

THE ORGANIZATIONAL DEVELOPMENT FUNCTION STRATEGY IN THE IMPLEMENTATION OF THE PROGRAM FOR THE UNLIABLE HOUSING AT THE PUBLIC HOUSING DEPARTMENT, THE SETTLEMENT AREA AND LAND BANDUNG DISTRICT

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Abstract

The main problem in this research is that the Department of Public Housing, Settlement and Land Areas (*Disperkimtan*) Bandung Regency, has not been able to provide effective and efficient work results, especially in the implementation of the Uninhabitable Home Improvement Program (*Rutilahu*). The research method used in this study is descriptive analysis with a qualitative approach. A method that describes a situation that is ongoing at the time the research is carried out. While the qualitative approach is intended as a research procedure that produces descriptive data in the form of written or spoken words from people and observable behavior. Based on the results of the research that the Implementation of Organizational Development in the Implementation of the Uninhabitable House Program at the Public Housing, Settlement and Land Areas in Bandung Regency has not been fully achieved effectively. This means that the Government of Bandung Regency in terms of through the Office of Public Housing, Settlement Areas and Land has not helped the community much to improve the quality of life/health status of the poor. However, this program has played a role in reducing the number of uninhabitable houses. While the level of community responsiveness. The repair program for uninhabitable houses (*Rutilahu*) in Bandung Regency has satisfied the expectations, perceptions, or values of the community. Although there are still problems / obstacles that arise in society. Functions of Organizational Development Strategy in Implementing Uninhabitable Houses Program at the Public Housing, Settlement and Land Areas in Bandung Regency through factors 1) Plan (structured to unstructured), 2) Power (unilateral to delegated), 3) Relationship (impersonal to personal) and 4) Tempo (revolutionary to evolutionary), has not been fully effective. Based on the results of the SWOT analysis, several things must be done by the Department of Public Housing, Settlement and Land Areas in Bandung Regency so that the results are effective.

Keywords: Organizational Development, Implementing Uninhabitable Houses, Public Housing Service

Introduction

Organizational or institutional development is a series of efforts to improve the ability of the organization and its parts to become an effective, efficient and sustainable organization. If an organization has implemented an organizational development plan, then the next stage of the organization is important to conduct a re-assessment to see the extent of organizational development as well as an evaluation of the development plan or strategy that has been implemented and determine development priorities for the next time.

Judging from human resources, which places a person not in accordance with their competencies who should be willing to devote their energy and thoughts in carrying out work in accordance with the job description, in fact there is a problem of workload imbalance on the one hand there are employees who have a very heavy workload, on the other hand. there are employees who have a light workload.

Currently, housing needs in Indonesia are still far from being met. There are around 64.1 million housing units in Indonesia, 20% of which are in poor condition. Estimates of the number of housing shortages vary widely. In the 2010 census, the Central Statistics Agency calculated the number of housing shortages to reach around 11.9 million units. This calculation is based on information on home ownership, which is estimated to have increased to 13.5 million in 2014. If below the standard using density measures (<7.2 m² per capita), the number of uninhabitable housing units is 7.5 million. Meanwhile, 45% of households, or 28,900,000 units are considered below the livable standard due to the following reasons: because they are too dense, were built using at least one low quality building material, or do not have access to basic services.

Based on the results of observations or observations in the field, the implementation of the uninhabitable housing program (*Rutilahu*) in Bandung Regency has not gone well because there is a tendency that it has not led to the actual organizational development carried out by the Public Housing, Settlement and Land Office.

This can be seen by the following various indicators:

1. With regard to organizational development, the mandate of PP No. 18 of 2016 concerning regional apparatus, by service level, how to develop an organizational structure that is pro to more efficient services, organizational changes in the Public Housing, Settlement and Land Areas (*Disperkimtan*), there are many overlapping tasks, between the Housing and Settlements with the Department of Public Works and Spatial Planning.
2. The Department of Housing and Settlements has limitations in dealing with technical problems because based on applicable regulations, technical problems are the domain of Non-Governmental Organizations (KSM).
3. Organizational development of the Public Housing, Settlement and Land Affairs Office (*Disperkimtan*) which is separate from the Public Works and Spatial Planning Office has an impact on the non-optimal implementation of the uninhabitable home improvement program (*Rutilahu*).

Based on the above indicators, the Bandung Regency Public Housing, Settlement and Land Service (*Disperkimtan*) has not been able to provide effective and efficient work results, especially in the implementation of the *Rutilahu* improvement program. Referring to the description and explanation above, an in-depth study was carried out related to the implementation of the uninhabitable housing program (*Rutilahu*) in Bandung Regency.

Research methods

Bandung Regency is part of the Bandung metropolitan development area, which has an area of 176,239 km² with a population of 3,174,499 people consisting of 1,617,513 men and 1,556,986 women (BPS 2010), which is a hinterland and a buffer zone for the provincial capital of West Java. . For this year, RTLH will be prioritized as a priority according to the regional government's proposal, in 2017 it will be repaired as many as 1000 RTLH units in 100 villages from 30 sub-districts. Regarding the RTLH that has not been reported, his party is still verifying reports from regional officials. He hopes that regional officials can be proactive in conducting inspections in their respective working areas.

For RTLH that has not been handled, it must be immediately reported to the Office, so that verification and data collection will be carried out to enter the RTLH improvement program. This year the RTLH improvement has increased from 1 village of 5 houses to 10 houses. With a large distribution of RTLH, while capacity is limited, 10 houses have increased. In the future, we will encourage village officials to be more active in creating houses that are livable, healthy, comfortable and in an orderly environment. social quality improvement infrastructure. The research method used by the researcher is descriptive analysis with the type of approach being qualitative. According to Sugiyono (2001:86) that "descriptive analysis is intended as a method that is describing a situation that is ongoing at the time the research is carried out". Meanwhile, according to Moleong (2009) and Sidiq et al (2021) that "research with a qualitative approach is intended as a research procedure that produces descriptive data in the form of written or spoken words from people and observable behavior". The qualitative approach was chosen with the consideration that this research is expected to obtain real data and be able to examine the research problem in depth so that the expected results can be obtained. The use of qualitative research is felt to be very appropriate in the study of public administration, especially research that tries to examine and understand a society.

The aspect studied in this study is Organizational Development which was put forward based on the theoretical approach of Djatmiko (2015) with 4 organizational development factors consisting of Plan (structured to unstructured), Power (unilateral to delegated), Relationship (impersonal to personal) and Tempo factors. (revolutionary to evolutionary).

RESULTS AND DISCUSSION

Implementation of Organizational Development in the Uninhabitable House Program at the Department of Public Housing, Settlement Areas, and Land in Bandung Regency

The results of the analysis and empirical observations that organizational development in the implementation of the Uninhabitable House Program at the Public Housing, Settlement and Land Offices in Bandung Regency, can be explained that the organizational development is going well in accordance with the official duties and responsibilities. Meanwhile, in carrying out its duties and functions, especially in the success of the

uninhabitable housing program (*Rutilahu*), there is still a need for improvement in organizational development so that it is able to support all development programs in Bandung Regency, which are more effective and efficient. Of course, it can be supported by the existence of Plan (structured to unstructured), Power (unilateral to delegated), Relationship (impersonal to personal), and Tempo (revolutionary to evolutionary), as indicators of the success of routine programs.

There is an effective organizational development function strategy in implementing the uninhabitable housing program at the public housing office. residential and defense areas in Bandung district.

1. Plan factor (structured to unstructured)

The results of the analysis prove that the organizational development factors in the Public Housing, Settlement and Land Offices are running quite well, although there are some discrepancies in the implementation of the routine program, but it can be anticipated by leadership policies so that program implementation returns to its proper track.

2. Power Factor (unilateral to delegated)

The results of the analysis prove that the Power factor (unilateral to delegated) in the organizational development of the *rutilahu* program in the jurisdiction of Bandung Regency, is a manifestation of the local government in the welfare of its people.

3. Relationship factor (impersonal to personal)

The results of the analysis prove that the Relationship factor (impersonal to personal) in the context of organizational development in supporting the *rutilahu* program in the jurisdiction of Bandung Regency, has provided benefits as expected by the people of Bandung Regency. The current organizational development requires consistency and seriousness of the leadership and the apparatus as a whole.

4. Tempo factor (revolutionary to evolutionary)

The results of the analysis prove that the Tempo factor (revolutionary to evolutionary) in the context of organizational development in the Public Housing, Settlement and Land Offices, cannot be separated from the speed of the program implementation process, the depth of the program implementation process, micro changes in program implementation, and macro changes in program implementation. . This is to support the routine program as part of official responsibilities.

A. Strategy Aspect Study Plan (Structured to unstructured)

Organizational development is a planned effort, including the organization as a whole, managed from above, to improve the effectiveness and health of the organization through planned interventions on processes that occur within the organization, using knowledge derived from behavioral science.

B. Strategy Aspects of the Study of Power (unilateral to delegated)

Organizational change theories basically develop from the use of social change theories. As stated by Greiner, which states there are three approaches that are often used by managers in carrying out organizational change. The three approaches are unilateral power, shared power, and delegated power.

C. Strategy Aspects of Relationship Studies (impersonal to personal)

Change management requires the use of various systematic processes that can be broken down into stages or sub-processes. Change agents (change agents) are individuals, usually from outside the work unit.

D. Tempo Study Aspect Strategy (revolutionary to evolutionary)

Before an organizational development program can be implemented, the organization must first identify the need for development. Identification of this need is important, because it will convince change actors to be willing to adopt new ways to change.

Strengths, Weaknesses, Opportunities and Threats Organizational Development in Implementing Uninhabitable Housing Programs at the Public Housing, Settlement and Land Areas in Bandung Regency.

Tabel 1: SWOT Analysis Results

Strengthness:	Weaknesses:
<p>1. (<i>structured to unstructured</i>)</p> <p>a. There are clear regulations regarding the implementation of the Uninhabitable Houses Program (<i>Rutilahu</i>) both from the PUPR Ministry level, as well as from the</p>	<p>1. (<i>structured to unstructured</i>)</p> <p>a. The entry and exit of village facilitators and reorganization in the implementation of the Uninhabitable Home Improvement Program</p>

Strengthness:	Weaknesses:
<p>Provincial and Regency Public Housing, Settlement Areas and Land Offices.</p> <ul style="list-style-type: none"> b. The implementation of the <i>Rutilahu</i> program is carried out by the community on a self-managed basis based on the principle of autonomy and is facilitated by government officials assisted by facilitators. c. The organizational structure of BKM is determined by members, responsible for the realization of physical, financial, and administrative activities/works carried out according to the self-management plan <p>2. <i>(unilateral to delegated)</i></p> <ul style="list-style-type: none"> a. Dynamic society so that it is able to assimilate to organizational changes quickly b. The appointment of program recipients is based on the decision of the delegated decision-making power through the results of a survey from a third party in this case a consultant appointed to verify field conditions based on a proposal submitted by the Non-Governmental Organization <p>3. <i>(impersonal to personal)</i></p> <ul style="list-style-type: none"> a. a. Basic training for village facilitators for the <i>Rutilahu</i> Utilization program b. b. Basic Training for Village Facilitators is emphasized as an awareness training process <p>4. <i>(revolutionary to evolutionar)</i></p> <ul style="list-style-type: none"> a. The formation of a communication pattern in the performance facilitator group, the implementation of the <i>Rutilahu</i> Program b. The commitment of the West Java Provincial Government to provide a stimulant for the availability of livable houses. 	<ul style="list-style-type: none"> b. Inaccuracy in the implementation of activities c. Sometimes other aspects occur, namely the delay in facilities/infrastructure or materials for the implementation of the <i>Rutilahu</i> program <p>2. <i>(unilateral to delegated)</i></p> <ul style="list-style-type: none"> a. Lack of understanding of the basics of development involving the target community as the main actor (subject) through the empowerment process b. In field practice, it is often constrained by the stagnation and/or not smooth flow of messages that take place as well as the occurrence of misunderstandings about what are the problems faced. <p>3. <i>(impersonal to personal)</i></p> <ul style="list-style-type: none"> a. There are village facilitators who still do not understand their duties and functions as the spearhead of the successful implementation of the Uninhabitable Home Improvement program b. There is no provision for meeting time between the village facilitator, the Community Self-Sufficiency Agency, and the community receiving the <i>Rutilahu</i> program <p>4. <i>(revolutionary to evolutionar)</i></p> <ul style="list-style-type: none"> a. Lack of synergy in coordination of the village facilitator group team with the Community Self-Help Agency so that the process cannot be carried out quickly. b. The stimulus given is not in accordance with the program target
Opportunity::	Threat:
<ul style="list-style-type: none"> 1. Commitment of the Ministry of PUPR, West Java Provincial Government to provide stimulants by facilitating the community to be able to make self-change, social change through the process of community empowerment 2. The HDI and the MDGs are the policy framework for poverty reduction at the national level 3. The West Java Provincial Government has set a mission: to build an independent community that is able to establish togetherness and synergy with the government and local care groups in dealing with poverty effectively in good governance, and able to realize the creation of an orderly, healthy, productive and 	<ul style="list-style-type: none"> 1. Background facts of different social conditions of society 2. Characteristics, capabilities, and availability of the apparatus are not in accordance with the potential and needs of the organization

Strengthness:	Weaknesses:
environmentally friendly settlement environment. sustainable (neighbourhood development)	

Source: Research Results, 2021

On the basis of strengths, weaknesses, opportunities and challenges, it shows that there are several internal factors and external factors of the Organizational Development strategy in the Implementation of the Uninhabitable House Program at the Public Housing, Settlement and Land Areas in Bandung Regency so that to solve problems, the SWOT strategy is used.

The results of the weighting to determine the Organizational Development Strategy in the Implementation of the Uninhabitable House Program at the Department of Public Housing, Settlement and Land Areas in Bandung Regency.

Tabel 2: SWOT Analysis Results

Criteria	Rating	Bobot	Score
Strengthness			
There are clear regulations regarding the implementation of the Uninhabitable Houses Program (<i>Rutilahu</i>) both from the PUPR Ministry level, as well as from the Provincial and Regency Public Housing, Settlement Areas and Land Offices.	4	0.11	0.46
The implementation of the <i>Rutilahu</i> program is carried out by the community on a self-managed basis based on the principle of autonomy and is facilitated by government officials with the assistance of a facilitator.	4	0.11	0.46
The organizational structure of BKM is determined by members, responsible for the realization of physical, financial, and administrative activities/works carried out according to the self-management plan	3	0.09	0.26
Dynamic society so that it is able to assimilate to organizational changes quickly	4	0.11	0.46
The appointment of program recipients is based on the decision of the delegated decision-making power through the results of a survey from a third party in this case a consultant appointed to verify field conditions based on a proposal submitted by the Non-Governmental Organization	4	0.11	0.46
Basic training for village facilitators for the <i>Rutilahu</i> Utilization program	4	0.11	0.46
Basic Training for Village Facilitators is emphasized as an awareness training process	4	0.11	0.46
The formation of a communication pattern in the performance facilitator group, the implementation of the <i>Rutilahu</i> Program	4	0.11	0.46
The commitment of the West Java Provincial Government to provide a stimulant for the availability of livable houses.	4	0.11	0.46
Amount			3,91
Weakness			
The entry and exit of village facilitators and reorganization in the implementation of the Uninhabitable Home Improvement Program	4	0.11	0.42
Inaccuracy in the implementation of activities	3	0.08	0.24
Sometimes other aspects occur, namely the delay in facilities/infrastructure or materials for the implementation of the <i>Rutilahu</i> program	3	0.08	0.24
Lack of understanding of the basics of development involving the target community as the main actor (subject) through the empowerment process	4	0.11	0.42
In field practice, it is often constrained by the stagnation and/or not smooth flow of messages that take place as well as the occurrence of misunderstandings about what are the problems faced.	4	0.11	0.42
There are village facilitators who still do not understand their duties and functions as the spearhead of the successful implementation of the Uninhabitable Home Improvement program	4	0.11	0.42
There is no provision for meeting time between the village facilitator, the Community Self-Sufficiency Agency, and the community receiving the <i>Rutilahu</i> program	4	0.11	0.42

Criteria	Rating	Bobot	Score
Lack of synergy in coordination of the village facilitator group team with the Community Self-Help Agency so that the process cannot be carried out quickly.	3	0.08	0.24
The stimulus given is not in accordance with the program target	4	0.11	0.42
Amount			3,24
Opportunity			
The commitment of the Ministry of PUPR, West Java Provincial Government to provide stimulants by facilitating the community to be able to make self-change, social change through the process of community empowerment	4	0.36	1.45
HDI and MDGs which are the policy framework for poverty reduction at the national level	4	0.36	1.45
The West Java Provincial Government has set a mission: to build an independent community that is able to establish togetherness and synergy with the government and local care groups in dealing with poverty effectively in good governance, and able to realize the creation of an orderly, healthy, productive and sustainable residential environment. development)	3	0.27	0.82
Amount			3,73
Threat			
Background facts of different social conditions of the community Characteristics, capabilities, and availability of the apparatus are not in accordance with the potential and needs of the organization	3	0.43	1.29
Background facts of different social conditions of the community Characteristics, capabilities, and availability of the apparatus are not in accordance with the potential and needs of the organization	4	0.57	2.29
Amount			3,57

The strategy points (3.91 ; -3.24) and (3.73 ; -3.57) are at the point 0.68 ; 0.16) in quadrant 1, the location of the strategic points can be seen in the graph below:

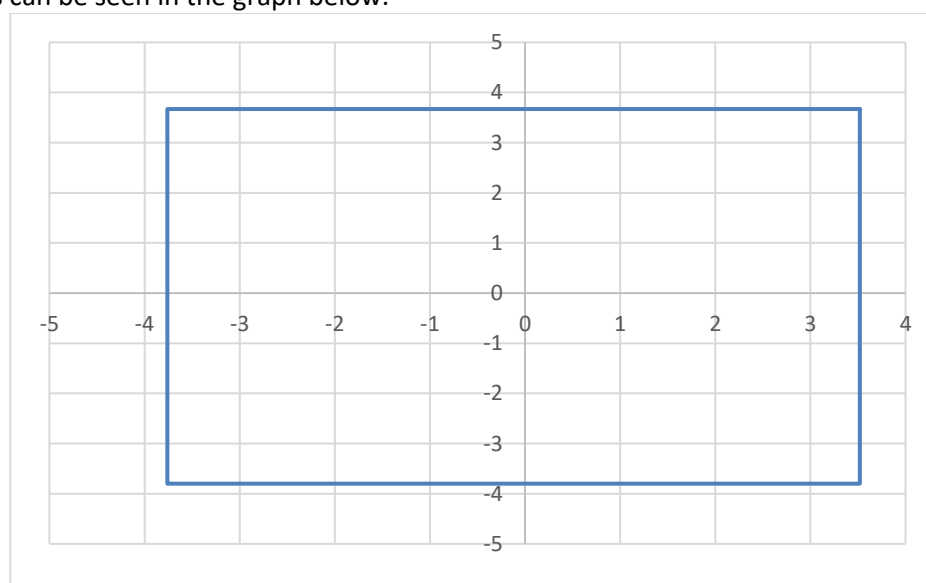


Figure 1: Organizational Development Strategy Point
Source: Data Processing Results, 2021

The picture above shows that the strategy that must be taken in Organizational Development in the Implementation of the Uninhabitable House Program at the Department of Public Housing, Settlement and Land Areas in Bandung Regency is in quadrant I, which is a position that shows a very favorable situation. The strategy implemented is to support an aggressive growth policy (growth oriented strategy). The recommended strategy given is the Aggressive Strategy, meaning that the Organizational Development strategy in the Implementation of the Uninhabitable House Program at the Public Housing, Settlement and Land Office in Bandung Regency is taken based on the strengths possessed to meet opportunities that may occur.

Based on the results of the SWOT analysis, priority issues are selected that must be addressed so that the results are maximized, namely:

- There are clear regulations regarding the implementation of the Uninhabitable Houses Program (*Rutilahu*) both from the PUPR Ministry level, as well as from the Public Housing, Settlement Areas and Land Provinces and Districts so that they are in accordance with the commitments of the PUPR Ministry.
- Development/organizational structure in the implementation of the *Rutilahu* Program where BKM is determined by members, responsible for the realization of physical, financial, and administrative activities/works carried out according to the self-management plan
- The vision and mission of the Department of Public Housing, Settlement and Land in Bandung Regency is in line with the West Java Provincial Government in building an independent community that is able to establish togetherness and synergy with the government and groups.
- The participation given by the community is not only in the form of money, goods, energy, and what is more visible is those who do the work also bring food or food from home so that during rest, they eat together.
- Maximizing the role of non-governmental organizations or Community Self-Help Agency (BKM) in accommodating the aspirations of various parties.
- There is a collaboration platform, called a non-governmental organization (NGO) or Community Self-Sufficiency Agency (BKM) with the Bandung Regency Government, so that this collaboration can build commitment between private institutions and the Bandung Regency Government to deal with slum settlements.
- Maximizing the performance of the Housing and Settlement Working Group (Pokja PKP)
- Improving the performance of human resources in handling slums as well as in the development of information technology in disseminating information

Based on the results of the research and discussion which is also equipped with the results of the SWOT analysis as explained earlier, the researchers can show the organizational development structure in making the *Rutilahu* Program implementation effective by the Public Housing, Settlement and Land Areas in Bandung Regency as below.

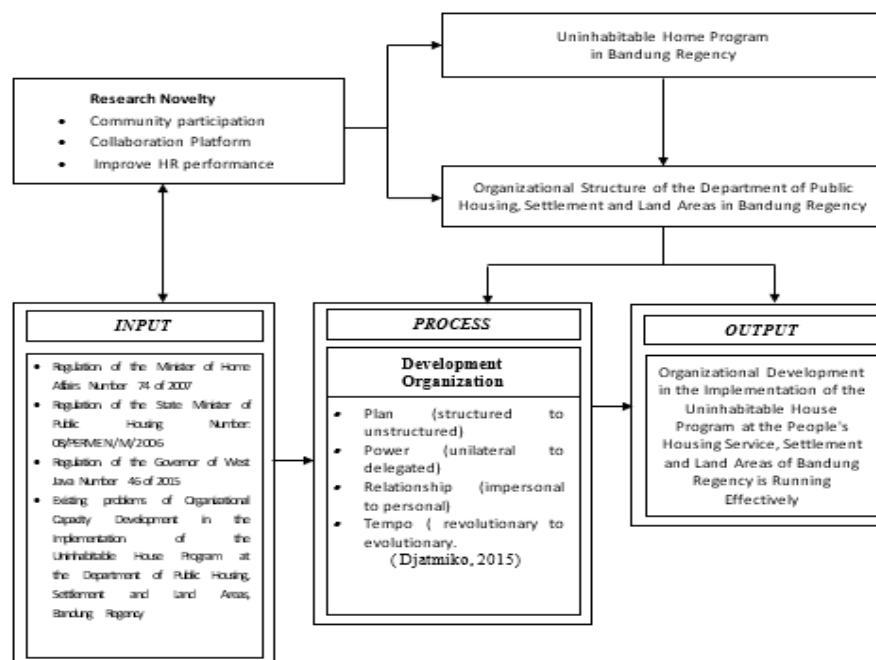


Figure 2: Organizational Development Strategy in making effective Implementation of the *Rutilahu* Program by Department of Public Housing, Settlement and Land Areas of Bandung Regency

Research Novelty

Based on the results of research and discussion, the researcher can explain some of the findings of the research

(novelty) as follows:

1. Community participation

Community participation is strong enough to help those who can't afford it, home repairs can be carried out as planned, with the participation of all parties, so that the target house can be completed. The success of the RTLH also cannot be separated from the role of village officials, community leaders at the village level who facilitate the formation of committees and mobilize the community to work together, the sub-district head plays a role in facilitating routine program proposals until the program is completed.

2. Collaboration Platform

Collaboration platform, called a non-governmental organization (NGO) or Community Self-Sufficiency Agency (BKM) with the Bandung Regency Government, so that this collaboration can build commitment between private institutions and the Bandung Regency Government to deal with slum settlements. The government cannot enter private land. limited and insufficient budget, the *Rutilahu* Program cannot work alone.

3. Improve HR performance

Improve the performance of human resources of the Department of Public Housing, Settlement Areas and Land in handling slums, especially the mastery and development of information technology in disseminating information. Because with the mastery of technology and information, this is certainly one of the efforts in handling slum settlements in Bandung Regency to be able to run effectively and sustainably. This effort is for example through outreach/socialization to the community about the importance of having a healthy house that is suitable for habitation so as to raise public awareness to take care of their home and always be involved in residential environmental management activities, both together and individually.

CONCLUSION

Implementation of Organizational Development in the Implementation of the Uninhabitable House Program at the Department of Public Housing, Settlement and Land Areas in Bandung Regency has not been fully achieved effectively. This means that the Bandung Regency Government in terms of through the Department of Public Housing, Settlement Areas and Land has not helped the community much to improve the quality of life/health status of the poor. However, this program has played a role in reducing the number of uninhabitable houses. While the level of community responsiveness to the uninhabitable home improvement program (*Rutilahu*) in Bandung Regency has satisfied the expectations, perceptions, or values of the community, although there are still problems/obstacles that arise in the community.

Organizational Development Strategy in Implementing Uninhabitable Houses Program at the Public Housing, Settlement and Land Areas in Bandung Regency through factors 1) Plan (structured to unstructured), 2) Power (unilateral to delegated), 3) Relationship (impersonal to personal) and 4) Tempo (revolutionary to evolutionary), not yet fully effective. Based on the results of the SWOT analysis, several things that the Department of Public Housing, Settlements and Land in Bandung Regency must do so that the results can be effective are as follows:

- a. There are clear regulations regarding the implementation of the Uninhabitable Houses Program (*Rutilahu*) both from the PUPR Ministry level, as well as from the Provincial and Regency Public Housing, Settlement and Land Areas.
- b. Development/organizational structure in the implementation of the *Rutilahu* Program where BKM is determined by members, responsible for the realization of physical, financial, and administrative activities/works carried out according to the self-management plan
- c. The vision and mission of the Department of Public Housing, Settlement and Land in Bandung Regency is in line with the West Java Provincial Government
- d. The participation given by the community is not only in the form of money, goods, energy, and what is more visible is those who do the work also bring food or food from home so that during rest, they eat together.
- e. Maximizing the role of non-governmental organizations or Community Self-Help Agency (BKM) in accommodating the aspirations of various parties.

- f. There is a collaboration platform, called a non-governmental organization (NGO) or Community Self-Sufficiency Agency (BKM) with the Bandung Regency Government, so that this collaboration can build commitment between private institutions and the Bandung Regency Government to deal with slum settlements.
- g. Maximizing the performance of the Housing and Settlement Working Group (Pokja PKP)
- h. Improving the performance of human resources in handling slums as well as in the development of information technology in disseminating information

CONFLICTS OF INTEREST

The authors have no conflicts of interest to declare.

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