

UDC 331

THE MANAGEMENT OF DEMOGRAPHY ADMINISTRATION SERVICE: A STUDY IN DEMOGRAPHY AND CIVIL REGISTRATION DEPARTMENT OF BATU CITY

Sumartono, Suryadi, Sofian Octa Dwi*

Master's Program in Public Administration, Faculty of Administrative Science,
University of Brawijaya, Indonesia
*E-mail: sofian_octa@yahoo.com

ABSTRACT

The function of government service is to provide public services in an equitable and democratic way and also non-privately. One of the services is in demography administration. Nowadays, citizen as the user of the service is marginalized; their needs and interests are often not considered by the service management as it happens in Batu City. In order to improve the demography administration service management it needs a certain effort to improve the management aspect including planning, organizing, actuating and controlling. The method used in this research was qualitative descriptive by analyzing service management process and the obstacle in demography administration service implementation. The first step is planning, seen from the problem identification which was formed into a service activity program. The second step is organizing, explained in the duty and function in an organization structure. The third step is actuating; it was a mechanism implemented in giving service. The fourth step is controlling or supervising which is applied as performance monitoring and evaluation. Therefore, with the improvement of integrated service management it will reach the purpose of giving a qualified service to the citizen.

KEY WORDS

Management, public service, demography, administration.

Ndraha (2003, in Rewansyah 2015) explained that government has two basic functions which are primary function which is known as service function, and secondary function known as empowerment function. The primary (service) function is the government as a provider while secondary (empowerment) function is the government as a demand and requirement provider for people's need which cannot be fulfilled by themselves because of their weakness and powerless. However, the role of government today in public service aspect is still out of people's expectation.

Fiscal and administration decentralization which has been implemented by moving the authority of decision making about public service and its financial resource does not make public service system become friendlier to the citizen's interest. It is important to improve the management collaboratively to cope with service need of the citizen which tends to increase both qualitatively and quantitatively. Government has limited resources while people's need is bigger and more various.

Public service management approach which used to concern on government bureaucracy cannot be used and cannot be a basis any longer. Service management should open a room for people's aspiration in the application of public service. People's aspiration is not only in the decision making about the goods and services that need to be provide to fulfill people's need but also in the management of its application.

What is meant by management activity here is the activity conducted by the management in order to reach the determined purpose (Moenir, 1998) and service management itself is a management of process, which is a side of management that organizes and controls the service process to make sure that service activity mechanism can run orderly, smooth, right on target, and satisfying. In a normal condition of course, the process of satisfying service providing needs attention. In this context, the efforts which are directed to the service providing ways become relevant to be observed, evaluated, and improved continuously.

Public service in demography administration is one of the service duties conducted by the government to serve people including its function in demography administration service such as identity card (KTP), family document (kartu keluarga), birth certificate (akta kelahiran), marriage certificate (akta pernikahan) and many other. It is a service held to guarantee the basic right and need of the citizen. Demography administrative service is important in people's life because it guarantees their existence, identity, and civil rights. That service is significant and becomes a part of public service which has to be held by the country.

There is still problem happens in demography administration service such as limited printing material to fulfill people's demand, administration process requirement to get demography document is still complicated, etc. Those problems also happen in demography administration service of Batu City.

Since the issue of Batu City Government based on Law Number 11 Year 2001 About Batu City Development, Batu City experiences many changes demographically. Demography dynamics is continuously developed together with the growth and development rate of Batu City. People's need of public service in many aspects need to be improved, including the demography and civil registration aspect.

However, there are still several problems appear about the managerial in the implementation of service duty and function and it implies the process of demography administration service in Batu City. The problems that can be categorized as management function are as follows.

Planning function, it is that any activity which is decided by determining things to do to reach the purpose in a plan must need support from any resources. However, the reality is that there is no serious effort from the government to periodically involve the citizen to analyze service need in the planning process.

Organizing function includes determination and formation an institution and also arranging the relationship among the institutions. The most important principals are job distribution, delegating the authority, and coordination. The sub-part of organization formed in Demography and Civil Registration Department in Batu City is basically already agrees with the office job analysis which has been determined. The problem is that the number of the officer do not cope the service needs so there often over lapping and duplication of work.

Actuating function of the management hardly reach the expected result. It can be seen from the mechanism used in serving people, there are lot of them still cannot access the service. Controlling function is that controlling is not only done by a leader but it is expected to appear from each stakeholder in associated with the activity especially the citizen and functional controlling department. However, the reality shows that there is no standard for service controlling which is clear and easy enough to be understood by the user that can be used to protect their rights and to control the attitude of service provider.

LITERATURE REVIEW

Public Administration Paradigm, New Public Service. J.V Denhardt and R.B Denhardt (2003:42-43) suggested to leave classic administration principal and reinventing government or NPM and turn to New Public Service principals that public administration has to:

- Serve citizen, not customer;
- Seek the public interest;
- Value citizenship over entrepreneurship;
- Think strategically, act democratically;
- Recognize that accountability is not simple;
- Serve rather than steer;
- Value people not just productivity.

Management and Management Function. The dimension of management relates with how to apply management principals to implement public policy. Centering attention toward how to apply what have been decided through certain principal. Emphasizing on the

application aspect is reflected from the definition stated by Mary Parker cited by Keban (2014:91) that management as a process of getting things done through other people. The definition contains several elements including: First is that management is a process of coordination that controls synergism. Second is that the process is conducted among people who are led by a person functions as a manager or a leader. Third is that the coordination is guided by certain principals which has been proven its reliability.

In the classic management approach explained by George R. Terry as cited in Wiyanto (2012) that management function includes: Planning, Organizing, Actuating, and Controlling. According to Schermerhorn, J. R. (1996) cited in Wiyanto (2012:75) there five steps in planning process, they are:

- Target determination which means the target is a result of expected specified result;
- Recent condition evaluation, it means evaluation is conducted by comparing recent condition to the target;
- Alternative act analysis and target attainment planning;
- Implementing the planning and evaluating the result.

Organizing is a process of human and other resource management to reach the determined purpose. According to Schermerhorn, J.R (1996) cited in Wiyanto (2012:127) organizing includes job distribution, delegation, resource allocation, and work coordination. According to Mukarom and Laksana (2015:56) actuating is a program in order to run by the entire part of an organization and to motivate them to perform their responsibility with full of awareness and productivity. The function of actuating includes: 1) Applying the process of leadership, supervising, and motivating to the employees so they can work effectively and efficiently to reach the goal. 2) Giving task and routine explanation about the job describing the decided policy.

According to Stoner J.A, R. E Freeman and D.R. Gilbert Jr (1995) cited in Wiyanto (2012:220) controlling process has several steps which are: determining the standard and method to measure performance, measuring performance, deciding whether the performance has met the standard and taking corrective act.

Public Service Management. Overman (1991) cited in Keban (2104:92) public management is an inter disciplinary from organization's general aspects and is a compilation of management function such as planning, controlling, and organizing in one side with human resource, financial, physical, information, politic, etc.

Mukarom (2015:80) explained public service management as follows: service management is a process of knowledge implementation and the art of plan arrangement, implementing the plans, coordinating and finishing the service activity in order to reach the purpose of service. Public service management is needed in the implementation of public service as a primary service provider to the citizen as a realization of government' duty as people's servant, so the principles of public service are fulfilled, which are: transparency, accountability, conditional, participative, equal right, and the balance of right and duty.

Public Service Model and Quality. Rewansyah (2012:66) explained five models of public service as follows:

- Functional technical service pattern that is a pattern of public service which is given by one government institution based on its main task function and authority;
- One door service pattern that is a pattern of public service which is given by one and only government institution based on authority delegation from the other relevant institution;
- One roof service pattern that is a pattern of public service which is integrated in one relevant government institution based on the authority of each section;
- Centralized service pattern that is a pattern of public service which is conducted by one government institution that acts as a coordinator of other institution's service related to the relevant public service field;
- Electronic service (E-services) pattern that is a pattern of public service that uses information and communication technology as an automation in service providing

which is On Line Service (OLS) so it can adjust the need and capacity of the consumer.

Demography Administration. In Law Number 24 Year 2013 About Demography Administration it is explained that Demography Administration is a series of activity of ordering and controlling in the publication of demographical documents and data through citizen enlistment, civil registration, information management of demography administration also empowering the result for public service and other sector development. Implementer Institution implements demography administration with the responsibility includes what is described in section 8 as follows:

- Enlisting demography event and recording important event;
- Providing same and professional service to everyone for the report of demography event or important event;
- Printing, publishing, and distributing demography document;
- Documenting the result of citizen enlistment and civil registration;
- Assuring confidentiality and security of the data about demography event and important event;
- Verifying and validating the data and information reported by citizen in the service of citizen enlistment and civil registration.

METHODS OF RESEARCH

Research type would be used by the researcher was qualitative research using descriptive approach. This research aimed to describe a social process, especially the problem in public service. By this approach the researcher could get a complete image about the problem which was formed by focusing on the process and observation which was studied more comprehensively, deep, and natural. Qualitative research according to Silalahi (2009:77) is defined as process of investigation to understand a social problem based on the creation of complete and holistic image formed from words, reporting informant's view in detail, and compiled in a natural background.

The focus of this research included: 1) The management of demography administration service with the target and study as follows: service planning, service organizing, service implementation, and service controlling or monitoring. 2) The challenge in the management of demography administration service included: information and technology advancement, tools and infrastructure and also people's comprehension about demography administration.

The location of this research was in Demography and Civil Registration Department (Dinas Kependudukan dan Pencatatan Sipil) Batu City located in Balai Kota Among Tani Building C First Floor on Jl. Panglima Sudirman Number 507 Batu City. The location was selected with following reason: Demography and Civil Registration Department of Batu City is a government institution which was formed to provide demography service in demography registration service field through any available services types. It provides services to the people of three sub districts in Batu City, they are Batu sub district, Bumiaji sub district, and Junrejo sub district. Considering the status, Batu City is a new autonomy and tourism city. Therefore, suitable with the condition of the city, the changing of the number of the citizen is very dynamic. Then, the need of citizen toward demography administration service is also increasing.

The data sources of qualitative research are human being, event, research location and document (picture, bundling, archive, journal, and report). Research instrument used in this research were the researcher, interview, and supporting tools (recorder and camera). This research used qualitative data analysis interactive model by Miles, Huberman, and Saldana (2014). The activity in data analysis included four steps as follows: Data Collection, Data Condensation, Data Display, and Conclusion Drawing/ Verifications.

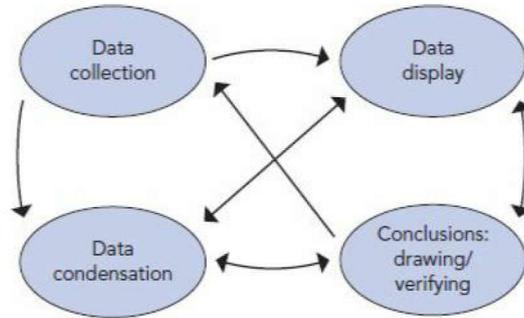


Figure 1 – The Component of Data Analysis Interactive Model (Source: Miles, Huberman and Saldana, 2014)

RESULTS AND DISCUSSION

Demography Administration Service Management. In the study of demography administration service management conducted in Batu City, management becomes the most dominant thing in the implementation of duty and function inside. It is because in management involves the synergy among functions from planning, organizing, actuating, and controlling in a service provide b the government.

The value of effectiveness and efficiency in management becomes important to reach by the government of Batu City especially in giving demography administration service. Based on the data of Demography and Civil Registration Department in Batu City the number of people growth of Batu City in 2017 is 222.540 persons with the area of 202.30 Km² spread in Batu sub district, Bumiaji sub district, and Junrejo sub district. The people growth is increasing in 2010-2016 for 0.1. Besides, in its administrative status Batu City is a city formed in 2001 so the dynamic and complexity of it demography is quite high. With that background, Demography and Civil Registration Department of Batu City has an important role to cope the problems regarding demography. By integrated implementation of management functions in the application of task and function service, the problem of demography will be slowly solved.

The management of demography administration service in Batu City agrees with New Public Service paradigm in which the citizen as the sovereignty holder. To get a democratic government, rather than being run like a company it should be more to serve the citizen democratically that is: fair, equal, not discriminative, honest, and accountable (Islamy, 2003:2). That explanation clearly shows that citizen has right to be served and the government have to provide the best service. It is similar with an opinion by MAhmudi (2007) who argued that public administrator has to responsible for the implementation of public service by giving the best service to the citizen for the increasing prosperity. As a financial supporter in a form of tax, retribution, and other levies the citizen should get the best service from the government as a fulfillment of the citizen's right.

Strategic targets of Demography and Civil Registration Department of Batu City are as follows:

Table 1 – Service Strategic Target Year 2017

Number	PURPOSE	STRATEGIC TARGET	INDICATOR	TARGET 2017
1	The Realization of Ordered Demography and Civil Registration	The Increasing Demography and Civil Registration Service	The Number of Family Document Published	5.000 documents
2	The Realization of People's Awareness about Documents and Demography and Civil Registration Ownership	The Increasing of People's Awareness and Participation	The percentage of E-KTP ownership	100%
			The percentage of birth certificate ownership	77 %

Source: Strategic Planning Year 2017.

According to Service strategic targets of Demography and Civil Registration Department of Batu City year 2017 there are three priority programs to be implemented. In this case, to analyze Demography Administration Service Management, the researcher limits on priority service including: family document (KK) service, E-KTP service, and birth certificate service.

Planning. The process of planning is basically as maximal as possible to be transparent, responsive, efficient, accountable, participative, measured, fair, and have an environmental conception. It used several approaches in planning including technocratic, participative, and politic, *top-down* and *bottom-up* approach pursued to be implemented appropriately based on each portion. In this case the planning conducted by Demography and Civil Registration Department of Batu City including four important aspects that are problem identification, priority program determination, strategic planning, and work plan formation.

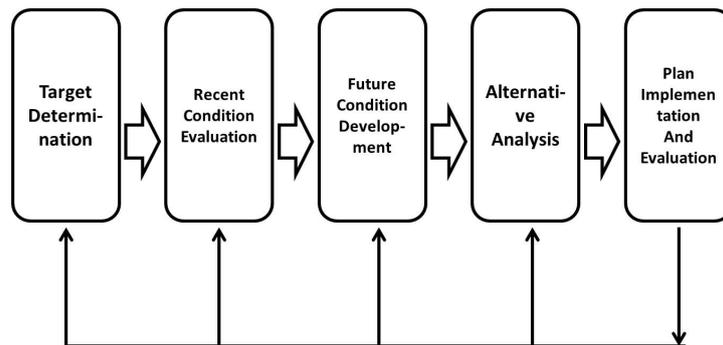


Figure 2 - Five steps in planning (Source: Schermerhorn, J.R., 1996)

Target Determination. Target determination is a specification of expected result. The result of the research shows that in the target determination stage generally conducted in the target of service strategic planning year 2007. After determining the target of strategic planning in demography administration service in 2017, the next step to realize is implementing work plans which used as basic guide in the implementation of task and function in each determined field.

Recent Condition Evaluation. The evaluation is conducted by comparing the recent condition to the target. What is used as evaluation basis in this case is the report of performance which reported per date 25 every month. The report consists of service performance targets. So it will be easy to know how many citizen requesting service, how many of them still in process and also how many products has been received by the requester. Besides, the social condition of the people in Batu City can also be used as a consideration for evaluation.

Future Condition Development. The development conducted by developing future condition scenario. It can be seen from the program and activity in 2017 which was different from the previous year. Innovation in a service is the answer of future condition development. It is proven with the emergence of mobile and online service.

Alternative Analysis. It is an alternative planning prepared if the previous plan is fail. This research found that the government does not pay enough attention to alternative analysis. With a routine evaluation every month, it should be known whether a program is able to reach he target or not.

Plan Implementation and Evaluation. A series of planning implementation made in the end of the year to be implemented in the beginning of next year based on the need analysis and identification, while evaluation is conducted in the of the year to find out the achievement of determined target. Evaluation is conducted in a form of activity monitoring as an activity planning control.

Organizing. Demography and Civil Registration Department of Batu City is one of the organizations which is a regional officer unit of Batu City that its main task is to implement

government duty about demography based on autonomy and co-administration principle, and also to implement official administrative. To implement its task and function organizing the officer in a form organization structure is absolutely needed. It is because organization structure contains job and function description for each level of the officer. There is a certain rule that regulates the organization structure of Demography and Civil Registration Department of Batu City that is by the issued of Peraturan Walikota Batu Number 81 Year 2016 About Position, Organization Structure, Job and Function Description, and Working Procedure of Demography and Civil Registration Department of Batu City. By giving optimum service to the citizen especially in serving identity card, family document, birth certificate, children admission certificate, children legal certificate, death certificate, marriage certificate, and divorce certificate.

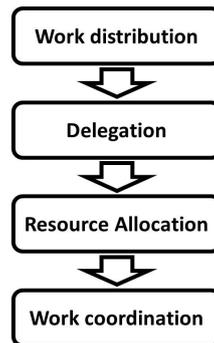


Figure 3 – Four stages in organizing (Source: Schermerhorn, J.R., 1996)

Work distribution. Work distribution appears because of the limited ability of a person to do many kinds of work. It means that in work distribution there must be suitability between the ability with the type of handled work with work procedures and discipline that is easy to understand by the worker. Work distribution in Dispendukcapil of Batu City is realized in an organization structure. It is because organization structure contains job and function description for each level of the officer. Organization structure is a framework where the leader distributes and coordinates the activity of the organization's member. The structure differentiates parts of an organization and depicts the relationship among them.

Delegation. Task is someone's job and responsibility. The job meant here is that a task is given by up-liner to the down-liner as a responsibility of a level/part of organization. The delegation in Dispendukcapil of Batu City which is given by the leader to the officer is hierarchical. It means that the leader periodically gives their officer tasks as a routine.

Resource Allocation. Human resource is generally known as labor. It agrees with the opinion by Garson and Overman (1991) who explained the function of management and human resource that the management of human resource needs to pay attention to the number, types, quality, distribution, and utility of human resource who works in an organization. There are three main things to be implemented in managing or arranging human resource. The first is related to how to earn human resource with an appropriate number and quality. The second is how to improve the quality of the officer so they can work as well as possible with high spirit. The third is how to lead and control them to be appropriate with the purpose of organization.

Work Coordination. Coordination in general is a synergy and balancing process of all activities in a work among parties in order to reach every party's goal and collective goal at the same time. There has been a good coordination between the officer and the leader in Dispendukcapil of Batu City because of the relevant task which forms an integrated network. However, there is still an obstacle occurs in the coordination between the government and other parties especially with the village (kelurahan) government which is specified as data entry officer. It causes the malfunction of data entry officer. However, there is also a good coordination between Dispendukcapil of Batu City with hospitals and midwives around Batu

City. It is proven by the high number of birth certificate and family document proposal handled by that party.

Actuating. Service actuating conducted by Demography and Civil Registration Department of Batu City implements three service mechanism includes:

Manual service mechanism that serves all types of demography administration service. Here the citizen as the requester directly comes to the Dispendukcapil office.

Mobile service mechanism through moving car. This service is given to the citizen only for certain purpose such as the service for E-KTP, family document, and birth and death certificate. Dispendukcapil directly provide the service for the citizen as arranged in a certain schedule. This service is also primary provided for the citizen with special need.

Online service mechanism. This type of service is provided for the citizen including the service of birth and death certificate and family document. This service can be accessed by phone by downloading Batu Capil Lapor or using computer by accessing Dispendukcapil website. The citizen can self-access it or through midwives, or mother and kids hospital. It also can be accessed through data entry officer in village/kelurahan.

It is explained by UGM BPA lecturer (1997) cited in Syamsi (1983:71) that actuating is the main activity in management which push and direct all down-liner to have willingness, purposive, and move to reach the decided goal and to be concerned and united with the plans and efforts of the organization. The result of this research shows that the awareness can be seen in the process of the service started from registration until service product withdrawal. It agrees with the result of interview especially with the citizen as the user of the service who stated that the service provided is good enough. In this case, the measurement involves several service aspects as stated in Peraturan Menpan Number 20 Year 2006.

Controlling. Law Number 25 Year 2004 about National Development Planning System mandating Evaluation and Controlling toward the implementation of development planning. Controlling conducted in a form of monitoring and evaluation includes: performance target achievement measurement, performance monitoring, and service complaint. Controlling is also conducted by reviewing first design of work plan.

Performance achievement measurement which based on the service strategic target year 2017 that the target of the service is 5.000 family documents is able to exceed the target with realization of 17.255 family documents. The percentage of E-KTP with achievement target of 100% only reaches 70% while birth certificate with achievement target of 77% only reaches 41%. According to Schermehom, J.R. (1996) controlling in organization can be conducted by various ways, such as:

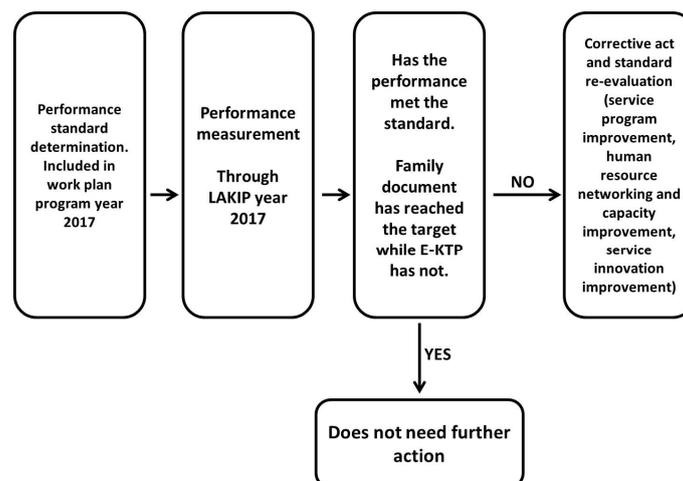


Figure 4 – Controlling Process Stages (Source: J.A, R. E Freeman and D.R. Gilbert Jr, 1995)

Administrative control can be conducted through target achievement, procedure, and performance assessment. It is almost similar to the activity in monitoring and evaluation. So it will be found how many target determined and how many target achieved. Besides, to be

able to be controlled by the citizen Dispendukcapil of Batu City facilitates them with service complaint.

Officer disciplinary system as a realization of responsibility upon the task and function and also the right given to the officer. One of the disciplinary systems is by performing performance control by the leader toward the officer. Besides, face off attendance system is obtained as a controller which directly connected to BKPSDM and also affects the officer's salary allowance. Manual attendance is also obtained under control and it is centered in public and personnel section.

The Challenge in Demography Administration Service. According to Terry (2003:35) there are two main factors of a decision made by manager or leader which are: First is tangible including profit, money, work hour, machine hour, and other quantitative substances. Second is intangible which is generally hard to be evaluated, at least it needs to be known first and then placed in the urgency order and adjusted with the final goal. From Terry's opinion that tangible and intangible factors can be analyzed as a unity that affects demography administration service in Batu City. In this discussion the two factors are categorized as follows: tangible factor includes technology advancement, tool and infrastructure, while intangible factor includes people's lac of comprehension toward demography administration and the lack of village's government support.

Technology Advancement. Information technology usage in the citizen's service is also adopted by Demography and Civil Registration Department of Batu City. It is done to make officer's performance in serving the citizen becomes more effective and efficient. In a general description, the usage of information technology in Dispendukcapil of Batu City is aimed for the main service activity whether it is manual service, mobile service, and online service. With the emergence of SIAK and website content improvement it makes information technology a primary requirement in finishing tasks.

The reality in Batu City today is that the government does not maximally prepare or use information technology in the process of service providing so it is still constrained. The result of interview with the service officer shows that there often loss connection in the internet network so the citizen cannot access online demography service from both website and android application. It is because internet network and website management in Dispendukcapil of Batu City are only available and centered in Communication and Information Department of Batu City.

Information technology in public service is included in the service system. Wolkins as cited in Prasetyo (2012:8) explained that service system is a unity of a combination of relevant service, if a part or a branch of that service system is disturbed it will affect the entire service itself. This opinion exactly explains the challenge occurs in demography administration service management. We know that information technology usage is used in all service providing mechanism from the manual service, online, and mobile service. The three service mechanism use internet as supporting facility. That is why any problem in the internet network will affect the entire performance of the officer.

Limited Tools and Infrastructures. Tools and infrastructures in general are supporting equipment for the successful process of the effort in the public service, it is because if one of these aspect do not exist all conducted activity will not gain the expected result. Moenir (1998) explained that tool is any kind of equipment, work supply and facility functioned as main or supporting tool in the implementation of work, and also for any interest related with the work organization.

Tools and infrastructures also becomes a challenge in demography administration service of Batu City. It is divided into two obstacle categories related to tools and infrastructure. First is the obstacle experienced by the service provider or officer including: the lack of computer (hardware) for operational activity, the high cost for service operational tools treatment, the capacity of moving car and document's store room which is not in one location with the office. Second is the obstacle experienced by service user/citizen/requester including: waiting room which is not capacious enough and other supporting facilities such as the toilet is too far, uncomfortable seat, there is no special waiting room for children and disability people.

The Lack of People's Comprehension Toward Demography Administration and The Support from Village's Government. In a public service conducted by the government, the success in goal achievement is not only in the effort and performance performed by the government as a service provider. An integrated coordination or networking between the service providers and the service user should run well in order to reach the goal of each stake holder. It does not happen in demography administration service management in Batu City. People as the service user are still lack of awareness to be actively involved in every program and activity held by Dispendukcapil of Batu City. This phenomenon happens almost in every region in Indonesia, that people do not care enough/ are not responsive enough toward their demographical document. They only want to complete their document if is urgently needed.

Village's government today is less active in socializing the program or activity of Dispendukcapil of Batu City to the citizen. Therefore, the citizen does not get recent information about demography administration. According to Moenir (1998:88) awareness factor of the officer who works in public service and the service user has a great influence toward the goal achievement in public service. With the awareness of the service provider they are expected to work sincerely, seriously, and discipline. Besides, with the responsiveness of the citizen and village government it is hoped to support the success of the program given by the central government.

CONCLUSION

Public service is the fulfillment of people's basic right need and demand by the government. Realization of the service is demography service which is included in direct service category provided by the government to the citizen.

Demography administration service in Batu City has been conducted based on the obtained rules. In providing the service to the citizen Dispendukcapil of Batu City provides all types of demography administration service. However, there is a service priority program and activity provided including: the publishing of family document, E-KTP, and birth certificate.

A collaborative implemetation of management function will support the success of the seervice and also provide the citizen with justice and democrazation.

REFERENCES

1. Rewansyah, A. (2015). *Kepemimpinan Dalam Pelayanan Publik*. Jakarta Timur: PT. Rizky Grafis.
2. Moenir, H. A. S. (1998). *Manajemen Pelayanan Umum di Indonesia*. Jakarta: Bumi Aksara.
3. Denhardt, J. V., & Denhardt. (2003). *The New Public Service: Serving Not Steering*. New York: M.E Sharpe.
4. Keban, T. Y. (2014). *Enam Dimensi Strategis Administrasi Publik Konsep, Teori dan Isu* (3rd Ed). Yogyakarta: Gavamedia.
5. Wiyanto, D. (2012). *Pengantar Manajemen*. Jakarta: PT Gramedia Pustaka Utama.
6. Mukarom, Z., & Laksana, M. W. (2015). *Manajemen Pelayanan Publik*. Bandung: CV Pustaka Setia.
7. Creswell, J. W. (2016). *Reseach Design Pendekatan Metode Kualitatif, Kuantitatif dan Campuran*. Translated by Achmad, F., & Rianayati. Yogyakarta: Pusataka Pelajar.
8. Silalahi, U. (2009). *Metode Penelitian Sosial*. Bandung: PT. Rafika Aditama.
9. Islamy, M. I. (2003). *Dasar-Dasar Adminsitrasi Publik dan Manajemen Publik*. Malang: Universitas Brawijaya.
10. Mahmudi. (2007). *Manajemen Kinerja Sektor Publik*. Yogyakarta: UPP STIM YKPN
11. Terry, R. G. (2003). *Prinsip-Prinsip Manajemen*. Jakarta: Bumi Aksara.
12. Prasetyo, W. Y. (2012). *Modul Manajemen Pelayanan Publik: Konsep Kualitas Pelayanan Publik*. Malang: UB Distance Learning.