Head of the Minahasa District Communication and Information Service: "The reaction response relief application program (RR-RD) call center was formed to reduce issues that occur in the community and to improve the quality of public services in Indonesia, including Minahasa Regency. This application is derived from the Ministry of Administrative Reform Bureaucratic Reform, so if they say that this program has been stopped and not continued, then we from the regional government, in this case the Minahasa District Communication and Information Service, will also stop according to what the central government said" (Interview, SB 27 July 2022).

Based on the results of the interview above, it can be concluded that the application program reaksi response relief regional (RR-RD) call center has a positive impact, because it dampens issues that will circulate to the community. This has become one of the objectives of the call center reaction response relief (RR-RD) application program, which is to increase public confidence regarding government performance. the government as the implementer provides the best for the community with the Implementation of the RR-RD call Center COMPLAINT GROUP Policy, its own sustainability depends on the central government.

Similarly, what was explained by the Head of the Public Opinion and Information Management Section of the Minahasa Regency Communication and Information Service stated that: "If there is a complaint that comes in, I immediately position it to the liaison officer and immediately handle it, but sometimes the liaison officer is not active, so usually if that happens, I immediately contact the head of the relevant service so that the complaint can be handled appropriately. the program was formed to improve the quality of public services and is a derivative of the central government, in this case the Ministry of Administrative Reform, if they say stop, we will stop. Because the call center reaction response relief (RR-RD) application program is not from us" (Interview, AB 12 September 2022).

Based on the results of the interviews above, it can be concluded that the Minahasa District Government is following up on the reaction response relief center (RR-RD) application program in the right way. The program was formed to improve the quality of public services and derivatives of the Ministry of Administrative Reform Bureaucratic Reform so that the disposition becomes a form

of success of a program if the implementer runs the call center reaction response program very well then it will be implemented as desired.

Furthermore, I interviewed the Head of the Public Communication Resources Section and Inter-Institutional Cooperation Relations at the Minahasa Regency Communication and Information Service who said that: "With the regional relief response (RR-RD) call center, we can find out what problems are occurring in the community, for example, if there is a damaged road, you can complain to the report, we immediately follow up with the PU service and the application program, the RR-RD call center-report complaint group. from the center, so if the application does not continue, well, we will stop it according to the coordination from the center, so we will do it offline and make new breakthroughs" (Interview, AA 12 September 2022).

Based on the results of the interview above, it can be concluded that the application program reaksi response relief regional (RR-RD) call center can find out the obstacles that occur in the community and then immediately follow up on PU and this can be resolved. The call center reaction response relief (RR-RD) application program can run depending on how the disposition is in this case the government as the policy maker. Next, I interviewed the Minahasa District Communication and Informatics Service Staff who stated that: "So far we depend on the center because he made the program. We as the local government hope that this program will continue so that it will be easier for the community to find out what obstacles are felt by the community out there with the application program grup complaints rr-rd call center - We got this report. help answer the concerns felt by the community through this program. Hopefully this program will continue as intended" (Interview, NA 8 September 2022).

Based on the results of the interviews above, it can be concluded that the Regional Government hopes that the call center related response response (RR-RD) application program can continue to run as intended so that with the RR-RD call center-Report complaint group application program it will answer the concerns that arise. felt by society. In this case, if the implementer has a good disposition, it can determine the success of the RR-RD call center complaint group program. Based on the results of observations made by researchers in the field, this is in accordance with what was explained by the Head of the Statistics and Coding Information and Communication Service, Head of the Public Opinion and Information Management Section of the Statistical and Coding Information and Communication Service, Head of the Section for Public Communication Resources and Inter-Agency Cooperation Relations Communication and Informatics Office, and staff of the Minahasa District Communication and Informatics Office. that the implementation of the call center response relief reaction (RR-RD) policy is carried out according to the goals and objectives of the government as the implementer so that implementation can be achieved and running as it should. Then I interviewed the community as the head of the RW on Kayangan Street, Bissappu District, Minahasa Regency, saying that: "The government has been working well and I hope that the RR-RD call center- report complaint group program can continue as it should and Minahasa services will be even better with this program" (Interview, BB 20 July 2022).

Based on the results of the interview above, it can be concluded that the Government of Minahasa Regency has tried to do well in implementing the call center regional response reaction (RR-RD) Policy in Minahasa Regency. From all the results of the interviews the researcher can conclude that the Regional Government has a fairly good disposition judging from the accuracy of the management team following up on incoming complaints and outreach delivered to the community and Village/Kelurahan Government so that the RR-RD call center- complaint group application program will make Minahasa is better. Seeing the seriousness of the government in this matter the aim of the establishment of the program is to give rights to all Indonesian people including the Minahasa Regency to submit complaints and aspirations to the government so that

the purpose of the RR-RD Call center complaint group itself is to manage public complaints in a simple, fast, appropriate and well-coordinated, providing access for public participation in submitting complaints and improving the quality of public services can be implemented. This is in accordance with Edward's theory that a good disposition will be a factor in successful implementation by implementers with high honesty and commitment.

CONCLUSION

Implementation of the call center react response reaction policy at the Minahasa District Communication and Information Service, it can be concluded that there are 4 indicators that serve as benchmarks as follows: a. Communication: Communication went well, seen from the socialization carried out by the Regional Government, in this case the Minahasa District Communication and Information Service to the community and village/kelurahan governments regarding the application program reaction response relief regional (RR-RD) call center, but not yet evenly distributed in all areas in Minahasa District. b. Resource: To implement the application program reaction response relief regional (RR-RD) call center, in this case the Minahasa Regency admin who was appointed as the management team has successfully handled all incoming complaints through the RR-RD call center complaint group application - Report 100% verified perfectly without some have been postponed or archived and local government facilities have provided laptops, wifi and printers which are also equipped with air-conditioned rooms. c. Disposition: The Regional Government has carried out its duties well, seen from the way it follows up on incoming complaints and the form of outreach delivered to the community and the village/kelurahan government of the Minahasa regency regarding the RR-RD call center complaint group application program. d. Bureaucratic structure: In this case the application program call center response relief reaction (RR-RD) is implemented with a clear Standard Operation Procedure (SOP) in accordance with permenpanrb No. 62 of 2018 concerning Guidelines for the National Public Service Complaint Management System (RR-RD call center complaint group).

REFERENCES

- Agustino, Leo. (2018). *Dasar-Dasar Kebijakan Publik Edisi Revisi*. Jakarta: Pustaka Setia.
- AlFatih, Andy. (2010). *Implementasi Kebijakan dan Pemberdayaan Masyarakat*. Bandung: UNPAD Press.
- Astuti, Widi. (2018). *Perencanaan Pembangunan dan Aplikasinya*, Yograkarta: Andi Offset.
- Batinggi, Ahmad. (2010). *Manajerial Pelayanan Umum*. Jakarta: Universitas Terbuka.
- Djamaluddin, Deddy. (2014). *Komunikasi Persuasif*. Bandung: PT. Remaja Rosdakarya.
- Djohan. (2017). *Demokrasi, Representasi dan Sistem Pemilu (WIDYA PRAJA No. 26 Tahun XVII, 1997) IIP*.
- Dwijowijoto. (2013). *Kebijakan Publik dan Penerapannya*. Jakarta: Inti Media.
- Dwiyanto, Agus. (2011). *Mewujudkan Good Governance Melalui Pelayanan Publik*, Yogyakarta: Gajah Mada University Press.
- Hamdi, Muchlis. (2014). *Kebijakan Publik Proses, Analisis dan Partisipasi*, Jakarta: Ghalia Indonesia.
- Hasan, Alwi. (2017). *Kamus Besar Bahasa Indonesia*. Jakarta: Balai Pustaka.
- Hetifah, Sumarto. (2013). *Inovasi, Partisipasi dan Good Governance*. Jakarta: Yayasan Obor Indonesia.

- Irene, Siti. (2011). *Desentralisasi dan Partisipasi Masyarakat*, Yogyakarta: Pustaka Pelajar.
- Ismail, Nawawi. (2010). *Public Policy (Analisis, Strategi Advokasi Teori dan Praktek)*. Surabaya: PMN.
- Kuper, Adam, & Jessica. (2010). *The Social Science Encyclopedia (Terjemahan)*. Jakarta: PT Raja Grafindo Persada.
- Lukman. (2013). *Pedoman Penyusunan Pelaporan Akuntabilitas Kinerja Instansi Pemerintah*, Jakarta : Inti Press.
- Mazmanian dan Sabatier, Paul. (2013). *Implementation And Publik Policy Alih Bahasa*. Jakarta: Fokus Media.
- Mikkelsen. (2013). *Pengantar Ilmu Politik*. Jakarta, Pusat Penerbitan Universitas Terbuka.
- Moeljarto, T. (2007). *Politik Pembangunan, Sebuah Analisis, Arah dan Strategi*, Yogyakarta: PT Tiara Wacana Yogya.
- Mukarom, Zaenal. (2015). *Manajemen Pelayanan Publik*. Bandung: Pustaka Setia.
- Ndraha, Tazitudulu. (2010). *Kibernetologi Ilmu Pemerintahan*, Jakarta: Grasindo.
- Parasuraman. (2014). *Prinsip-Prinsip Total Quality Service Edisi Revisi*. Yogyakarta: Andi Offset.
- Parson, Wayne. (2015). *Public Policy: Pengantar Teori dan Praktik Analisis Kebijakan*. Jakarta: Prenada Media.
- Parwoto. (2017). *Perencanaan Pembangunan Partisipatif*, Solo: IPGI.
- Putra, Fadillah. (2010). *Penyelenggaraan Pemerintahan Daerah*. Bandung: Fokusmedia.
- Rahardjo, Adisasmita. (2016). *Pembangunan Pedesaan dan Perkotaan*. Yogyakarta, Graha Ilmu.
- Rasyid, M. Ryaas. (2017). *Penyelenggaraan Pemerintahan Daerah*. Bandung: Fokusmedia.
- Riyadi. (2011). *Perencanaan Pembangunan Daerah*, Jakarta: PT. Gramedia Pustaka Utama.
- Rupidara, Neil. (2016). *Modal Intelektual dan Strategi Pengembangan Organisasi dan Sumber Daya Manusia*. Universitas. Kristen Satya Wacana.
- Sajogyo. (2011). *Sosiologi Pedesaan*. Yogyakarta, Andi Offset.
- Sastropetro. (2014). *Partisipasi Sebagai Keterlibatan Mental*, Jakarta: Cusio Graff.
- Setiawan, Guntur. (2009). *Implementasi Dalam Birokrasi Pembangunan*. Yogyakarta: Pustaka Pelajar.
- Soetomo. (2016). *Pengantar Sosiologi Politik*. Jakarta, PT. Raja Grafindo Persada.
- Sugiyah, 2010, *Partisipasi Komite Sekolah dalam Penyelenggaraan Rintisan*. Sekolah, Jakarta: Algifari.
- Sugiyono. (2013). *Metode Penelitian Kualitatif dan Kuantitatif R dan D*, Bandung: Alfabeta.
- Sumodiningrat, Gunawan. (2019). *Pemberdayaan Masyarakat dan Jaringan Pengaman Sosial*, Jakarta: PT Gramedia Pustaka Utama.
- Surbakti, Ramlan. (2002). *Memahami Ilmu Politik*. Jakarta: PT Gramedia Widiasarana.
- Sutopo, dkk. (2012). *Kapita Selekta Manajemen Pemerintah*. Bandung: Focus Media.
- Thoha, Miftah. (2010). *Kebijakan Publik: Formulasi, Implementasi, dan Evaluasi*. Jakarta: Grasindo.
- Tjiptono, Fadly. (2012). *Administrasi Perusahaan dan Pelayanan Publik*. Jakarta: Nimas Multima.
- Tjokroamidjojo, Bintoro. (2013). *Pengantar Administrasi Pembangunan*, Yakarta: CV Media Utama.
- Wahab, Solihin Abdul. (2012). *Analisis Kebijakan Dari Formulasi Ke Implementasi Kebijaksanaan Negara Cetakan Ke-Dua*. Jakarta : Bumi Aksara.
- Winarno, Budi. (2012). *Kebijakan Publik*. Jakarta: Elek Media Komputindo.