

Strategy in Public Service

Novayanti Sopia Rukmana, S^{1*}, Saddam Husain Thamrin²

State Administration FIS-H Makassar State University¹

Government Science FHSIP Open University²

Email: novayanti@unm.ac.id

ABSTRACT

This study aims to determine the implementation of Know Your Customers (KYC) and Citizen Charter (Service Contract) strategies in increasing employee responsiveness in collecting retribution for Bone Regency. The type of research used is descriptive qualitative. Data collection used observation techniques, interviews, and documentation. The analysis technique is carried out through data collection, data reduction, data presentation, and concluding. The results of this study indicate that the implementation of the public service responsiveness strategy of Bone Regency in collecting retribution is considered to be less responsive based on each of the 3 indicators of the two responsive strategies, there is one indicator on the Know Your Customers strategy which is considered not good, namely approach, while two other indicators are considered good, namely (surveys, observations, interviews) and know customers. The indicators on the three Citizen Charter strategies (Service Contracts) are considered to be still not good, namely service users as the centre of attention, service contracts, and system determination. Of course, there are still shortcomings that need attention, namely paying more attention to the needs of traders, following up on merchant complaints quickly, and providing services according to existing regional regulations. If this is allowed to continue, it will harm the implementation of public services in the future, bearing in mind that the increasing needs of traders must be supported by managers who are alert and responsible for their main tasks and functions, so that responsive services can be created.

Keywords: Public Service, Responsiveness Strategy, Market Retribution

INTRODUCTION

Implementation of good public services by the State is a must. The community as a constituent needs public services, when the service is not as it should be, the community will make complaints. Public service reforms have been carried out in the last two decades (Pollitt and Bouckaert 2000). Therefore, many countries have also carried out reforms by reorganizing and restructuring public organizations to produce quality public services that meet the needs of the community (Boyne et al. 2003). Lewis and Gilman 2005, explained that public service. Public service is a public trust. Public services are carried out responsibly and under existing rules and regulations. The value of accountability for the services provided can give confidence to the public about the services provided. The concept of service is also explained by service to the community, Lovelock, 1983 argues that "Responsivity is defined as a sense of responsibility for the quality of service". Thus responsive government bureaucratic behaviour is the speed and accuracy of a government bureaucrat in identifying and responding immediately to every need and problem that occurs in society through the formulation of pro-people policies (*partiality*) and quality services. Thus, the presence of the government bureaucracy as a public service will be more meaningful in the midst of society as a customer of government products.

Provisions in this public service are regulated in Law Number 25 of 2009 which includes activities or series of activities in the context of fulfilling service needs by statutory regulations

for every citizen and resident for goods, services and/or administrative services provided by public service providers. The presence of regional autonomy provides flexibility for regions to manage their regions, one of which is in managing and maximizing local revenue. One source of local revenue is the management of regional taxes and regional levies. With the existence of this decentralization system, it requires each region to be more creative in managing the area, including managing regional potential which can be used as a source of regional income so that it can be independent in determining and budgeting regional expenditures.

One form of implementation of fiscal decentralization is the determination of revenue sources for the regions which can be explored and used independently with their respective potentials. The regional authority is realized by collecting regional taxes and regional fees regulated in Law Number 28 of 2009 which is a refinement of Law Number 34 of 2000 and its implementing regulations, namely PP No. 65 of 2001 concerning Taxes and PP No. 66 of 2001 concerning Regional Retribution. The collection of Regional Taxes and Regional Levies must be based on the 1945 Constitution. Law no. 28 of 2009 concerning Regional Taxes and Regional Levies regulates the limits on which regional governments may and are prohibited from collecting Regional Taxes and Regional Levies.

Government Regulation Number 66 of 2001 concerning Regional Retribution states "Public Service Retribution is a levy or service provided or provided by the Regional Government for public interest and benefit and can be enjoyed by individuals or entities". One of the objects of public service fees managed by the government of Bone Regency is the Balle People's Market Levy, Kahu District, Bone Regency. The collection of tariffs for market service fees in Bone Regency is regulated in Regional Regulation Number 2 of 2011 concerning Public Service Charges and Regional Regulation Number 3 of 2011 concerning Business Service Charges. (Regent Regulation of Bone, 2015). Under Bone Regency Regional Regulation Number 2 of 2011 concerning Public Service Charges Article 1, market fees are imposed on traders or entrepreneurs who utilize market facilities. Market facilities that are subject to a levy in markets located in the Bone Regency area are for users of kiosks, booths and yards as well as garbage services and electricity usage. Market fees in Bone Regency are collected using a Regional Retribution Decree (SKRD) by Market Management Service officers. The SKRD used in collecting market retribution is in the form of a ticket. (Regent Regulation of Bone, 2016).

Table 1. Fee Rates for People's Market Balle, Kahu District, Bone Regency

No	Type of Object/	Number of Objects	Tariff of Retribution
1.	Kiosk	63	IDR 25,000/month
2.	Los	152	market
3.	Courtyard	40	IDR 2,000/ market day

Source: Head of the Balle People's Market, Kahu District, Bone Regency

Based on the table of data on levy rates that apply to the Balle People's Market, Kahu District, Bone Regency, the number of stalls in the Balle People's Market are 63 kiosks with a charge of Rp. 25,000 per month. The number of booths at the Balle People's Market is 152 booths with a levy rate of IDR 2,000 per market day. There are 40-yard users at the Balle People's Market with a levy rate of Rp. 2,000 per market day.

The model for collecting the Retribution for the Balle Folk Market in Kahu Sub-District is that traders are given a ticket directly for every fee collection and then the merchant pays the retribution bill. Retribution collection at the Balle Folk Market in Kahu District, Bone Regency is carried out three times a week, namely every Wednesday, Friday and Sunday. However, until now there are still complaints from traders about the inadequate facilities provided by market managers which is one sign of the lack of responsiveness of the market management, namely the Bone Regency Trade Office in dealing with traders' problems, needs and complaints. The purpose of this study was to determine the implementation of *Know Your Customers* (KYC) and *Citizen Charter* (Service Contract) strategies at the Department of Trade in increasing Employee Responsiveness in the Collection of Retribution at the Balle People's Market, Kahu District, Bone Regency. organizational responsiveness in responding to customer needs, according to Dwiyanto (2008) 2 strategies can be used, namely implementing the KYC (*Know Your Customers*) Model *Citizen Charter*. The *Know Your Customers* (KYC) principle is used by the public bureaucracy to identify the needs and interests of customers before deciding on the type of service to be provided. To find out the desires, needs and interests of users or customers, the service bureaucracy must get closer to the customer.

METHOD

In this study, the authors used qualitative research methods. Through qualitative methods, the author tries to uncover the phenomenon of the responsiveness strategy carried out by the government in response to public complaints in collecting market levies. The purpose of this study is to provide a clear and in-depth description of the responsiveness strategy through information description and observation of the research subject. (Sugiyono, 2019).

Informants in the study were selected by taking into account the required characteristics. In addition to information from informants, research data also comes from direct observation and various literature related to the research topic. Any data that has been collected will be reduced. Data that is not related to the research topic will not be stored, but if the data is related to the research topic, the researcher will triangulate the data. This is done to determine the level of validity of the data. The triangulation that was carried out was the triangulation of methods, sources, and finally the triangulation of theory.

The next step taken by the researcher is to present data in the form of narratives, tables and pictures, this is done to make it easier for readers to understand the contents of this article. . All stages of data analysis are described using techniques from (Miles et al., 2018), namely Interactive Model Analysis.

RESULTS AND DISCUSSION

Serving the community well is the responsibility of the government. Thus the government bureaucracy must be able to master the procedures or systems for how to serve the community well so that the community is satisfied with the services provided. The government can be said to be responsible if they are judged to have high responsiveness to what are the problems, needs, complaints, and aspirations of the people they represent, they quickly understand what the public demands and try its best to fulfil it, can catch problems faced by the public and try to find solutions, they don't like to procrastinate, extend service lines or prioritize procedures but ignore substance. As expressed by Lovelock (Mustafa, 2003), that responsiveness is defined as a sense of responsibility for the quality of service. Thus the government must have responsiveness regarding the needs and problems that arise in society. Responsiveness is shown by the government's sensitivity and ability to deal with problems that arise, including in serving traders in the market.

discussion in this study is about the responsiveness strategy at the Department of Trade with a case study of collecting retribution for the Balle People's Market, Kahu District, Bone Regency. This research is connected with indicators that have been set, namely using Dwiyanto's theory (2008), this theory explains that the community's needs can be immediately anticipated and addressed by the government, so a medium of communication is needed between the government and the community. There are several strategies or public service models that can be used to address public service problems. This theory explains that to increase organizational responsiveness to customer needs, there are two strategies that can be used with each of the three interrelated indicators.

1. *Strategy Know Your Customers*

a) *Approach The*

indicators of the approach referred to are in providing services, the bureaucracy must be able to first identify the needs and interests of traders before deciding on the type of service to be provided. So by recognizing the needs of traders, the government will foster good relations with traders. Dwiyanto (2008) says that responsiveness can be seen from the bureaucracy's ability to recognize the needs and interests of customers, namely approaching customers to make it easier to obtain information about customer needs so that the bureaucracy can decide the right type of service to provide to its customers. Approach to customers is very important and needed by public service providers and agencies that provide public services. According to Rahmayanty (2010), good relationships support the delivery of public services, both so that people feel comfortable and satisfied with the services provided.

The approach taken by the Department of Trade as the manager of the Balle People's Market in Kahu District was shown by the Head of the Market and his staff who went down directly and around the market from the time the market opened until it closed. The approach in question is a manager who actively pays attention to the needs of traders in the market before deciding to provide the type of service to be provided. The facilities that have been provided are in accordance with Bone Regency Regional Regulation No. 2 of 2011 concerning Public Service Retribution Article 8. The provision of designated facilities is in the form of toilets, stalls, kiosks, electricity, yards and other needs required by traders, namely security and cleanliness. However,

there are still facilities that traders complain about, such as toilets that are not maintained and the needs of traders that have not been met until now, namely the roads that traders and buyers pass are very damaged so that when it rains it is very muddy and water stagnates everywhere.

Based on the results of research in the field and the results of data analysis, it shows that employees at the Trade Office of Bone Regency are considered to have approached traders at the Balle People's Market, Kahu District and provided facilities in accordance with existing regulations. However, the lack of attention to other needs after providing facilities to traders is shown by the lack of maintenance of the toilets so that the toilets become unsuitable for use as well as complaints from traders that have not been responded to so far, such as repairs to the roads that traders and buyers pass. So that the approach indicators before serving customers are still not good, even though it is proven by employees who have approached before providing services, but in reality there are still problems in service.

b) Surveys, Interviews and Observations

Before providing services to customers, it is necessary to conduct a survey first so that employees know the needs and conditions that will be provided services. In addition, employees also need to observe the progress of customers who are seen at the moment. This makes it possible to reduce the risk of failure and anticipate the reappearance of customer dissatisfaction with the services provided. According to Dwiyanto (2008), there are methods that can be used to find out the wants and needs of customers, namely surveys, interviews and observations. When using the survey method, a set of questionnaires must be prepared to identify the wants, needs and aspirations of customers. Bureaucratic officials can also conduct interviews with customers and at the same time make observations to find out what they want. The Bone Regency Trade Office has conducted surveys, observations and interviews in conducting services at the Balle People's Market, Kahu District. Evidenced by the Head of the Market who went down to directly monitor market conditions and observe conditions in the market then asked several traders about the needs and complaints of traders to be used as a sample as a representative of traders.

The implementation of services in the market, of course, there are several obstacles faced by managers in providing services, such as the problem of the location of traders where there are traders who are noisy with each other because they use places outside their area boundaries even though such things are regulated in the Regional Regulation of Bone Regency No.that kiosks and booths that use a place/area that exceeds a predetermined limit are subject to a tariff of Rp²⁸. Other traders filled the empty space. Then when the owner of the place arrived, a commotion broke out because the traders who had only been riding in didn't want to move. However, these problems can all be resolved by market managers quickly.

In addition, there are also obstacles regarding the collection of fees carried out by employees. Sometimes one billing day cannot be completed 100% because there are sellers who have not been able to pay fees because their merchandise has not been sold, but the manager feels sympathetic so that they cover the bill and then it is replaced on the next market day. Based on the results of the research and the results of the analysis that has been carried out, in serving traders at the Balle People's Market, Kahu District, the Trade Office has implemented the survey, observation and interview methods to find out the needs of traders. The Department of Trade is

also considered to have been good at dealing with traders' problems that arise in the market as indicated by the Market Head who can resolve various traders' disputes quickly.

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c) Knowing Customers

In the delivery of public services, the government bureaucracy needs to know who the customers are. It's not just about providing service. Dwiyanto (2008), says that the bureaucracy must know who the customers are (the people or community groups served). Therefore, every government bureaucratic unit must be able to define its customers or service users, so that henceforth they can orient services to the needs of the service user community. Getting to know customers in providing services is indicated by a bureaucracy that is able to prioritize its customers served and is able to position itself as a serving person, meaning that in providing services the bureaucracy is able to adjust its services to customer needs. In this study, after the manager made an approach and then conducted surveys, observations and interviews with traders, the results obtained by market managers could get to know their customers, namely knowing what the interests and needs of traders in the market are. Such as market facilities that need repair, and market managers who must be swift in dealing with problems that arise between traders. Based on the results of the research and the results of the analysis show that employees of the Bone Regency Trade Office are able to recognize their customers, indicated by managers who are able to know what are the interests and needs of traders in the Balle People's Market, Kahu District.

2. Strategy Citizen Charter

a. for Service Users as the Center of Attention

Dwiyanto (2008), said that an approach in the delivery of public services by placing service users as the centre of attention. Approaches in providing services need to be done so that service providers really know the wants and needs and complaints of their customers. In this indicator, the form of public service delivery by placing service users as the centre of attention is that all the needs and interests of traders are the main considerations in the entire process of providing services. In this study, the Trade Office of Bone Regency has taken a family approach to traders. With a family approach, managers motivate traders to be diligent in paying fees. Thus, the output of the kinship approach is able to attract the attention of traders, marked by the diligence of traders in paying fees.

From the success of the approach taken, the market manager should have been able to deal with traders' complaints by fulfilling their needs, but the reality of what happened is the complaints of traders in the market so far have not been addressed. Based on the results of the research and the results of the analysis that has been carried out, it shows that employees at the Trade Office of Bone Regency in providing services according to the indicators of service users

as the centre of attention are still not good, although supported by the motivation given to traders are able to make traders diligent in paying fees but the reality of complaints -complaints from traders still exist and have not been handled to date.

b. Service Contract

Implementation of public services provided to the public is not just an approach, but also by making a service contract. Dwiyanto (2008), said that service contracts encourage providers and service users jointly agree on the type, procedure, time, and cost of service. This agreement must consider the balance of rights and obligations between service providers and users. Because the formulation of the agreement is done by involving community users, this service contract can make it easier for service providers to understand the needs and aspirations of residents regarding service delivery. The Bone Regency Trade Office uses a service contract in providing services at the Balle People's Market, Kahu District, Bone Regency in accordance with Bone Regency Regional Regulation No. 2 of 2011 concerning Public Service Retribution Article 8. The provision of designated facilities is in the form of toilets, stalls, kiosks, electricity, yards and other needs required by traders, namely security and cleanliness. However, the contract has not gone well because the manager has not provided toilets that are suitable for use in accordance with the expectations of traders in the market and the application of retribution rates has not been based on the applicable local regulations.

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The tariff applied at the Balle People's Market, Kahu District, is not in accordance with the existing regional regulations. The kiosk tariff applied at the Balle People's Market is Rp. 25,000/month, while in the Perda the kiosk tariff is only Rp. 18,000/month. Then the booth rate applied at the Balle People's Market, which is IDR 2,000/market day, while in the Regional Regulation the booth rate is IDR 12,000/month. And for yard users, the tariff applied is Rp. 2,000/market day, while in the Perda the tariff for yard users is only Rp. 1,000/market day. The results of the research and results of the analysis that has been carried out, that there has been a service contract that has been carried out at the Balle People's Market, Kahu District, but it is not going well because there are still facilities that have not been fulfilled by managers such as toilets and the levy rates imposed at the Balle People's Market are not in accordance with the Regional Regulations apply.

c. The establishment

of a public service delivery system will not be separated from public complaints about the services received. Complaints that occur can be complaints that are really felt, disturbing the community or expectations from the community that have not been realized. One of the indicators of service responsiveness according to Zeithaml, et al (Safitri, 2016), is that all customer complaints are responded to by officers each service provider must provide access to the public to be able to convey their complaints and find the best solution. This means that service providers

must provide access to the public to submit complaints and follow up on any complaints from the public as a form of accountability for public dissatisfaction with the services provided. Complaints that are properly managed will bring benefits or benefits to the organization being complained about. The existence of complaints from the public can be seen as a tool for self-introspection of the organization so that the organization is increasingly aware of its weaknesses or deficiencies in providing services to the community. Complaints that are properly managed will help organizations to be responsive, and willing to pay attention to the voices and choices of service user communities and make it easier for organizations to find solutions to improve the quality of their services. For the community, complaints that are immediately handled will make the community feel that their interests and expectations are cared for, can strengthen customer confidence and loyalty to service organizations and can increase customer satisfaction.

According to Dwiyanto (2008), the bureaucracy must establish a system to handle customer complaints with the aim of continuously improving its performance. The bureaucracy must also regulate the mechanism for complaints from users so as to provide an opportunity for service providers to be able to always know the complaints or needs of the users. The Bone Regency Trade Office has established a system for handling complaints from traders at the Balle People's Market, Kahu District, Bone Regency. Traders are encouraged to convey their complaints to the Market Head or his staff either in person or by telephone. Then the head of the market coordinates with the Department of Trade to follow up immediately. As for some of the traders' complaints that have been submitted to the manager, such as repairs to toilets and roads that are passed by traders and buyers, until now they have not been followed up. Judging from the target and realization of the Balle People's Market levy, Kahu District, in the last five years, the realization of the levy has never reached the target that has been set. This is because traders who enter are never full every market day plus in 2020 the Covid-19 Pandemic emerged where to break the Covid-19 chain, the government implemented PPKM so that less traders entered to trade in the market.

If you look at the Bone Regency Regional Regulation No. 38 of 2015 Concerning Changes in Market Service Retribution Rates Bone Regency Regional Regulation No. 2 of 2011 concerning Public Service Retribution, where the Balle People's Market in Kahu District is included in the market group outside the Watampone Central Market which conducts market activities with a schedule of 12 market times every month, namely every Wednesday, Friday and Sunday. The results of the research and the results of the analysis that have been carried out, that the determination of the system already exists but the ability to respond to complaints is still lacking, this can be seen from the results of complaints that have been processed and evaluated which are not implemented properly by market managers.

CONCLUSION

Based on the results of research and discussion regarding the Responsiveness Strategy at the Trade Service in Collecting Retribution for the People's Market Balle, Kahu District in Bone Regency, it can be concluded as follows: Strategy *Know Your Customers* (KYC) The people of Balle in Kahu District are considered to be still not good based on three indicators that must be achieved in carrying out the *Know Your Customers* (KYC)

strategy, namely approaches (surveys, observations and interviews) and getting to know customers. One of the three indicators is still said to be not good, namely the approach indicator. *strategy Citizen Charter* in increasing the responsiveness of the Bone Regency Trade Office in collecting fees at the Balle People's Market in Kahu District is considered to be still not good from the three indicators, namely the indicator of service users as the centre of attention, service contracts, and system determination. This can be seen from the lack of response from traders' complaints, for example repairing toilets and repairing roads that are passed by sellers and buyers, while when it is seen from the payment of fees, traders have been diligent in paying, the approach taken to traders has not been evenly distributed, and there has been a service contract that has been implemented but does not work properly. good because the manager has not fulfilled all the merchant facilities in accordance with the contract and the levy rates that apply are not in accordance with the applicable Regional Regulations of Bone Regency.

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