

ANALYSIS OF THE PROCESS OF ORGANIZING AJI KUNING VILLAGE GOVERNMENT WITH A SYSTEM PERSPECTIVE GOVERNMENT ECOLOGY APPROACH

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ABSTRACT

This writing discusses the analysis of the implementation of the village government of Aji Kuning seen from a systems perspective as an ecological approach to government. How is the process of implementing village government with a systems perspective in the ecology of government studies, in this study a village government can be said to be the lowest sub-system of the government of a national government system. The method used is qualitative analysis with data sources from interviews and documentation studies. Based on the research findings, it can be seen in the system input aspect, one of which is human resources and methods/strategies, both of which are considered relatively insufficient in terms of encouraging the empowerment function of rural communities when compared to development and services. In the process aspect of the system, it can be said that there is good interaction between the village government and the community in the village musdes forum, in this aspect the output is more tangible such as infrastructure development. The system analysis in the government ecology study looks at whether the administration of Aji Kuning Village can carry out development, empowerment, and service functions so that it has outcomes, impacts, and even benefits for the people of Aji Kuning Village.

Keywords: Government System, Ecology of Aji Kuning Village Government.

ABSTRAK

Penulisan ini membahas mengenai analisa penyelenggaraan pemerintah desa Aji Kuning dilihat dalam perspektif sistem sebagai pendekatan ekologi pemerintahan. Bagaimana proses penyelenggaraan pemerintah desa dengan perspektif system dalam studi ekologi pemerintahan, dalam studi tersebut sebuah pemerintahan desa dapat dikatakan sebagai sub sistem pemerintahan yang paling rendah dari sebuah sistem pemerintahan nasional. Metode yang digunakan ialah analisa kualitatif dengan sumber data hasil wawancara dan juga studi dokumentasi. Berdasarkan hasil temuan penelitian terlihat dalam aspek input sistem yaitu salah satunya ialah SDM dan metode/strategi, kedua hal tersebut dinilai relatif masih kurang dalam hal mendorong fungsi pemberdayaan masyarakat desa bila dibandingkan dengan pembangunan dan pelayanan, pada aspek proses dalam sistem dapat dikatakan adanya interaksi yang baik antara pemerintah desa dengan masyarakat dalam forum musdes desa, pada aspek output lebih bersifat terlihat (tangible) seperti pembangunan infrastruktur. Analisis sistem dalam studi ekologi pemerintahan melihat apakah dalam penyelenggaraan pemerintahan Desa Aji Kuning dapat melaksanakan fungsi pembangunan, pemberdayaan dan pelayanan sehingga memiliki outcome, dampak bahkan benefit bagi masyarakat Desa Aji Kuning.

Kata kunci: Sistem Pemerintahan, Ekologi Pemerintahan Desa Aji Kuning.

BACKGROUND

This paper examines and analyzes the implementation of the Aji Kuning Village government process with a government ecology approach using a system perspective. In the study of government ecology, a public institution or government can be likened to a living organism that is influenced by its surrounding environment (Wasistiono, 2012) because it is considered or likened to a living organism, the government can live and develop depending on the government's ability to build relationships with its environment.

In seeing government as a system that is influenced by its environment, in analyzing the process of government administration, it can use a general systems approach, in the treasures of social studies in understanding a system concept starting with the existence of three main elements, namely input process, and output (Shuterland in Wasistiono, 2012).

In political studies David Easton developed an early political system theory that has these three elements plus feedback (Masoeed and Mc Andrews, 2011), the input element consists of requests (support) and demands (demand), where requests arise from the environment outside the system and are responded to by members of the political system through mutually agreed channels, while support is actions that arise from the environment outside the system in encouraging or restraining the political system itself, the output is the result of the input process which can be in the form of

political decisions which can later affect the environment itself (Chilhote, 2010).

The political system itself as stated by Easton is open and also adaptive (Badrun, 2017), adaptive itself as stated by Parson is the ability of the system to meet the demands or needs of the environment so that the system must be able to adapt to existing conditions (Ritzer, 2014), because any system, especially politics, is required to be able to adapt to its environment, it can be said that the system must be open and not closed, If the system is closed then the environment urges the system to be open which results in changes in the system itself in order to be adaptive to the environment, this understanding is the same in viewing government as an open system where there is an interaction between the government as a system and the environment itself (Wasistiono, 2012) open because the system must be adaptive as stated by Parsons.

In viewing government as a system, it can be seen hierarchically and functionally (Wasistiono, 2012), where hierarchically the system has levels from the highest to the lowest while the functional view sees the system consists of various important elements which are important in realizing a government system, the elements of the government system consist of:

1. input
2. process
3. output
4. outcome
5. impact
6. benefit

7. feedback
8. feedforward
9. environment (Wasistiono, 2012)

Input or input consists of man, money, material, method machine, a minute, or what is commonly referred to as 6 M in the management approach, an input component that is an element that can encourage the system to run. The process is a system component that converts input into output (Wasistiono, 2012), the process can mean the implementation of policy making by the government. Output means the product of the process or public policy, use value or outcome is the usefulness of the policy, the impact component is the result of the implemented policy that can have a negative or positive impact, and benefit means the benefits that can be felt directly by the public, feedback is feedback or environmental response to the outcome and perceived impact, feedforward is input to other government systems at higher or lower levels (Wasistiono, 2012).

The village is the simplest early community that is the lowest unit in the government structure in Indonesia (Djaenuri et al., 2014). In line with this, the village is a legal community unit that has an original structure based on special origin rights. The foundations of thought in the Village Government are diversity, participation, autonomy, democratization, and community empowerment (Widjaja, 2003). When viewed from the point of view of the system contained in the study of government ecology, the village is the lowest system (sub-system) of the

national system, this can be seen in the following paragraphs:

1. Supra system: the national system consisting of the national institutions of the state at the center
2. System: in the form of a government system at a level below the national system, namely the provincial level.
3. Subsystem: the government system at the district and city level under the provincial system.
4. Sub-sub-system: This is the lowest level system found at the village level (Wasistiono, 2012).

From this explanation, it can be understood that the village is the lowest government system that has general government functions, where general government functions include rulemaking, rule-setting, and adjudication (Howard and Marcus, 2016) while the work fields of the government itself include empowerment, development and public services and regulation (Labolo, 2014). So, it can be expected that the village as a system can carry out the functions and work fields of government.

The ecological approach to government with a systems perspective can analyze the process of village governance, especially in Aji Kuning Village in Sebatik Subdistrict, Nunukan Regency, because the systems analysis in ecological studies can describe and analyze what factors can influence the success of Aji Kuning Village governance to determine the course of government functions in the fields of development, service, empowerment, and regulation. In the current situation where most villages

in Indonesia experience poverty problems and 63% of the total population in

Indonesia is in rural areas with a total of 83,813 villages. based on table 1.1 below:

Table 1.1. Number of Poor People, Percentage of Poor People and Poverty Line, 2014-2017

Tahun	Jumlah Penduduk Miskin (Juta Orang)			Presentase Penduduk Miskin		
	Kota	Desa	Kota+Desa	Kota	Desa	Kota+Desa
2014	10.36	17.37	27.73	8.16	13.76	10.96
2015	10.62	17.89	28.51	8.22	14.09	11.13
2016	10.49	17.28	27.76	7.73	13.96	10.7
2017	10.27	16.31	26.58	7.26	13.47	10.12

Source: BPS, 2018.

Based on the data above, the number of poor people in rural areas is far greater than the number of poor people in urban areas, where the number of poor people in rural areas is 16.13 million while urban areas are 10.27 million.

This can show that the performance of the village government can be seen based on the table above has not been able to produce a significant impact in reducing the number of poor people in its working area, therefore system analysis in the study of government ecology can be an answer to why in the process of organizing village government has not been able to carry out its functions both in the fields of services, development, and empowerment that can encourage poverty reduction.

One of the study areas in using system analysis is Aji Kuning Village, in carrying out its functions Aji Kuning

Village only focuses on development and governance without looking at other aspects such as services or empowerment that have an impact that can improve the quality of life of its people. Therefore, how does systems analysis in the study of government ecology analyze these symptoms so that it can provide a holistic picture of the administration of the Aji Kuning Village government?

METHODS

This paper uses a descriptive qualitative approach (Creswell, 2015), the data source comes from interviews with various sources both from the Aji Kuning Village government apparatus and civil society. The qualitative approach is used on the basis that this study is not based on the analysis of numbers but in the form of words sourced from the results of interviews in the field and the results of the

documentation study presented by the Aji Kuning Village Government which is related to the implementation of the Aji Kuning Village government process in a system perspective.

The data analysis technique used steps as proposed by Burhan Bungin (2001), which consists of data collection, data reduction, data display, verification, and confirmation of conclusions. Meanwhile, the credibility/trustworthiness checking technique used in this research is the source triangulation technique.

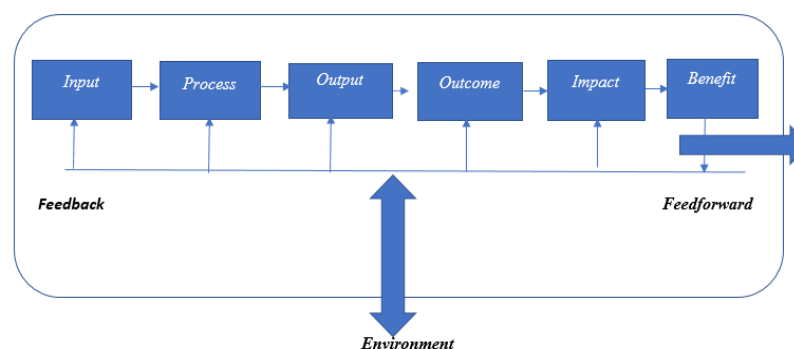
RESULTS AND DISCUSSION

System Analysis in the Process of Aji Kuning Village Government Implementation

In the study of the ecology of government, the system can be seen functionally which consists of several important components which have certain functions in carrying out the government process, especially the village government

system, the government system in its process is secular, namely the flow or flow starting from the first component of the system or input after that proceeds to the system process where the input element is processed by the system so as to produce an output in the form of policies, decisions or regulations which are easily understood as a product of the system itself, Then proceed to the outcome element, namely what can be taken advantage of the policy or regulation as a product of the system process, which of course can have a positive impact on the community where the community benefits from the product of the system process but can also have a negative impact and the feedback element is the response of the environment outside the system can respond to the impact of the existing impact of the system products that have been made while the forward feedback is input from the system either at a lower or higher level so that it affects the system, this explanation can be understood in the figure below.

Figure 1. Functional View of the System



Source: Wasistiono, 2012

Based on the picture above, analyzing the implementation of the Aji Kuning Village Government can be started by looking at the input component. The input components in the Aji Kuning Village system are in the form of the Aji Kuning Village government apparatus, both those in village institutions and BPD, the availability of funds, equipment, machinery, and plans prepared by the Aji Kuning Village Government and the time owned in running the program. These are all elements

contained in the system input component that can provide input in running the system in Aji Kuning Village, this is likened to a fuel that can move the system to keep it running in carrying out its functions.

An element in the input component of the Aji Kuning Village system is the availability of a budget that is owned for carrying out development, empowerment, and service programs as the work field of the Aji Kuning Village Government, for more details, can be seen in table 1.2 below.

Table 1.2. Income and Expenditure of Aji Kuning Village in 2019

Pendapatan Transfer	Rp 1.627.644.000,00
• Dana Desa	Rp 1.093.040.000,00
• Dana Desa	Rp 1.093.040.000,00
• Alokasi Dana Desa	Rp 534.604.000,00
• Alokasi Dana Desa	Rp 534.604.000,00
• Pendapatan Lain-lain	Rp 156.869.672,00
• Lain-lain Pendapatan Desa yang sah	Rp 1.784.513.672,00
Jumlah Pendapatan	
Belanja	
• Bidang Penyelenggaraan Pemerintahan Desa	Rp 670.919.621,90
• Bidang Pelaksanaan Pembangunan Desa	Rp 920.952.000,00
• Bidang Pembinaan Kemasyarakatan	Rp 107.812.000,00
• Bidang Pemberdayaan Masyarakat	Rp 106.775.000,00
Jumlah Belanja	Rp 1.806.458.621,90

Source: APBDes of Aji Kuning Village 2019

The availability of the budget is very important in ensuring the implementation of government programs, so the budget is included in one of the input elements, but in looking at input factors, it is not only seen from the budget element but also the human factor or human resources that are able to move the wheels of government in Aji Kuning Village, to assess the good and bad of the resources owned, it can assess this from the aspect of quantity and quality of village officials and BPD members of Aji Kuning Village, This is important because good quality will give birth to professionalism with members who

are competent in their fields in this case, namely the ability to take care of public affairs both in the fields of development, empowerment and services in Aji Kuning Village, in terms of the quality of human resources in village government cannot be separated from the competence possessed by members of the village apparatus and BPD members, The aspects that are seen to assess the good and bad of competence as a characteristic of the quality of human resources are the existence of knowledge, ability and expertise in carrying out every job assigned to each member to achieve maximum results (Tarjo, 2020).

The knowledge aspect is an understanding of the sources of information in processing existing data and facts (Mangindaan and Manossoh, 2018) so as to be able to produce a conclusion based on concepts or theories, to increase knowledge, formal education is needed in accordance with their respective fields of work, while the expertise aspect (skill) is the ability to process data on the basis of previously obtained training while ability is the ability of members to absorb knowledge and the ability to solve problems quickly and accurately.

In looking at the facts in Aji Kuning Village, the level of quality of human resources as an input element is still low if this is seen from the level of education and training that has been obtained for members of the village apparatus both in the village apparatus and BPD, based on data that has been collected, it is stated that in terms of the level of knowledge of the implementation of the Aji Kuning Village Government, the apparatus is lacking in obtaining pieces of training so that in terms of knowledge and skills, it is still lacking.

The lack of training in improving skills and knowledge is due to the limited funds available in the Village treasury where in the previous year, which was in 2018, there were a number of training held by the Aji Kuning Village but in 2019 there was no training again, improving human resources is important in encouraging the quality of system inputs, therefore one of them is to improve quality with training, technical guidance or continuing education, but this is inseparable from the necessity of providing funds or budgets in implementing these quality improvement programs.

The importance of improving the quality of human resources or the human element in a system is:

1. Help employees make better decisions.
2. Improve the ability of workers to solve various problems faced.
3. Internalization and operationalization of motivational factors.
4. The emergence of encouragement in workers to continue to improve their work abilities.
5. The Increased ability of employees to cope with stress, frustration, and conflict, in turn, increases their own self-confidence.
6. The availability of information about various programs that can be utilized by employees to grow technically and intellectually.
7. Increased job satisfaction.
8. Greater recognition of one's abilities.
9. Greater determination of workers to be more independent.
10. Reducing the fear of facing new tasks in the future (Siagian, 2011).

Improving the quality of human resources, as described by Siagian, one of which is the ability to make decisions. If it is associated with the Input component, then this is aimed at the method element, namely a procedure or blueprint in carrying out each village government program, which starts from a planning effort, which means that with a lack of quality human resources, it affects the ability to plan.

Looking at the case in Aji Kuning Village, especially in terms of planning as outlined in the APBDes for the 2019 fiscal year, it is shown that in terms of the largest expenditure for the field of organizing village administration amounts to 670

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million. This is greater than the empowerment and guidance sectors, which amounted to 106 million and 107 million respectively. However, the development sector absorbed the largest budget, which was 920 million. From this, the service and empowerment aspects are not very prominent, and the expenditure is more aimed at the activities of organizing village administration. The village government should be able to allocate more funds for empowerment and services, which can

certainly boost community life in Aji Kuning Village in addition to infrastructure development. When examined more deeply, program planning in the village must be adjusted to the cultural, social, and economic conditions of the surrounding community.

This is important to note when looking at the social conditions of the people of Aji Kuning Village, which are more dominant in the agricultural sector, this can be seen in the table below.

Table 1.3. Livelihoods of Aji Kuning Village Community

No	Mata Pencarian	Laki-Laki	Perempuan	Jumlah
1	Petani	335	23	358
2	Buruh Tani	88	6	94
3	Nelayan	22	-	22
4	Jasa/Perdagangan	18	45	63
5	PNS	10	17	27
6	Karyawan Swasta	125	44	169
7	Tukang	13	-	13
8	TNI/POLRI	3	-	3
	Jumlah	614	135	749

Source: Aji Kuning Village Overview 2019

Based on the table above, sociologically the people of Aji Kuning Village are farming communities, and fulfilling their lives depends on the agricultural sector. With this characteristic, in terms of expenditure planning, government programs focus on how the village government increases the empowerment of the farming community. Thus, programs are directed at improving the welfare of farmers, especially farm laborers. It should be recognized that this is

related to the lack of planning done by the village government apparatus. It can be concluded that the method component in the input element does not or does not reflect the real needs of the community. It should be noted that even though infrastructure development has been carried out well, other aspects also need to be well realized, especially if the community in the village is a marginalized class in the social strata of society, such as the peasants. Therefore, there is a need for creativity and a strong

drive to realize empowerment, and this is certainly a good input for the Aji Kuning Village government system itself.

The next component of a system is the process. The process is the result of changing the input component into output which is the product of the system itself. Products are not abstract but real and can be felt such as public policies in the field of basic services, community empowerment programs, licensing programs, as well as in the field of development in all fields. As stated, that the elemental component is sometimes considered a "black box" (Wasistiono, 2012). What is meant by a black box is that those outside the system do not know what is happening in the process activities. This is because it is sometimes closed and even exclusive, but in the process component, there are communication networks from various parties. If the input component is more about the availability of resources, it is in the process component that the input is processed into a communication process from various parties and produces certain outputs. Simply put, communicating what policies will be made based on the availability of resources and certain interests.

In the elemental component that needs to be considered is the need for active community participation and openness so that the community can channel their aspirations and demands. However, the problem is the paradigm related to the mechanism of the legislative process in a closed government system. So that it is termed a black box because the community or public does not know what is being done and what happens in the process and the public only accepts the policy without

knowing whether the policy is beneficial for the interests of the community, or in accordance with public aspirations.

Seeing this view, the legislative process or the process component in the government system runs at the superstructure level. If it is related to village government, it is only at the level of village officials and BPD without representing the community. This paradigm is related to the principle of democracy as stated by Dahl that in the policy formulation process, community participation is required as a principle of democratic governance (Habodin, 2015). Participation only exists if there is an open space for interaction between the system superstructure and the community/public in a balanced manner (Dede Mariana, 2015). This means that every draft decision that has been made by the village apparatus to take care of public affairs must not be separated from public consultation as a characteristic of the implementation of democratic governance (Thoha, 2007). In line with this, the village is a self-governing community, which means that the village has the authority to regulate and manage the interests of its community according to local socio-cultural conditions, with a close community kinship structure, and prioritizes the principles of democracy and community empowerment.

Autonomy is basically the right, authority, and obligation to regulate and manage its own household. Village authority is the right possessed by a village to be able to manage its own households in realizing the autonomy of the village. Villages have origin rights and traditional rights to realize autonomy based on the interests of the local community and play a

role in realizing the ideals of independence based on the 1945 Constitution of the Republic of Indonesia.

In the stages of the process in Aji Kuning Village, based on opinions from both the government and the community, it was found that the community was included in the decision-making process of village decisions. The community is always present in deliberation meetings, both at the Dusun level or Musdus and at the village level or Musdes, wherein the mechanism, all decisions that have been agreed upon by the community or have become a list of residents' wishes at the Dusun level are brought further to the Musdes level. Then there is a dialog between the village government, BPD, and the community in general. The components of this process become the village government's considerations or preferences for what is needed by the community. Meanwhile, the government needs to build and maintain continuous communication with the governed so that the government understands the needs, aspirations, and perspectives of the governed so that empathy arises from the government toward the governed (Ndraha, 2003).

The process of communication or dialogue between the village government and the community requires a communication relationship that is free of pressure, coercion, domination, and power games. Dialogue and compromise can realize mutual agreement or consensus as stated by Habermas (Lubis, 2015).

In the process component, as a form of policy planning in the village, in addition to the path of compromise between the government and the community, the views

or decisions of the government itself are also needed (Abe, 2002). There are two approaches to looking at the organization of the process in the operation of the system, namely the top-down and bottom-up approaches. So, in the process between input and output, it is also necessary to consider the views or policies that come from the thoughts of government leaders or official members, be it the village head or BPD members. This can be referred to as a top-down perspective. However, what needs to be considered in a top-down mechanism is that it is inseparable from the input component, namely the quality of human resources and good methods. If the government wants to provide insight into planning, then the quality of members needs to be considered. This is because it relates to the ability to make the right decisions. If we look at what exists in Aji Kuning Village in terms of work program planning, the village government focuses more on development and government administration, but the empowerment aspect is less considered. Although the orientation of the village government is physical development or infrastructure such as roads, it is also important to develop the capacity of the community to be empowered. Therefore, creativity is needed from the human element in planning policies in a system process.

Next is the output component, which means the policy produced by the government as a system. If the "input" in the process is a dialogue or communication between the government (Village) and the community by considering the existing resource factors, then the output is more about what the village government programs are to realize the common

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interests of the village community, be it in the field of development, services, and empowerment. If you pay attention, the output produced in Aji Kuning Village is

more dominant or directed to physical/infrastructure development for more details can be seen in the table below:

Table 1.4. Program Expenditure Costs of Public Works and Spatial Planning Sector in 2019

Bidang Pembangunan Desa Aji Kuning	Besaran Anggaran
Sub Bidang Pekerjaan Umum dan Penataan Ruang	Rp 201.555.000,00
• Pemeliharaan Pemakaman /Situs Bersejarah/Petilasan Milik Desa	Rp 4.800.000,00
• Pembangunan/Rehabilitas/Peningkatan/Pengerasan Jalan Desa	Rp 196.755.000,00
Sub Bidang Kawasan Pemukiman	Rp 408.255.000,00
• Dukungan Pelaksanaan Program Pembangunan/Rehab Rumah Tidak Layak	Rp 7.000.000,00
• Pembangunan/Rehabilitasi/Peningkatan Sanitasi Permukiman	Rp 308.570.000,00
• Pembangunan/Rehabilitasi/Peningkatan Fasilitas Pengelolaan Sampah	Rp 92.685.000,00
Sub Bidang Perhubungan, Komunikasi dan Informatika	Rp 30.300.000,00
• Penyelenggaraan Informasi Publik Desa (Poster, Baliho Dll)	Rp 1.300.000,00
• Pembuatan dan Pengelolaan Jaringan/Instalasi Komunikasi dan Informatika.	Rp 29.000.000,00
Sub Bidang Pariwisata	Rp 219.308.000,00
• Pembangunan/Rehabilitasi/Peningkatan Sarana dan Prasarana Pariwisata	Rp 219.308.000,00

Source: APBDes of Aji Kuning Village 2019

The output component to produce positive outcomes and impacts, apart from the government's ability to formulate

In addition to the government's ability to formulate policies in a legislative process, the village government also needs the ability to implement the policies that have been made. Thus, no matter how perfect a decision has been made, it will not be of any benefit and impact to the community if the village government is unable to implement its decisions and can be felt directly by the community.

In looking at a policy implementation, it is necessary to pay attention to three aspects, namely organization, interpretation, and

implementation (Jones in Agustino, 2016). If it is associated with these three aspects, in seeing how the village government's ability to implement each policy, then in the organizational aspect, village officials can mobilize existing resources, both human, budget, supporting equipment as well as the selection or preparation of appropriate methods. In the interpretation aspect, the ability of the village apparatus to translate each decision into a program that can be applied directly to the community. Meanwhile, implementation/application is the ability of the village government organization to implement every program in the fields of development, services, and empowerment with routine activities.

The village community will feel a positive impact by obtaining the value of the benefits of a policy (output) of a system. If the input component is fulfilled, accompanied by a process component that pays attention to good communication between the village government and the community, and the ability to implement decisions that have been made, then the existing output can produce outcomes. Positive impacts for the community or the system can respond to environmental responses and provide positive feedback.

CONCLUSION

Analysis of the administration of the Aji Kuning Village government through a system approach, the components that are considered can be seen from the input which consists of elements of human resources, budgets, and methods. While the process component can be seen in community

participation in the policy planning process and components. While the output is a policy product. Looking at the inputs in the human resource element of Aji Village, there is still a lack of quality in terms of knowledge and skills. This certainly affects the ability to provide good, precise, and innovative planning, especially in the policy-making process. So that the village government only relies on physical development programs but other programs such as empowerment, and services are less explored. Even so, development programs are also aspirations that come from the people of Aji Kuning Village, this can be seen from the good interaction or communication between the Aji Kuning Village government and the community in the Musdes forum so that the community can feel the development that was previously the aspiration of the community

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