

Management of Policy Implementation for Determination of Areas for Production Forest Management Wae Bubi Model (Unit X) in Seram Bagian Timur Regency, Maluku Province

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Abstract

Decree of the Minister of Forestry Number SK.978/Menhut-II/2013 dated 27 December 2013 concerning determination of areas for production forest management wae bubi model (unit x) in Seram Bagian Timur Regency. But they are not given the authority to work in the district because it is based on Law Number 23 of 2014 concerning regional government. Not in the forestry law and its derivative regulations. This is a problem related to the authority in determination of areas for production forest management which lies in management of policy implementation for determination of areas for production forest management wae bubi model (unit x) in Seram Bagian Timur Regency, Maluku Province. This study aims to analyze, reveal and describe, management of policy implementation for determination of areas for production forest management wae bubi model (unit x) in Seram Bagian Timur Regency, Maluku Province. The findings of this study have implications for its optimization and contribute to the improvement and strengthening of management of policy implementation for determination of areas for production forest management wae bubi model (unit x) in Seram Bagian Timur Regency. Theoretically, management of policy implementation for determination of areas for production forest management wae bubi model (unit x) model is explored as a scientifically based concept for the development of public administration science. Practically designing the framework for management of policy implementation for determination of areas for production forest management wae bubi model (unit x) as a follow-up process that has implications for constructive production forest management unit management in Seram Bagian Timur Regency.

Keywords

management; policy implementation; forest management



I. Introduction

Forest is an ecosystem unit in the form of a stretch of land containing biological natural resources which are dominated by trees in their natural environment which cannot be separated from one another. This definition emphasizes that the existence of forests is not viewed from the perspective of the status of the area so that forests can also be found outside the forest area or other use areas. However, the condition of forestry in Indonesia is still very worrying, which is indicated by the increasing rate of forest degradation every year. Whereas Law Number 41/1999 on forestry has mandated that the government must establish forest management areas at the management unit level. In this regard, the basis for the transfer is the mandate of Law Number 23 of 2014 concerning regional government in which the forestry, fishery, and mining sectors are withdrawn to the province so that all regional and city governments are required to submit transfers of personnel, funding, facilities and infrastructure, as well as documents regulated in the Circular letter of the

Minister of Home Affairs Number 120/253/Sj dated January 16, 2015 regarding the implementation of congruent government affairs. One of them is the transfer of ministerial and provincial civil servants. In this regard, the forestry service of Seram Bagian Timur Regency in carrying out its duties and responsibilities for the management of the production forest unit area is based on the legal basis for forest management: 1) Law Number 41 of 1999 concerning forestry; 2) Government Regulation Number 44 of 2004 concerning forestry planning; 3) Government Regulation Number 6 of 2007 concerning forest governance and preparation of forest management plans and forest utilization; 4) Regulation of the Minister of Forestry Number P.6/Menhut-II/2009 concerning the establishment of a forest management unit area. Decree of the Minister of Forestry Number SK.978/Menhut-II/2013 dated 27 December 2013 concerning the determination of areas for production forest management wae bubi model (unit x) in Seram Bagian Timur Regency. But they are not given the authority to work in the district because it is based on Law Number 23 of 2014 concerning regional government. Not in the forestry law and its derivative regulations. This is a problem related to the authority in management of policy implementation for determination of areas for production forest management wae bubi model (unit x) in Seram Bagian Timur Regency, Maluku Province. Thus, this study aims to analyze, reveal and describe, management of policy implementation for determination of areas for production forest management wae bubi model (unit x) in Seram Bagian Timur Regency, Maluku Province.

II. Review of Literature

Public policy implementation is understood as one of the activities of public administration and as a field of study in public administration as a science (Saefullah, 2009:31). Policy implementation is a series of activities in order to deliver policies to the community with the aim that the policy can bring results in accordance with expectations, as Jones (1996:126) said that "Policy implementation refers to effective implementation, so that policy implementation contains about program activities that will be carried out in accordance with the goals that have been set and the benefits are felt by the intended target group. The policy implementation actions include "policy inputs and policy processes" Dunn (1998:338), policy inputs in the form of resource inputs, while the policy process is related to administrative and organizational activities, which shape the transformation of inputs into policy outcomes and impacts.

Studying policy implementation means trying to understand what actually happened after a program was implemented or formulated, namely the events and activities that occurred after the process of ratifying state policies, whether involving efforts to have a certain impact on society or events (Wahab, 2002:123). Dunn (2001:56) states "Policy implementation in values the execution and steering of a laws of action overtime. Policy implementation is essentially a practical activity, as distinguished from policy formulation, which is essentially theoretical". Dunn's policy implementation is more of a practical activity, including executing and directing. Every policy in practice often becomes a problem in the field because generally the policies are formulated not in accordance with the problems that exist in the community.

In practice, policy implementation is a process that is so complex that it is often politically charged with the intervention of various interests (Agustino, 2008:138). In this case, as stated by Rasyid et al. (2002:292) that in the implementation there are interactions involving various kinds of interests that exist in the community, known as stakeholders. The existence of this interest group often plays a very important role not only during its

implementation. Their views on a public policy that will be implemented, or their communication with their supporters about a public policy, has an important meaning as a way of participation of implementers and policy objects (citizens) in policy implementation.

The policy implementation process is generally authoritatively handed over to government institutions at various levels up to the lowest level of government. But the object of the policy is the people or groups to whom the policy addresses. The policy implementing organization includes all of the implementers and the division of their respective tasks. The implementation of public policy is very important to pay special attention to the role of interest groups that act in the implementation or as objects of policy.

III. Research Method

The research was carried out in a procedural manner using a qualitative approach with the main focus being management of policy implementation for determination of areas for production forest management in Seram Bagian Timur Regency, Maluku Province. The problem is considered suitable with the qualitative design because it is still in the assumption that clarity and certainty will be proven, namely the accompanying problems are not clear or may be numerous, so that in the research process it is hoped that it will be revealed clearly and definitely through the triangulation analysis process.

IV. Results and Discussion

Policy implementation has a series of meanings to implement means to provide the means for carrying out. To give practical effect to (cause impact/effect on something) (Wahab, 1997:64). Policy implementation is seen as a process that takes place in order to implement various policy decisions launched by the state/government to achieve previously formulated goals that are useful for the public interest. The policy implementation process is also stated as a management process that focuses on implementing policies or decisions by the organization (Nugroho, 2004). In this regard, as a policy implementation process using a management approach in accordance with the concept of policy implementation management theory, Nugroho (2004) in researching and reviewing management of policy implementation for determination of areas for production forest management wae bubu model (unit x) in Seram Bagian Timur Regency is described as follows:

3.1 Identification of Problems that Must Be Intervened in Determination of Areas for Production Forest Management Wae Bubu Model (Unit X)

In determination of areas for production forest management wae bubu model (unit x) according to the information presented by the informant, the problem that must be intervened is the issue of budget and authority. This shows that managers are often faced with problems that arise related to budget management and authority in determination of areas for production forest management wae bubu model (unit x), namely from the author's observation that a synergistic interaction has not been established between the parties authorized in determination of areas for production forest management wae bubu model (unit x). In the provisions, it has not been budgeted in detail according to appropriate procedures and rules as well as rules that regulate the relationship with the right authorities and adhere to mutually supportive commitments in determination of areas for production forest management wae bubu model (unit x). This is a problem and the cause of delays in

achieving goals, which should actually be realized through adequate management relationships within work units that have the right mechanism and meet the demands of common interests in determination of areas for production forest management wae bubu model (unit x).

To overcome the problems that arise, managers must recognize and understand the problem of how to achieve conformity with the budget and authority with the final objectives set out in the plan and respond to problems through solving actions and achieving management objectives by paying attention to the special environment that is the orientation of determination of areas for production forest management wae bubu model (unit x). The manager must be responsive to the needs and welfare of the community which is intended as the goal of determination of areas for production forest management wae bubu model (unit x) so that it can be carried out properly.

3.2 Affirming the Goals to Be Achieved in Determination of Areas for Production Forest Management Wae Bubu Model (Unit X)

Purpose policy implementation is a series of activities in order to deliver policies to the community with the aim that the policy can bring results in accordance with expectations, as Jones (1996:126) said that policy implementation refers to effective implementation, so that policy implementation contains about program activities to be carried out in accordance with the goals that have been set and the benefits felt by the intended target group. The policy objective is essentially to intervene. Therefore, the actual implementation of the policy is the intervention itself. In accordance with the information received from informants that the aim of management of policy implementation for determination of areas for production forest management wae bubu model (unit x) in Seram Bagian Timur Regency which is to be achieved is to realize the management of natural resources available in production forest management wae bubu model (unit x) which is integrated to be utilized by the community at the site level in order to improve the welfare of the local community and employees of the production forest management unit as managers.

To achieve the goals and obtain effective results from the territorial determination of areas for production forest management wae bubu model (unit x), managers must be skilled in understanding and managing well, where they manage the natural resources available in the production forest management wae bubu model unit which able to generate economic growth in the community in the forestry sector to support these matters, the forestry service together with the relevant offices have the power and responsibility in implementing the strategy for achieving it. The strategy pattern that is operationalized or implemented is through coordination between parties involved in the management of available natural resources in production forest management wae bubu model (unit x). The objective of managing the natural resources available in production forest management wae bubu model (unit x) unit is very potential for the progress of the forestry sector, especially in meeting community needs from the results achieved, developing community aspirations and participation in the natural resources available in production forest management wae bubu model (unit x), linking the strengthening of the forestry sector with natural resource management activities available in production forest management wae bubu model (unit x) which is carried out as needed, developing and implementing appropriate technology in the management of natural resources available in production forest management wae bubu model (unit x).

3.3 Designing the Structure of Determination of Areas for Production Forest Management Wae Bubi Model (Unit X)

The design of the implementation process structure aims to increase the organization's ability to accommodate the consequences of changes that occur in various fields of life and occur outside the organization, increase the role of the organization in determining the direction of changes that may occur, adjust internal adjustments, increase organizational resilience, not only to be able to survive but to continue to grow and develop, and to control the work atmosphere in such a way that members of the organization still feel safe and secure despite changes inside and outside the organization (Siagian, 2004). In this regard, according to the information presented by the informants, it is shown that the design structure of the production forest management unit should be determined by regional regulations so that the management and procurement of budgets by the regions and the center can be accounted for. The structure should be adjusted to Permendagri Number 12 of 2017 by taking into account the needs and capabilities of natural resources in the context of effective natural resource management.

The design of the structure is followed by a strategy pattern for determination of areas for production forest management wae bubi model (unit x) from the forestry service which is determined to achieve the objectives. The determined strategy is to realize the vision, carry out the mission, and achieve the goals. Build coordination and cooperation with other related parties. Implementation that adheres to management procedures and provisions in production forest management wae bubi model (unit x). The established strategies aim to realize and achieve sustainable production forest management wae bubi model (unit x). In this case Weick et al. in Hesselbein and Johnston (2005:14) emphasizes that when organizations use various types of strategies such as situation assessment with continuous data updating and active diagnosis of planned procedures.

3.4 Strategy Implementation (Pre-Implementation) in Determination of Areas for Production Forest Management Wae Bubi Model (Unit X)

Implementation of the strategy for determination of areas for production forest management wae bubi model (unit x) refers to a strategic plan that has been designed to achieve broad organizational goals, and is operated according to an operational plan that shows how the strategic plan will be implemented in routine activities based on the implementation instructions used in determination of areas for production forest management wae bubi model (unit x). Planning for determination of areas for production forest management wae bubi model (unit x) is the process of planning the determination and management of the procedure in accordance with the provisions related to the strategic management plan. In this case, the adjustment of the structure with the strategy of determination of areas for production forest management wae bubi model (unit x) is an integration of management procedures in the forestry sector. Adjustment of the structure to the determination and management strategy occurs based on changes in policies that encourage management institutions to change in the face of various challenges that cause them to adapt by changing or adjusting organizational structures, work procedures, work equipment and people in terms of attitudes, behavior, to improve knowledge and work skills.

The realization of the adjustment of the structure and strategy is based on the applicable regulations and is complete in guaranteeing the implementation of every formal task and function in determining the area of the integrated production forest management wae bubi model (unit x) in the forestry sector. In this case, according to the information obtained from the informant, it shows that in adjusting the structure to the strategy of

determining the area of production forest management wae bubi model (unit x) is realized based on the tasks and functions carried out through analysis according to needs, strategy, scale, technology and potential or the environment, both natural resources and human resources available at the production forest management unit. Which structure determines the movement of the manager in carrying out the planned activities. The structure must follow the strategy, in which the structure embodies the organization's strategy into its implementation in the field so that organizational goals can be achieved effectively and efficiently, namely by making a structural design that has the flexibility to adapt to dynamic conditions, where all things can change quickly (Robbins and Coulters, 2004:202, 254, 262).

Leading to Admosudirdjo (1996:87-90) and Robbins and Coulters (2004:254-62) by instituting a strategy a formal structure has the flexibility to adapt to dynamic conditions, where all things can change quickly and support and facilitate organizational members in implementation of organizational tasks and work. Thus, the strategy is a powerful instrument that is institutionalized and applied in demonstrating the assessment of the capacity of the managers' strengths and assisting the assessment of the potential for achieving the operational objectives of the strategy for establishing the area for production forest management wae bubi model (unit x).

3.5 Organizing in Determination of Areas for Production Forest Management Wae Bubi Model (Unit X)

Organizing is an important step that can determine success in determination of areas for production forest management wae bubi model (unit x). According to Koontz et al. (1996:6-8), organizing involves determining the structure of the desired roles through determining the activities needed to achieve organizational goals and each part thereof, grouping these activities, assigning groups of such activities to a person. leadership, delegation of power to carry it out and equipment for the coordination of power and information relations horizontally and vertically in the organizational structure. Organizing is expressed as the formation of effective behavioral relationships among people in such a way that they can work together efficiently and obtain personal satisfaction in carrying out tasks under certain environmental conditions to achieve a predetermined goal or goal.

Through the organizing process, it will balance and stabilize the completeness of the organization/implementing agency internally by having adequate and useful work tools to be used proportionally in a structured working relationship to fulfill the interests of production forest management unit resource management. According to Stoner et al. (2003:6-7) the very first step in organizing is the process of designing the organization.

Based on what was stated above, it can be stated that the management of natural resources available at production forest management wae bubi model (unit x), is carried out through a coordination process that occurs in organizational and inter-organizational fields which is regulated in a procedural manner. In this case, coordination must reach the level of management of natural resources available at production forest management wae bubi model (unit x) as a whole which ensures that activities run smoothly and have positive potential in various aspects and are adaptive to the complexity of the activities carried out. According to Terry (1996:365) coordination is seen as an orderly synchronization of efforts to create appropriate quantity, time, and direction of implementation that results in harmony and unity of action for the stated goals.

In addition, the forestry service pays attention to the provisions and procedures as guidelines in the division of labor and work design which gives birth to the types of work to achieve the goals to be achieved. This is in accordance with what was stated by Etzioni

(1985:4) and Stoner et al. (2003:55) that the division of work is deliberately planned to be able to further increase efforts to realize certain goals. Job division also called job specialization and job design is a vehicle that systematically implements the desired level of decentralization that managers believe in pursuing organizational goals. Thus, the work carried out by the manager must be carried out in accordance with the duties and functions of each field as a consequence of realizing the responsibility and success as a management institution in carrying out natural resource management activities available in production forest management wae bubi model (unit x).

In connection with that, Admosudirdjo (1996:91) states that various kinds of activities that must be carried out must be divided into work parts or work operation units according to function, process, product, or geographical area. This is related to the division of labor and the design of work carried out by the forestry service considering the element of conformity as emphasized is a must which is of course a major concern, namely in addition to the function of processes and products, the consideration of geographical area is very important because of the condition of the archipelago.

Referring to Heimer (1958:361), Stoner et al. (2003:12) that coordination is to perfect a lot of effort so that the achievement of goals is effective. Coordination as a complement, even a counterbalance, for the division of work and specialization of work. Specialization tends to separate people in organizations, because of jobs. Coordination involves bringing people together to ensure that work relationships between people with different but related jobs can contribute to organizational goals.

3.6 Mobilization and Leadership in Determination of Areas for Production Forest Management Wae Bubi Model (Unit X)

Basically, leadership plays an important role in determination of areas for production forest management wae bubi model (unit x) in Seram Bagian Timur Regency. Leadership that determines how and where management is in achieving goals by moving all elements in the managing organization. Leadership is the process of influencing and directing activities related to the tasks of group members. Leadership is an important subject for managers, because of the critical role that leaders play in group and organizational effectiveness.

Leadership is a complex thing to prepare for in determination of areas for production forest management wae bubi model (unit x). According to Ranto (2009:16), leadership is a representation of the group in terms of group interaction to carry out the functions and goals to be achieved and how efforts are made to influence other people to carry out activities through the power they have. In this regard, leadership in determination of areas for production forest management wae bubi model (unit x) is stated as a leadership whose function is to move and influence the implementing group through a series of activities (preparation, planning, implementation, and control) to achieve the objectives of the determination of areas for production forest management wae bubi model (unit x)

Referring to Robbins (2001:166), Hesselbein (2005:5), Stoner et al. (2003:132) embodied motivation is a willingness to expend a high level of effort for organizational goals, which is conditioned by the ability of that effort to meet an individual's needs. Unified and innovative leaders continue to inspire and motivate through their example, results and legacy. Motivation or propulsion is a characteristic of human psychology including various factors that cause, channel and maintain human behavior. Motivation relates to "what moves people". Motivational skills are a very important component of leading. Motivation comes from the Latin word *movere* which means drive or driving

force. Motivation in management is only aimed at human resources in general and in particular subordinates (Purba and Sudibjo, 2020).

For that preparation is a key concern for negotiators. The preparation should include a review of the negotiation process that took place previously and the outcome of those negotiations (Stoner et al. 2003:230). However, the negotiation process for that cannot be separated from the possibilities that can lead to conflicts and conflicts of interest both within the organization and outside the organization or the scope of the community, which of course becomes the attention of the leadership for handling, because if not resolved, it will become a challenge and obstacle in implementation. The success of implementation is largely determined by the process of negotiation, bargaining or lobbying to produce a compromise. If the negotiation is weak, then the activities for determination of areas for production forest management wae bubu model (unit x) are not integrated.

3.7 Control in Determination of Areas for Production Forest Management Wae Bubu Model (Unit X)

The final stage of management of policy implementation for determination of areas for production forest management wae bubu model (unit x) in Seram Bagian Timur Regency is control. The organization uses control procedures to ensure that it is making satisfactory progress towards its goals and using its resources efficiently. Control is a process to ensure that actual activities conform to planned activities. Terry (1996:10-14) asserts that control is a supervisory action to determine what has been achieved, evaluate it, and take corrective actions, if necessary, to ensure that the results are in accordance with the plan. Control helps leaders monitor the effectiveness of planning activities, organizing, and leadership as well as spurring the process of implementing work and responsibilities effectively in accordance with applicable regulations within the organization.

The budget and funds for production forest management wae bubu model (unit x) are still going through the independent working unit budget executor list. Management of the budget executor's list of work units must be independent of production forest management wae bubu model (unit x) has not yet received full authority in budget management. The audit is carried out by the inspectorate general or other agencies such as the supreme audit agency/financial supervision agency and development audit in accordance with the main duties and functions of the auditors. Complaints: production forest management wae bubu model (unit x) has not yet been effective in managing post-status transitions, as well as uncertain institutions. Matters related to production forest management wae bubu model (unit x) unit are essentially the result of a change in status.

V. Conclusion

Based on the results of the research and discussion that have been stated, it is concluded that:

1. Management of management of policy implementation for determination of areas for production forest management wae bubu model (unit x) in Seram Bagian Timur Regency has been carried out in accordance with the provisions stipulated in its operation.
2. Identification of problems that must be intervened in determination of areas for production forest management wae bubu model (unit x) to find budget and authority issues in management that require attention and fulfillment.

3. Affirming that the objectives to be achieved in determination of areas for production forest management wae bubu model (unit x) have been clearly implemented, but the process and achievement of results have not been optimally achieved.
4. Designing the structure of the implementation process in determination of areas for production forest management wae bubu model (unit x) has been realized in accordance with the regulations, but has not met the demands of overall management needs.
5. Strategy implementation (pre-implementation) in determination of areas for production forest management wae bubu model (unit x) has been implemented, but still requires an effective strategy design in management, especially in meeting the overall operationalization budget needs.
6. The organization in determination of areas for production forest management wae bubu model (unit x) has been well realized, but it still requires a more specific design in the division of work in charge of each production forest management unit implementer.
7. Mobilization and leadership in determination of areas for production forest management wae bubu model (unit x) has been implemented well, however, in the mobilization process, motivation is increased in management and the courage to take risks in overcoming obstacles that occur in the production forest management unit management process.
8. Control in determination of areas for production forest management wae bubu model (unit x) has been carried out in accordance with the provisions and procedures for production forest management unit, but it is not yet optimal in terms of overall production forest management unit information so there is still an information control system capable of responding to management demands and needs production forest management unit.

The findings of this study have implications for its optimization and contribute to the improvement and strengthening of the determination of areas for production forest management wae bubu model (unit x) in Seram Bagian Timur Regency. Theoretically, determination of areas for production forest management wae bubu model (unit x) is explored as a scientifically based concept for the development of public administration science. Practically designing the framework for management of policy implementation for determination of areas for production forest management wae bubu model (unit x) as a follow-up process that has implications for constructive production forest management unit management in Seram Bagian Timur Regency.

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