

Implementation of Delegation of Authority from District to Camat in Public Services at Way Kanan District Lampung Province

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Abstract

The delegation of authority from the Regent of Way Kanan to the sub-district head is a pattern of delegation of government authority which forms the basis for the implementation of roles and responsibilities as well as the implementation of the duties and functions of the sub-district office. With the delegation of authority, the camat can certainly optimize its role as the front line of public services. The Regent's political desire to delegate some of his authority in the context of accelerating services to the community, secondly the Regent's political will to make the sub-district a community service center, the third is the logoowa of regional technical institutions to delegate technical authority that can be carried out by the Camat in implementing various government policies and activities so as to increase satisfaction. public services in the community. This study uses a qualitative method with a phenomenological approach. The results showed that, aspects of the procedures in the appointment of Way Kanan, Way Kanan Regency, Lampung Province, had tried to support the placement of Way Kanan according to the technical science of government in carrying out its main tasks and functions, but not yet fully due to limited human resources in Way Kanan Regency. . The implementation of the delegation of authority from the Regent to the Camat in Way Kanan Regency, Lampung Province as well as the implementation of the authority of the Camat in Way Right Regency has not been carried out effectively because it does not yet have an accommodatively regulated authority limit.

Keywords

implementation; delegation of authority; public service



I. Introduction

The development of good governance in Indonesia which is the strategic point is public services. Kurniawan in (Pasolong, 2017) defines public service as a service provider (serving) the needs of other people or the community who have an interest in the organization with the basic rules and procedures that have been set. So far, public services have become a sphere where the state represented by the government interacts with non-governmental institutions. However, the current implementation of public services is still considered poor by residents and the wider community. Such conditions can be proven through the increasing number of complaints received by the Ombudsman of the Republic of Indonesia.

Based on the 2019 Annual Report of the Ombudsman of the Republic of Indonesia, which ranks third with the most reported agencies are the Regional Government with 3445 reports (41.69%), the Police with 1042 reports (12.61%), and Government Agencies/Ministries with 787 reports (9, 52%). These reports indicate that there is a shortage

of government in providing public services. One of the public services that people often complain about is the issue of business licensing.

In government management has a very important meaning in maintaining and improving the quality of public services which is the main mission of implementing state government. Another goal is to be able to find out what obstacles hinder and support the implementation of the Camat's authority in public services/basic services so as to create services that are close to the community, accelerate the improvement of people's welfare in addition to the service function as the front line of public services. The sub-district is at the meeting point between residents living in the village and service providers. Sub-districts can play an important role in ensuring that residents are able to access basic services such as social assistance, while encouraging service providers to provide affordable quality services.

Borrowing from Bromley's (1989:32) analysis, the transformation that occurs at the political level or macro policy (policy level) will certainly have an impact on the need for adjustments at the organizational and operational level. In this case, several adjustment policies that are predicted to be implemented in managing sub-district institutions and authorities cover at least 3 (three) dimensions, namely: 1) authority (field, details, sources); 2) institutional model (typology, magnitude, structure); and 3) organizational resources (distribution, balance).

The correct and optimal arrangement of these three dimensions will be the key to the success of regional governance. Improving the quality and acceleration of government services to the community, preparing plans, implementing, preservation (Angelia, 2020). The social structure is not able to connect the community with the available resources, both those provided by nature, the government and the people around them (Dewi, 2018). This is because sub-districts must be recognized as the government unit that is relatively closest to the community (especially in areas outside Java and Bali), so that they know best the conditions and needs of the community for service and development programs. The impact of the weakness and lack of authority of the sub-district is clearly not limited to the internal environment of the sub-district office and the administration of sub-district/village governance; but also affect the public interest. Therefore, efforts to improve the quality of district public services need to be improved in a patterned, integrated and sustainable manner.

Public services that have not been optimal in Way Kanan district appear to be a phenomenon of bureaucratic performance that does not stand alone, because it is identified that there are a number of factors that correlate and affect sub-district performance, especially in the field of public services. from the Regent of Way Kanan to the sub-district head, the budget allocation obtained from the Way Kanan district budget and the absence of a budget allocation from the state budget and the leadership of the sub-district head with the sub-district apparatus, namely human resources, are factors that dynamically affect the authority of the sub-district, especially in sub-district public services in Way Kanan Regency.

The delegation of authority from the Regent of Way Kanan to the sub-district head is a pattern of delegation of government authority which forms the basis for the implementation of roles and responsibilities as well as the implementation of the duties and functions of the sub-district office. With the delegation of authority, the Camat can certainly optimize its role as the front line of public services. The Regent's political desire to delegate some of his authority in the context of accelerating services to the community, secondly the Regent's political will to make the sub-district a community service center, the third is the logoowa of regional technical institutions to delegate technical authority that can be carried out by the Camat in implementing various government policies and activities so as to increase satisfaction public services in the community.

People in the information age like today want all management to be faster, more effective, and efficient. That is why the implementation of public services is required to be able to provide excellent service. To realize this, the government is required to improve as a form of responsibility to the community. However, this change cannot change instantly, it takes time for the government to implement it. This is because the quality of public services is influenced by several things. Civil compensation for victims of crime directly involved in the determination of government policy (the repositiblesociety) (Munawarsyah, 2018).

From the explanation above, the authors are interested in carrying out a study entitled "Implementation Of Delegation Of Authority From District To Camat In Public Services At Way Kanan District Lampung Province".

(Danil et al., 2020) This study refers to the theory of David Osborne and Peter Plastrik who propose five strategies towards entrepreneurial government, regarding the distribution of power there are at least 3 (three) efforts that can be made to overcome obstacles in the implementation of entrepreneurial government in East Bogor District, Bogor City, West Java Province. namely: (a) providing the best service and building partnerships with the private sector and the community, (b) empowering employees in making decisions, responding to customers well and providing efforts to increase community empowerment, (c) making changes to organizational culture by encouraging changes in terms of organizational goals, incentive systems, accountability/responsibility and distribution of power.

(Mu, A. 2019) This study discusses the administration of sub-districts in a dual position, namely as regional apparatus and regional apparatus for the administration of general government affairs. In addition, it also discussed aspects of fulfilling the necessary conditions, then the last one recommended how to delegate the authority of the Regent to the Camat. The research was conducted in a qualitative approach with a focus in Pandeglang Regency. The results of the study show that the fulfillment of the necessary conditions for sub-district institutions in Pandeglang Regency has not been balanced with the authority delegated by the Regent. Then the authority of the applicable sub-district head has not been accommodative with several things including (1) changes to the law, (2) the characteristics of the camat working area, (3) strengthening of public services, and (4) the existence of a national program where sub-districts are required to be part of the orchestration.

II. Research Methods

This study uses a qualitative method with a phenomenological approach. Creswell (2010:429) distinguishes five types of qualitative research, namely biographies, phenomenology, ethnography, grounded theory and case studies. Effendy (2010:117) adds that qualitative research is one type of research that can describe, describe and also analyze long-standing habits carried out by humans both in terms of individuals or groups viewed from the principles of understanding, belief, thoughts and perceptions and responses.

In this study, the author uses the Legalistic method/approach. The legalistic approach is one way to look at symptoms and events from the point of view of formal rules. This is also a feature that distinguishes the science of government from other social sciences. Government studies cannot be separated from laws and regulations as positive laws that regulate the running of government. Because in this study of the Camat's authority, besides studying the applicable laws and regulations, it is also examined how the facts that occur in society are related to the implementation of the Camat's authority in norms. positive norms in the national legal system of legislation, researching and observing the laws and regulations that apply positively in the administration of local government, as well as whether the shift in the Camat's authority has implications for public service as an empirical social variable.

Creswell (2010: 430), related to the above, adds that, "The basic purpose of phenomenology is to reduce individual experiences with a phenomenon to a description of the universal essence." So it can be said that qualitative research essentially relies on phenomenology as a its main theoretical basis. Phenomenology is defined as subjective experience or phenomenological experience, besides that it is also defined as a study of consciousness from the main perspective of a person. Phenomenology is not only used as a philosophical perspective but is also used as an approach in qualitative research methodology. In the field of philosophy, phenomenology investigates experience. Consciousness, as an approach in qualitative research, the phenomenological view seeks to understand the meaning of events, and their relationships to people in certain situations.

III. Discussion

Policy implementation is an activity that is seen after the issuance of a valid direction from a policy which includes efforts to manage inputs to produce outputs and outcomes for the community. The description of the understanding above, based on the condition of the Regency Government, will show the function of the government as a regulator and administrator of local government by making these activities a government service activity and making every job will have an impact on people's beliefs about the service itself. With the district government still in need of improvement, especially in the regulatory aspect, it will require adjustments to the social environment related to policy implementation.

3.1 Productivity

Implementation indicators are a series of descriptions/subjects or conditions regarding the dynamics of the movement of policy implementation. Productivity is related to the ability to achieve the achievement of predetermined standards, especially in the form of achieving standards for the number of target groups.

Productivity means that it is related to the ability to achieve the standard achievement of the number of target groups. Productivity is a function of two components, namely effort and ability. So even if the ability exists and is great but without effort it will not give results. And vice versa, a big business without ability will not be possible to provide good work results and productivity.

Mangkunegara's opinion (2011:117) states that productivity is a person's ability to carry out his work to obtain satisfactory results, both in quality and quantity. Hamdi's statement in the theory of policy implementation states that there is one sub-theme of productivity, namely "the number of achievements of the target group" meaning that the research wants to know the extent to which Way Kanan in carrying out its functions as a public service to the community has been achieved in accordance with the targets set.

3.2 Number of Achievements of Target Group

In this study the authors can analyze how the work achievement of Way Kanan in Way Kanan district. Furthermore, competent informants were interviewed related to the sub-theme "Amount of achievement of the target group" there were 5 (five) informants, namely the Regent of Way Kanan, Chair of the DPRD Way Kanan, Regional Secretary of Way Kanan, Expert Staff in the field of Government, and Assistant I in the field of government. . In practice, the author managed to interview the 5 (five) informants. The results of these interviews are used as primary data, and the authors can present and describe them as follows:

The results of the author's interview with H.Raden Adipati Surya, SH, MH at the informant's residence stated that:

The results of our observations so far basically the Way Kanan District has made every effort possible, showing its work productivity in an effort to improve public services and make Way Kanan District a good government, but it cannot be denied that the work productivity of the District itself has not run as expected, it can be seen that there are still complaints from the community who take care of permits must remain with the district, but we represent the government of Way Kanan Regency remain optimistic, in the future the District will be able to contribute to better performance, so that the expected target from the issuance of the regent's decision will be to maximize District functions and can be realized as expected.

The above statement related to productivity was confirmed by Nikman Karim SH at the informant's residence stating that:

The main tasks of the sub-district are in accordance with Government Regulation No. 17 of 2018 concerning the sub-district, namely carrying out supervision activities over the implementation of concurrent government affairs in its working area. Therefore, it is proper that the Way Kanan District is able to show good work productivity, in accordance with the main tasks and functions, we hope that , as a legislative institution that has a controlling function so that in the future the District will be able to increase its work productivity, so that in the future the District will become a public service center that is close to the community.

Likewise with the Regional Secretary of Way Kanan Saipul Regency, S.Sos, M.IP located at the informant's residence who stated that:

The work productivity of the Subdistricts in Way Kanan Regency can be said to have not been achieved as expected, but at least with the delegation of authority of the Regent such as the Regent of Way Kanan Regulation number 14 of 2016 concerning the delegation of authority to issue micro and small businesses to Way Kanan in the Way Kanan Regency. We hope that in the future the Way Kanan District can further increase the output of better work productivity, so that the goal of improving public services in the community is even more optimal.

The above statement was strengthened by the expert staff of Way Kanan District Government M.Rusdi SH, MM located in the informant's work room who stated that:

Talking about the problem of work productivity in Way Kanan District, of course it is not 100% in accordance with the targets set. This is caused by several factors which of course become homework for us to find solutions on how to increase work productivity in this sub-district. Therefore, on this occasion, I, as the expert staff of the regent of Way Kanan Regency, invite all parties to work together, to make efforts so that public services in the District can be maximized.

The same thing was expressed by Assistant I for Way Kanan Regency government, Selan, S.Sos, MM located in the informant's work room stating that:

The sub-district which has the main task of carrying out public services, evaluation, and inspection of villages and villages in Way Kanan Regency, Lampung Province has not been running effectively and it can be said that its work productivity has not been maximized. Therefore, the District should be able to further increase its work productivity so that public services will be closer to the community.

Salusu (2010:117) Work productivity is a measure of the comparison of the quality and quantity of a workforce in a unit of time to achieve work results or performance effectively and efficiently with the resources used. According to Salusu168, work productivity is the amount of output produced by a person as a whole in a unit of time the work carried out includes activities that are effective in achieving work results or performance originating from inputs and using materials efficiently.

Simamora (2009:221) the factors that become the basis for measuring work productivity are 1) Work quantity, is a result achieved by employees in a certain number with a comparison of existing standards or set by the company, 2) Work quality, is a standard result relating to the quality of a product produced by employees in this case is an employee's ability to complete work technically with a standard comparison set by the company, and 3) Timeliness, is the level of an activity completed at the beginning of the specified time, seen from the the angle of coordination with the results of the output and maximize the time available for other activities. Punctuality is measured from the employee's perception of an activity that is provided at the beginning of time until it becomes output.

Revealing the institutional productivity of the Subdistrict office when the existing leadership pattern is used, of course, cannot be separated from the productivity of individuals and groups. Therefore, to answer the research questions mentioned above, it is necessary to view individuals and groups (leaders and subordinates) or the human element as the most important element in increasing organizational productivity. The pattern of autocratic style The informants include Pak Yunus, SH as Head of Sub-District General and Planning of Baradatu District. Revealing that the behavior of autocratic leaders actually causes rigidity, tension and a tense atmosphere as well as dissatisfaction with us as subordinates in carrying out the work, although physically we can complete all the work according to the target which is determined. Our relationship as subordinates with the leadership is not harmonious, besides that the leadership is also very closed and does not want to accept criticism and suggestions from us as subordinates, and often imposes his will so that it is less successful in changing the attitude of subordinates in supporting optimal productivity improvements.

Way Kanan's autocratic leadership style is not good to use in order to spur institutional productivity at the Baradatu District office. Democratic style Based on the results of the interview with the informant Mr. Yunus SH regarding Mrs. Way Kanan Baradatu Mrs. Desta Budi Rahayu S.STP, as the Head of the Civil Service Sub-division, it was revealed that Way Kanan Baradatu in his leadership tried to influence and cooperate with others to achieve the goals that have been determined together . Attitudes and behavior tendencies that are often displayed in work are always involving subordinates in deciding something, reciprocal communication, inappropriate supervision and often giving confidence to subordinates to decide to implement, open and accept targets, opinions from subordinates, successful implementation of tasks is the responsibility answer together. 3. Free style The results of in-depth interviews with a number of informants obtained information that Way Kanan Baradatu in his leadership gives freedom to subordinates in making decisions and delegates full authority to subordinates and there is almost no supervision of subordinate activities because the leader is less involved in group activities, while communication only happens when subordinates need it.

Based on the results of interviews with informants, it was also revealed that the leadership paid less attention to the work achieved and allowed all subordinates to be creative without being followed by direction, the leader only gave advice or direction when asked by subordinates. In terms of institutional productivity when this pattern/freestyle is used according to data obtained through interviews with several informants including Jamian as Head of the Government and Land Section, he revealed that their work target (productivity) is lower when compared to when leaders use autocratic and democratic patterns. . The pattern/style of the leader mentioned above theoretically includes leadership with an authoritarian, autocratic or dictatorial pattern/style, namely having the ability to influence others to be willing to work together to achieve the goals that have been determined by means of all activities to be carried out decided by the leadership solely.

Some of the characteristics of authoritarian leadership revealed in this study have similarities with the above opinion. Basically the autocratic or authoritarian pattern of this

type of leader gives definite instructions, demands willingness, emphasizes the implementation of tasks, carries out closed supervision, permits very few or no subordinates to influence decisions, no suggestions come from subordinates, uses coercion, threats and power to carry out discipline and guarantee the implementation

Way Kanan Baradatu uses the power he has (autocratic) in moving the subordinates he leads. 2. Way Kanan Baradatu tends to be open (democratic) to suggestions and opinions expressed by subordinates, makes joint decisions with subordinates, establishes reciprocal communication, supervision of subordinates is carried out fairly and not excessively, gives authority to subordinates, requests consider and accept suggestions/opinions from subordinates, provide guidance on problems that arise, always involve subordinates starting in decision making to granting authority to subordinates and supervision that is not excessive and open to the opinions and views of subordinates, because they consider subordinates as people people who have potential who must be given the opportunity and treated fairly according to their abilities, however as leaders also always provide guidance and guidance according to real conditions and needs.

Leaders behave by paying high attention to both production and people. When a democratic leadership pattern/style is used, it turns out that institutional productivity, which is characterized by employee work productivity, is relatively high. With a democratic style, it creates satisfaction and non-rigidity for employees, because the relationship between leaders and employees is harmonious.

Way Kanan Baradatu tends to give flexibility and to subordinates to organize and carry out their work without control from the leader. Leaders are very less involved in group activities, so that initiatives and decisions always arise from subordinates, while leaders do not provide direction if not requested by subordinates. Leaders pay low attention to both production and people. This leadership style is not good in order to spur the institutional productivity of the Baradatu District office.

3.3 Linearity (Degree of Conformity with Standard)

The dimension of linearity in the policy implementation indicators is a description of the dynamics of the movement of policy implementation, in this case the implementation of public service policies in the district. Linearity is related to the suitability of the process to meet the standards that have been determined, especially related to procedures, time, cost, place and implementation. The more appropriate the standard fulfillment process, the more linear policy implementation is stated.

Conformity here is more in the sense of not exceeding the specified standards, namely by not extending the procedure, the longer the time, the greater the cost, the place that does not change and the number of implementers is not increasing. Linearity as an indicator of the public service process when viewed from how the public implementation in the District has followed the established procedures or not, in this case is to follow all the instruments specified in the SOP for every action taken.

Over the next 5 (five) years, the District Government is required to be more responsive, creative and innovative in dealing with changes at the local, regional and national levels. Development planning should always pay attention to issues and problems that may be faced by the community in the future so that the direction of development implementation becomes more targeted. For this reason, it is necessary to anticipate with careful and conference planning so that the direction of development is in accordance with regional development goals. Paying attention to the issues and service problems faced, it is hoped that the quality of government administration will lead to good governance so that it will have an impact on the quality of regional services. In connection with the issues and service problems that will be

faced by the sub-district in the district in 2016-2021, it cannot be separated from the problems and issues of district development.

By knowing the strategic issues and obstacles that become obstacles in achieving sub-district performance, it requires a commitment from all apparatus to be able to realize accountability, intensify activities with low performance achievements and increase the role of technology to improve service quality to the fullest.

Hamdi (2014) in the theory of policy implementation states that there are 5 (five) sub-themes of linearity in this study, namely 1) Procedure, 2) Time, 3) Cost, 4) Place and 5) Implementer. The results of research related to the sub-themes of linearity can be described one by one as follows:

3.4 Procedure

In relation to the procedural sub-themes, namely the extent to which the Way Kanan District has a purpose, SOP, legality for employees who occupy the Way Kanan position in order to support the implementation of Government Regulation No. 17 of 2018 concerning Districts. There were 3 (three) informants who were interviewed in relation to the sub-theme of "procedures", namely the Regent of Way Kanan, the Regional Secretary of the Way Kanan Regency, and Expert Staff in the field of government. In practice, the author managed to interview the 3 (three) informants. The results of these interviews are used as primary data, and the authors can present and describe them as follows:

The results of the interview with H.Raden Adipati Surya, SH, MH at the informant's residence stated that:

In order to support the performance of the District so that it is in accordance with the SOP for appointment as mandated by Government Regulation Number 17 of 2018 concerning Districts, the Way Kanan Regency Government through the Regional Secretary and the Way Kanan Baperjakat has made SOPs, standards related to the determination of Way Kanan in Way Kanan Regency and efforts to seek people who control the technical government but limited human resources in Way Kanan district so that of the 14 sub-districts only 7 sub-districts are filled by government technical people and IPDN alumni.

Furthermore, according to the Regional Secretary of Way Kanan Saipul Regency, S.Sos, M.IP located at the informant's residence stated that:

Of course the District in carrying out its main tasks and functions based on the objectives and applicable SOPs as mandated in Government Regulation Number 17 of 2018 concerning Districts, this is a guideline for the District's direction in carrying out tasks so as not to deviate from the applicable provisions, but for legality it has not been made This is because when referring to the regulations and laws regarding the requirements to become the Right Way, which is regulated in Article 224 of Law No.23 of 2014.

The above statement was strengthened by the expert staff of Way Kanan Regency Government, M.Rusdi SH, MM located in the informant's work room also stated that:

In order to support the implementation of Government Regulation No. 17 of 2018 concerning the related District regarding the Way Kanan Position, the Way Kanan District already has a SOP, while this SOP refers to the government regulation, namely Article 13 of the requirements for the appointment of Way Kanan, which states that the requirements and appointment of Way Kanan are carried out in accordance with the provisions of the legislation and article 13 point 2 (two) the implementation of the appointment of Way Kanan is carried out through a selection mechanism in accordance with the provisions of the legislation. The statutory provisions in question include, among others, Law No. 23 of 2014 It is regulated in Article 224 Law No. 23 of 2014 as follows: (1) Districts are led by a sub-district head called Way Kanan who is under and responsible to the regent/mayor through the regional secretary. (2) The regent/mayor is obligated to appoint Way Kanan from a civil

servant who has technical knowledge of government and fulfills the staffing requirements in accordance with the provisions of laws and regulations. (3) The appointment of Way Kanan that is not in accordance with the provisions as referred to in paragraph (2) will be canceled by the governor as a representative of the Central Government.

From the results of the interview above, it can be seen that, aspects of the procedures in the appointment of Way Kanan, Way Kanan Regency, Lampung Province have tried to support the placement of Way Kanan according to the technical science of government in carrying out its main tasks and functions, but not yet fully due to the limitations of existing human resources. in Way Kanan district.

IV. Conclusion

Based on the results of the analysis and discussion, some conclusions can be drawn as follows: The implementation of the delegation of authority from the Regent to the Camat in Way Kanan Regency, Lampung Province and the implementation of the authority of the Camat in Way Kanan Regency has not been implemented effectively because it does not yet have accommodatively regulated authority limits and Determinant factors affect the success and failure of the implementation of the delegation of authority from the Regent to the Camat in Way Kanan Regency, Lampung Province. The inhibiting factor lies in the distance and difficulty of people's access such as networks and information to local governments. Autonomy will be fictitious if there is no people's access to regents, mayors and their staff. For this reason, it is necessary to sharpen the autonomy and empowerment of sub-districts. By empowering and optimizing services to the sub-district, it means bringing the people closer to the closest ranks of the apparatus, namely the sub-district apparatus. Meanwhile, during this time, the city and district governments have prioritized service heads and agency heads as the spearhead of service. In the structure of government, the function of the state service approach to the community is played by the neighborhood community, a group of people in the city whose aim is to hear and pass on what is local need.

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