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The Effectiveness of the Implementation of Basic Tasks and Protocol Functions in Supporting Government Activities of Berau Regency

Rahmawati Katili

Master Student. Department of Public Administration, Graduate Program, Universitas Terbuka, Indonesia.

Main authors and corresponding e-mail: rahmawatikatili@gmail.com

Muh. Jamal Amin

Dr (Assoc. Prof.). Department of Public Administration, Faculty of Social and Political Sciences, Mulawarman University, Indonesia.

Second authors and e-mail: muhammadjamall436@gmail.com

Sudirah Sudirah

Dr (Assoc. Prof.). Department of Sociology, Faculty of Law, Social and Political Sciences, Universitas Terbuka, Indonesia.

Third authors and e-mail: sudi@ecampus.ut.ac.id

Abstract. This article discusses the effectiveness of the primary tasks and functions of the protocol in supporting government activities in Berau Regency. This research method is a descriptive method with an inductive approach which describes in fact all the symptoms of problems that arise in the field and associated with relevant theories in order to get rational and general conclusions. The data sources of this research result from interviews with parties directly involved in protocol activities. Under the topic being carried out, this study uses Campbell's (1989) effectiveness as a theoretical basis. The results show that the effectiveness of the major tasks and functions of the protocol in supporting government activities in the Berau Regency has been effective. This can be seen in the program's success under Law No. 9 of 2010 concerning protocols, the success of the targets for carrying out leadership activities, satisfaction with the program known that leaders satisfied with protocol services, internal and external levels, namely at the internal level, the quality of human resources affects the quality of protocol activities and services, while the provision of incentives, leadership appreciation, leadership motivation, directions, and supporting facilities for the quality of performance needed to support the external level in achieving effective coordination and communication results, achieving the overall goal that the Berau Regency protocol objectives have been achieved although there are still shortcomings to improve human resource competencies.

Keywords. effectiveness, protocol, HRM, government protocol, Berau.

1. Introduction

The protocol section is one of the important elements in the administration of government activities in Berau Regency where the protocol section has a function as a regulator of a series

of government activities at state events or official events. Good regulation of government activities can support the government in carrying out regional development, which will then accumulate in a national development (Ikbal et al., 2020).

Regulation of activities carried out by protocol against officials based on Law No. 9 of 2010 concerning the protocol, which in this case is the Regent of Berau, the Deputy Regent of Berau, and the Regional Secretary of the Regency of Berau, which covers the arrangement of place, ceremonial, and respect. Protocol is a series of activities related to the rules in state events and official events based on place procedures, ceremonies, and honors as respect for someone under their position and/or position in the state, government, or society. State events are events that are regulated and carried out by a centralized state committee, while official events are events that are regulated and carried out by the government or state institutions in carrying out certain tasks and functions. State officials, government officials, and other invitees attended both state events and official events.

The protocol has a role in carrying out leadership activities in the field, the success of a particular event involving honor, and awards for regional leaders must be under the protocol. This made to avoid things that can lead to misunderstandings that can lead to a less friendly situation, for example, the offense of the parties in the coordination of each event needs to be avoided, so that misunderstandings arise which lead to the conditions of an activity that is not friendly.

An event by regional leaders in this case the Regent of Berau, Deputy Regent of Berau and the Regional Secretary of Berau Regency, which does not involve protocol will reduce the aesthetics of the running of an event, especially the arrangement of place, procedure, and respect in an event. Protocol has a positive effect and significantly improves event coordination between the leadership, committed, and the community, to realize event arrangements according to Law No. 9 of 2010 concerning protocols, so that the event can run wisely and smoothly.

It regulated the key tasks and functions of protocol in Berau Regency in Berau Regent Regulation No. 47 of 2016 concerning the organizational structure and working procedures of the Berau Regency regional secretariat. A main tasks and functions of the protocol sub-section are to prepare, coordinate, foster, synchronize the activities of the Regional Government with Regional Officials, so that there is no overlapping of activities, assist officials during implementing activities in the field, and monitor the evaluation and reporting of activities as accountability to the leadership. The protocol section also has carrying out some protocol tasks in procedures.

The protocol in the field has a role as a liaison center for information from officials in this case, the regent, deputy regent and regional secretary to the activity committee and the community, so that all preparations for activities in the field can carry out properly. The information received by the protocol from the committee is as spatial conditions, layout, and procedures.

Thus, the protocol acts as a bridge of information between the leadership and the organizing committee of activities and the community, must be equipped with extensive knowledge and good communication methods so that their performance becomes better. This reflects that the quality of human resources (HR) that play a role in regulating leadership activities affects the smooth running of leadership activities (Pusriadi et al., 2021). With a protocol that has proper competence, an activity can be carried out optimally, so we can say that protocol competence is an absolute requirement for implementing good leadership activity services.

Aim it carried assessment out for competency achievement based on employee performance in an organization, as evidenced by mastery of knowledge, skills, values, and attitudes because

of learning. HR competence is a vehicle for communicating about values in organizations, which leads us to the conclusion that this approach is useful for improving the quality of leadership services (Ikbali et al., 2020).

After the leadership approved the agenda, the protocol will immediately coordinate with the event organizing committee. The schedule for implementing activities coordinated with the committee by letter and telephone, then the protocol conducts a survey to the location of the activity to measure the time and distance, after that the protocol carries out initial coordination with the Civil Service Police Unit (Satpol PP) regarding the path traversed by the leadership. Not forgetting the important elements that must be coordinated in supporting the activities of the leadership, namely the traffic patrol escorting the leadership vehicle to the location of the activity, the protocol providing information on the path conditions and travel time to the activity locations that have been surveyed. When the day of the protocol activity arrives, it is mandatory to arrive early at least one hour before the start of the activity.

This is done to prepare again starting from the leadership seating arrangement, temporary transit if the activity conditions are not ready when the leader arrives, conditioning the toilet for the leader at the activity location, the availability of hand sanitizer, masks, and so on that support the convenience of service to the leadership at the location of the activity. Protocol carried such things out by coordinating with several related Regional Work Units (SKPD), especially for security and orderliness of transportation routes for leaders at the location of activities coordinated with Satpol PP and Transportation.

When an activity attended by the leader, a protocol officer must be on standby at the activity location and organize and oversee a series of existing activities so that they remain in line with the flow. The protocol must immediately check the readiness of the leadership vehicle before the event is over and coordinate with the Satpol PP and transportation to secure traffic flow at the activity location. The protocol also immediately notified the patroller immediately prepare to escort the leadership vehicle.

They implemented protocol rules in Indonesia under Law No. 9 of 2010 concerning protocols considering local traditions/customs, especially the Berau Regency. As a researcher and a protocol officer, I observe that there are still gaps in the primary tasks and functions of protocol in Berau Regency. Judging from the examples of cases that the researcher revealed based on observations and initial interviews with district government protocols regarding the implementation of the protocol, it found that the fact that preparing the committee for implementing leadership activities still often delayed.

The habitual factor of the leader and the late preparation of activities can be an obstacle in implementing the major tasks and protocol functions and affecting the time of implementing activities. Researchers as protocols who carry out their duties often find events that are not ready according to the time stated in the invitation, so as a protocol they must inform the aide to hold the leader from moving to the location until the event prepared. Of course, if this happens in a series of activities that are scheduled in a day, there will be a domino effect that causes changes to all the series of activities that have been scheduled by the leadership on that day. It should be a few days before the activity. The committee immediately coordinates with the protocol to prepare the activity, so that the activities on the specified day can carry out properly according to the time it should be.

The theoretical and practical contribution of this research is to analyze and determine the effectiveness of the primary tasks and functions of the protocol in supporting government activities in Berau Regency.

2. Review of literature

Gie (1999) highlights that administration related to the completion of what is being done, with the achievement of the goals to be set. Meanwhile, Nawawi (2000) emphasizes the series for administration as controlling the cooperative efforts of a group of people to achieve the common goals that have set. According to Siagian (2002), administration is the entire process of cooperation between two or more people based on a certain rationality to achieve predetermined goals.

The flow of public administration requires supportive management aspects. Terry & Rue (2010) defines management as a special process comprising planning, organizing, implementing, and monitoring carried out to determine and achieve targets through the use of human resources and others. Short (1955) divides management into aspects of leadership and aspects of providing direction to work organized in formal groups to achieve the desired goals. Interestingly, McCamy (1951) also combines practices in management and tools that direct or guide the activities of an organization in achieving its stated goals.

The public administration system for public institutions implemented with strict supervision. Short (1955) divides the organization as a structural framework, in which it organized the work of several people to achieve a common goal. Organization as a complete pattern of communication and other relationships within a group of people (March & Simon, 1958). As a complement to it all, Nikezić et al. (2016) underlined that the organization is a system of cooperative activities of two or more people from something that does not materialize and does not indiscriminately, which is mostly about friendship issues.

In order for knowledge to reach and get public appreciation, intense communication needed. Restle & Davis (1962) distinguishes between government communication and public communication, because there is a possibility that many people want to convey their complaints to public administrators who must serve, articulate, and aggressively serve the public interest. Provisions or rules can also come from bureaucrats, so that the people understand the rules and regulations at large.

In this regard, Sandu et al. (2020) focuses on ideal information, which is certainly responded positively by various groups. This information includes an array of data, in which signs that can have given meaning based on how they processed attempted to become an integrated, rational, and optimally functioning whole. Such a situation can only achieved if the data are collections of information that are fully defined according to their content, so that they can always used and can be drive operationally based on formal or programmed decisions.

Of course, as a protocol, they must discipline, master their field of duty, be able to coordinate, and work together, and must have a neat, polite appearance, and have wonderful language or communication skills. There is a special debriefing related to the managerial responsibility of designing and maintaining a system to monitor the strategic flow and diversion of materials, spare parts and finished goods, in order to get maximum benefit for the institution (Bowersox, 2002).

The effectiveness of the communication that is raised also pays attention to the success of the program, the success of the goals, satisfaction with the program, the level of input and output, and the achievement of overall goals (Campbell, 1989).

Ascher (1992) campaigns for continuous communication of a process and an idea that is transferred from a source to one or more recipients intending to change behavior. Figure 1 emphasizes that in communication there is passing ideas, ideas, symbols, and in that process involves other people. The 'Lasswell paradigm' (Perlmutter, 1949) examines communication based on the elements of the communicator (who says?), message (says what?), media (through which channel/channel/media?), communicant (to whom?), and effect (with what impact/effect?).

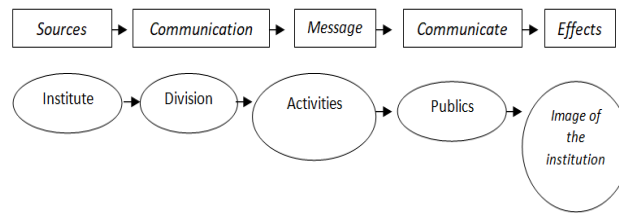


Fig. 1: Communication Model in Public Relations.
(Source: Soemirat & Ardianto, 2005)

Simply put, Guiso et al. (2015) combines communication with the communicator to form a message and convey it through a certain channel to the recipient, causing a certain effect (Tabanal et al., 2021). It also related this to the problems that exist in the Protocol Section of the Regional Secretariat of Berau Regency because there is still a lack of good communication. In fact, frequently there is often a miscommunication between the central and regional protocols because of differences in perception and understanding in applying the rules in the field. The quality of communication is the key to the successful creation of coordination, as described previously.

3. Concept design

We summarize the framework that is concentrated in this research as thinking that is applied through a problem-solving concept approach (e.g. Roy et al., 2021; Zainurossalamia et al., 2020). To facilitate understanding of solving problems, we focus on the effectiveness of the major tasks and functions of the protocol in supporting government activities in Berau Regency. Figure 2 illustrates the form of an effective protocol service.

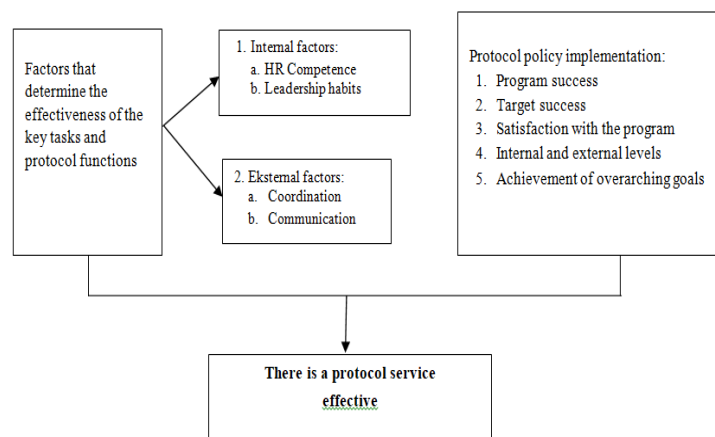


Fig. 2: Operational Pattern.
(Source: Author's elaboration)

Here, the source is the informant, while the protocol staff plays a role in conveying the form of messages as protocol rules that are communicated to the activity implementing committee (Stănescu & Taseu, 2021), so that it will influence activities involving officials such as the Regent, Deputy Regent, and the Regional Secretariat of Berau Regency. Activities that use protocol rules will influence an image or response to the officials themselves. Then, there will be opportunities through an assessment of the protocol at the Berau Regency Regional Secretariat.

4. Methodology

The descriptive method applied in this study through an inductive approach and a critical paradigm to describe factually all the symptoms of problems that arise in the field and associated with relevant theories in order to get rational and general conclusions (Jiuhardi et al., 2021).

In order to collect data, we only focus on the Protocol and Public Relations section of the Regional Secretariat of Berau Regency. Researchers are interested in presenting a case study because they have concerns as actors (protocol) of phenomena that occur in the field during implementing the primary tasks and protocol functions. The research time was from observing to writing reports.

Data sources comprise two types, namely primary data and secondary data. We collected primary data from parties directly involved in protocol activities totaling fourteen people, where the technique of determining informants supported by purposive sampling. It based the subject on a specific purpose, this done because we consider the subject having knowledge and can provide information related to the problem under study (see Table 1). Meanwhile, secondary data divided into documents as relevance to previous studies, Law No. 9 of 2010, reports, and internet sites.

Miles & Huberman (1994) model-based analysis technique. We interpret the data through searching, compiling, and analyzing the data got from the interviews systematically, so that it is easy to understand and, of course, can inform by others. Qualitatively interactive techniques include three stages, namely data reduction, data presentation, and verification to conclude.

Table 1: Informant Unit.

Position	Size
Governor of East Kalimantan	1
Regent of Berau	1
Head of Protocol and Public Relations of the Berau Secretariat	1
Head of the Berau Protocol Sub Division	1
Staff of East Kalimantan Provincial Protocol	1
Public Relations/Protocol staff of Berau Regency	4
Regent's Patrol and Escort	2
Staff of the Berau Regency Civil Service Police Unit	2
Personal Secretary of the Regent of Berau	1
Total	14

(Source: Author's elaboration)

The data will go through organizing and sorting the data into categories and basic description units (Purwadi et al., 2020). That way, a theme found and a working hypothesis planned. Descriptive analysis collects a collection of data, processed, and reviewed by providing interpretation (Figure 3). The intended outcome is a new finding that has never existed before. This finding is as a description or description of an object that was previously difficult to predict, so that after research it becomes clear the causal relationship, interactive, and produces an explicit understanding.

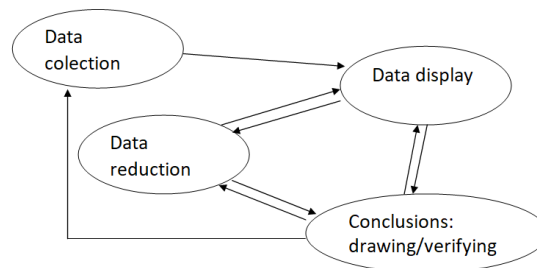


Fig. 3: Interactive Models in Data Analysis.
(Source: Sugiyono, 2015)

5. Discussions and conclusion

Implementing the protocol in supporting government activities in Berau Regency has been effective, as showed by five phases. First, the success of the program seen from the arrangement of the place, the arrangement of the ceremony, the respect, and the willingness of the leadership to have run in an orderly, smooth and orderly manner under Law No. 9 of 2010 concerning protocols. Second, we can observe the success of the target from implementing leadership activities, such as meetings, work visits, inauguration, inauguration, and so on, which have been effective, seen from the protocol tasks given by the leadership. Protocol officers starting from the MC, national anthem guide, leadership guide, receptionist, decision letter reader, ensuring the validity of the program arrangement, series of events, place planning, as well as facilities and infrastructure supporting the activities of the leadership have carried out their duties well and supported by patterns of coordination, communication which is good between protocols and between protocols and the leading sector, and other devices.

Third, they know satisfaction with the program that it satisfies the leader with the protocol services provided to the leader. Judging by performing protocols in the field who attended earlier to prepare for the event, preparing for whatever the leadership did during the activity, starting from the sitting time, technical opening/closing activities, the availability of hand sanitizers, masks, toilets and so on, which made the leaders not feel confused when they were in the office activity location. Thus, the principal functions of the protocol as a regulator of activities are right on target, especially on the service side to the leadership.

Fourth, the internal and external levels. At the internal level, the quality of human resources protocols influences the quality of activities and services provided to leaders. Providing incentives, leadership appreciation, leadership motivation, direction, and supporting facilities for the quality of protocol performance are very much needed to support the external level in achieving effective coordination and communication results.

Fifth, the achievement of overall goals. In this phase, all indicators, ranging from program success, target success, program satisfaction, and internal and external levels, become a holistic unit. Based on the results of observations and interviews with informants, they concluded it had achieved the overall objectives of the Berau Regency protocol, even though there were still shortcomings to improve human resource competencies.

The factors that determine the effectiveness protocol duties in supporting the activities of the Berau Regency Government, which comprise two factors, namely internal factors (protocol HR competence and leadership habits) and external factors (coordination and communication). The facts on the ground show that so far the development of competence and capacity and the provision of protocol knowledge has only delivered through field practice and simple explanations from senior protocols to junior protocols. In fact, the competency factor is the most basic and central factor in the world of protocol.

The habit of leaders having original characters, this can encourage effectiveness related to satisfaction with the program, namely protocol services to leaders, but it can also be an obstacle to effectiveness related to the success of targets for implementing protocol activities. Everything depends on the qualifications of the HR protocol in charge of assisting the leadership.

Coordination by protocol is not only carried out across sectors but also between protocols themselves. The existence of a clear division of tasks accompanied by synergistic coordination will determine the success of a protocol activity.

Protocol as a communication bridge between officials, the activity implementing committee, and the community, and setting the leadership agenda, good communication patterns are an important factor for the success of protocol activities. Communication can do in various ways, either directly or indirectly. Communication can unite shared perceptions, so that there is no miscommunication during implementing activities, especially between protocols, implementing committees, aides and leaders.

Implementing protocol policies for the government in Berau Regency needs to consider the success of the program that has achieved, it needs to be maintained and it is necessary to regularly hold a consolidation agenda that discusses efforts to achieve program success. This consolidation is important to align the vision, namely the success of every leadership agenda with professional protocol escort.

The success of the targets that have achieved must be able to be maintained, but the protocol needs to carry out intensive monitoring and evaluation as material for assessing the success of the protocol targets. We can use monitoring and evaluation as a reference for aim assessment to see the success or failure of a program.

Satisfaction with the program is something that should improve from performing the protocol. Protocols can conduct periodic surveys while consistently improving to provide better services in order to achieve leadership satisfaction with protocol performance.

Internal factors and external factors need to implement things that support the effectiveness and mainstay of the protocol. Internally, especially HR, held special training or training for protocol personnel. While externally, it can do by socializing protocol tasks to cross-sectors to realize a good pattern of coordination and communication, and expanding the network of work units for protocol staff.

Achieving overall goals as much as possible continues to be updated according to the era and existing habits. Do not let the leadership have changed, but the services provided do not match the needs of the leadership. Likewise, the Covid-19 pandemic situation has forced the conditions of all lines to change (Yijo et al., 2021), including protocols that must be able to adapt. Researchers feel the need for special training to develop protocol capacity within the Berau District Secretariat. The training will provide materials containing soft skills and hard skills, as well as leadership training to maximize the implementation of the key tasks and protocol functions as an apparatus for organizing government officials' agendas. We expect the results of the education and training to produce professional protocol human resources.

Each protocol should have sensitivity and be able to adapt to the leader who will provide with the service. Starting from preparation, time of attendance, location of activities, sitting position, series of activities, to the food that will serve. Especially during a pandemic like now, protocols must be observant in looking at the situation to determine service needs, for example, by ensuring the availability of hand sanitizer, masks, gloves for leaders, sterilizing microphones, and so on.

The protocol must maintain a culture of good coordination and communication between protocols and cross-sectors who are interested in an activity. The protocol needs to be

professional in coordination by leaving the existing ego and interests behind to make the leadership activities successful.

It required a protocol to communicate well and prioritize ethics. As much as possible, the protocol should be easy to contact anytime and anywhere. For this reason, the availability of important contacts, an extensive network of work units, credit, internet packages, quality of communication tools, and a clear identity must consider.

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