

THE EFFECT OF POLICY IMPLEMENTATION AND LEADERSHIP COMMITMENT ON THE SUCCESS OF LICENSING SERVICES IN KALIDERES DISTRICT, JAKARTA BARAT

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Abstract : *Public services, especially licensing services in Kalideres Subdistrict, West Jakarta, are expected to contribute to community service, which in turn will be able to guarantee every community to obtain optimal service and not burden the community, especially for the lower middle class. Therefore, to optimize community service, many factors are needed, including policies and commitments themselves, because the implementation of policies and commitment of good leaders is believed to increase the success of a service. This research was conducted to analyze how much influence the implementation of policies and / or commitment of leaders both partially and jointly on the success of licensing services in Kalideres District, West Jakarta. This study uses an exploratory survey method that focuses on observation and the use of questionnaires to explore data from existing samples. It is expected that from this research, the implementation of policies and commitment of existing leaders can be measured and in the future it can be even better.*

Keywords: *Policy implementation; leader commitment; licensing services; Kalideres West Jakarta*

1. INTRODUCTION

The essence of the formation of a government is to provide services to the community. The government is not formed to serve oneself but to serve the community, creating conditions that make it possible for each individual to develop their abilities and creativity for a common goal. The government is a manifestation of the will of the people. so, it must pay attention to the interests of the people and carry out the functions of the people through the process and mechanism of government. The government has a role to carry out the function of service and regulation of citizens. To implement this function the government carries out activities in service, regulation, guidance, coordination and development in various fields. The service itself is provided to various government institutions or institutions with the apparatus

as service providers directly to the community.

In government, the problem of service is no less important, its role is greater because it involves the public interest, even the interests of the people as a whole. Services carried out by the government are increasingly felt with the awareness of state and society, the service has increased its position in the eyes of the community to be a right, namely the right to be served. Attention to existence is also growing along with the emergence of various problems in government services to the community, such as making ID cards, deeds, permits to the provision of public and social facilities and infrastructure. Information found directly and through mass media (print and electronic) often reveals various weaknesses in government services that reflect community dissatisfaction with the service. Expensive, rigid and convoluted

services, attitudes and actions of the authorities, rewarding services, lack of friendliness, arrogance, slowness and unsatisfactory service facilities and so on are fanatics that often color the process of relations between government and society related to the service process. This gives a signal that the study and analysis of the problem of community service is one of the important, relevant and actual phenomena to be examined.

The increasingly complex community life demands an increasingly quality service, which in this case the government as the provider or provider must be more intensive in paying attention to the service. Because in various occasions the government always promises satisfying services to the community, but in reality it has not been carried out optimally. Based on past experience, efforts to improve service quality in the process always start from micro and technical steps, such as improving procedures, facilities, structures and macro and political policies such as broad and responsible regional autonomy policies through Law No. 23 of 2014 concerning Regional Government.

As a logical consequence of the complexity of the global and local (regional) environmental dynamics on various factors today, all organizations, especially Government organizations, including the DKI Jakarta Provincial Government, especially Kalideres District, West Jakarta are required to change the service paradigm, namely the community-oriented service paradigm (civil Society orientation). All resources owned by Government organizations are concentrated on optimizing public services.

Previous research, there is still a gap between the expected service quality and the perceived reality. That is, service personnel who still cannot provide services that can satisfy consumers in a comprehensive manner. The lack of satisfaction either by consumers or applicants can be caused by

several factors (1) Service completion time is uncertain; (2) Lack of sincerity and sincerity of service officers in resolving service problems; (3) Document accuracy or service requirements; (4) Relatively slow service provided by service personnel; (5) The responsiveness of service personnel in meeting consumer needs; (6) Inadequate service facilities / facilities; (7) Lack of comfort in the service delivery environment; (8) Lack of ability of officers to provide answers to consumer questions; (9) Lack of friendly service personnel in providing services; (10) Incompatibility of time / working hours of service personnel in providing services; and (11) Most consumers feel less special attention from service personnel to consumers.

Services in Kalideres Subdistrict, West Jakarta, especially licensing services are expected to contribute to community service which in turn will be able to guarantee every community to obtain optimal service and not burden the community, especially for the lower middle class. Therefore, in order for these community services to function optimally, many factors are needed, including policies and commitments themselves, because government policies and commitments are believed to be able to improve the services provided. The low level of community service in Kalideres District is partly due to the absence of policies and the low commitment of the government, which among others is the number of jobs that are the responsibility of the employees concerned but are not done properly either from the timeliness of work or the results of their work.

Improvements in the quality of human resources can be done in various ways, either through education or training, giving "rewards" to those who are achievers and "punishments" that are appropriate for those who violate, and the placement of employees according to their expertise and education. All of that is intended so that

Indonesian human resources have good quality and increase, and stimulate the creation of a conducive working climate in supporting productive and professional work patterns. In the implementation of these functions, the bureaucracy often does not get a good enough evaluation from the community, which is likely due to the weakness of the service and the quality of human resources and community service.

An employee can be said to be a professional if he has a high commitment to the tasks / jobs given by the leader to him effectively and efficiently so that the goals of the organization / agency can be achieved. Thus the success of the organization depends on the human element in it, because the magnitude of the contribution of human resources is felt to far

exceed the role that can be given by other sources. Therefore human management or work in an organization called human resource management is not less important than other management activities.

Many factors can influence the success of licensing services in Kalideres District, West Jakarta, but so that the problem solving in this study can be more in-depth and focused, then this study is only limited or focused on discussing internal factors that influence licensing services, namely: policy implementation and leadership commitment.

Based on the overall description of leadership, employee discipline and performance, it can be described in the form of the flow of the framework as follows:

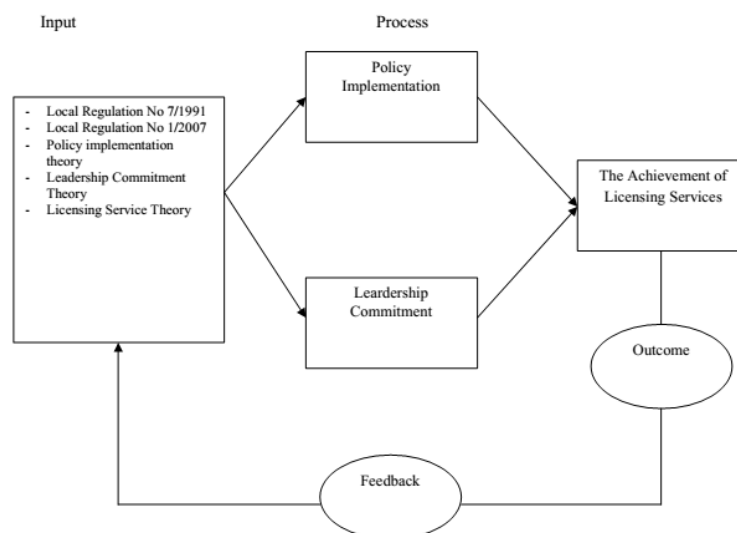


Figure 1. Conceptual Framework

Based on the framework described above, 3 hypotheses can be stated, namely (1) there is an influence of policy implementation on the success of licensing services in Kalideres District, West Jakarta and the more effective policy implementation, the success of licensing services in Kalideres District, West Jakarta is increasing. (2) There is an influence of leadership commitment to the success of licensing services in Kalideres District, West Jakarta and the higher the

commitment of the leadership, the success of licensing services in Kalideres District, West Jakarta is increasing. (3) There is the influence of policy implementation and leadership commitment together on the success of licensing services in Kalideres District, West Jakarta and the more effective policy implementation and the higher the commitment of the leadership, the success of licensing services in Kalideres District, West Jakarta is increasing.

2. RESEARCH METHODS

This type of research is a survey and the explanatory method. The explanatory survey method is that research aims to test a theory or hypothesis to strengthen or even reject existing research theories or hypotheses. Exploratory research is fundamental and aims to obtain information, information, data on things that are not yet known. Because of its fundamental nature, this research is called exploration.

Exploratory research is carried out if the researcher has not obtained the initial data so that he has no picture at all about what will be studied. Exploratory research does not require certain hypotheses or theories. The researcher only prepared a number of questions as a guide to obtain primary data in the form of information, information, as the initial data needed.

The research model can be seen in the picture below:

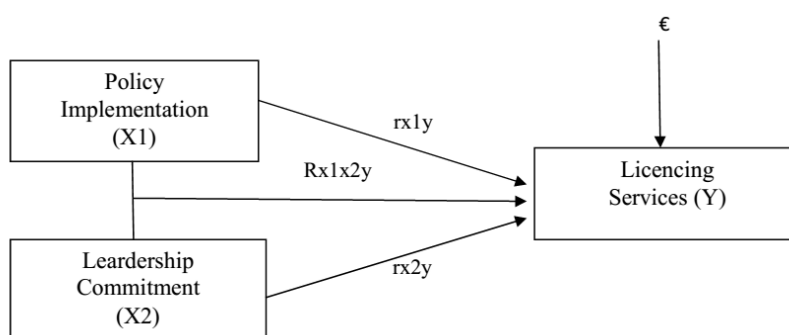


Figure 2. Research Model

Source : Sugiyono (2005: 178)

Information :

- X1 = Policy implementation (independent variable)
- X2 = Leadership commitment (independent variable)
- Y = Licensing service success (dependent variable)
- rx1y = Structural parameters influence x1 on y
- rx2y = Structural parameters influence x2 on y
- Rx1x2y = Structural parameters influencing x1 and x2 together against y
- ε = (Epsilon) Other factors not examined

The data processed is the score obtained by respondents in answering the questionnaire. There are 3 types of questionnaires that represent each variable. There are 15 items in each questionnaire that are structured and the measurement parameters use a Likert scale with a score

of 1 to 5 (positive statement) and 5 to 1 negative statement.

In this study the authors determine the study population of 60 employees of Kalideres District, West Jakarta. From this population, we took a sample of 38 employees in Kalideres District, West Jakarta. To determine the size of the sample, the author uses a formula model from Slovin (Azhari, 2002: 53), where:

$$\begin{aligned}
 n &= \frac{N}{1 + N(e)^2} \\
 &= \frac{60}{1 + 60(0,1)^2} \\
 &= 37,5 = 38 \text{ (dibulatkan)} \quad (1)
 \end{aligned}$$

Where:

- n = Total sample
- N = Total population

e = Error (% which can be tolerated against the inaccurate use of the sample as a substitute for the population).

Instruments for collecting data will be analyzed using a questionnaire. According to Arikunto (1999: 140), a questionnaire is a number of written questions that are used to obtain information from the respondent in the sense of reports about his personality or things that are known. The questionnaire circulated in this study is: (a) closed questionnaire, the answer has been provided so that the respondent just has to choose it, (b) direct questionnaire (respondent evaluates about him), and (c) multiple choice questionnaire.

Fill out the questionnaire by the respondent by selecting one answer from the five available answers, which is giving a check mark ($\sqrt{}$) to one of the available boxes. The instruments made in this study are based on a Likert scale model that has been modified, namely using five options with a suspension of 5 consisting of: (a) Value 5 for answers strongly agree (SS); (b) Value 4 for agreed answers (S); (c) Value 3 for less agreeable answers (KS); (d) Value 2 for answers disagree (TS); (e) Value 1 for strongly disagree answers (STS)

The author uses 2 kinds of data collection techniques, namely (1) Field research techniques with questionnaires and observations and (2) Library research techniques to support the study's research.

In order to measure the influence of policy implementation and leadership commitment on the success of licensing services in Kalideres District, West Jakarta, the author first tested the validity and reliability of the questionnaire to be given to the respondent. We use the SPSS version 16.0 program.

After that, the process of data analysis was done by collecting primary data from the questionnaire that had been distributed to respondents from Kalideres District, West Jakarta. Then the data is

calcified into a table form to facilitate research in transforming answers to questionnaires that the author can be a value in the form of numbers.

All data from the questionnaire statement were scored and analyzed using the SPSS version 16.0 for windows statistical test. The data analysis technique used in this study is correlation and regression techniques, namely with a simple correlation to determine whether or not there is a relationship between each variable X and Y, simple regression, to determine the tendency of each variable X to Y, multiple correlations to determine whether or not there is a relationship between variables X1 and X2 together on the Y variable, and multiple regression to determine the contribution of variables X1 and X2 together to variable Y.

The location of this study is directly in Kalideres District, West Jakarta, DKI Jakarta, Indonesia. The duration of the study is about 4 (four) months from the beginning of the activity in the form of preparation to completion until the results of the research report.

3. FINDINGS AND DISCUSSION

Description of Research Data

In this study, the variables used are two independent variables and one dependent variable. The two independent variables are policy implementation as the first independent variable (X1) and leadership commitment as the second independent variable (X2). Whereas the dependent variable is the success of licensing services (Y).

1. The following is the distribution of the results of the questionnaire answers to the policy implementation variables:

- (45.4%) respondents stated that they strongly agreed 259
- (48.1%) respondents agreed 274
- (5.1%) respondents stated that they disagree 29
- (1.4%) respondents stated they did not agree 8

- (0%) respondents stated strongly disagree 0

After calculating the answers given by 38 people who became the sample of

the study, the summary of the data on policy implementation variables as one of the factors that influence licensing services, can be seen in the table below:

Table 1.
Statistical Data on Policy Implementation Variables (X₁)

		X ₁
N	Valid	38
	Missing	0
Mean		65.6316
Std. Error of Mean		.86534
Median		65.5000
Mode		61.00
Std. Deviation		5.33434
Variance		28.455
Skewness		.087
Std. Error of Skewness		.383
Kurtosis		-.666
Std. Error of Kurtosis		.750
Range		20.00
Minimum		55.00
Maximum		75.00
Sum		2494.00
Percentiles	25	61.0000
	50	65.5000
	75	69.0000

a. Calculated from grouped data.

b. Multiple modes exist. The smallest value is shown

c. Percentiles are calculated from grouped data.

Sources: Data from questionnaire

2.

Following is the distribution of the results of the questionnaire answers to the leadership commitment variable:

- (43.9%) respondents stated that they strongly agreed 250
- (50%) respondents agreed 285
- (5.1%) respondents stated that they disagree 29
- (0.7%) respondents stated disagree 4

- (0.3%) respondents stated strongly disagree 2

After calculating the answers given by 38 people who became the study sample, the summary data of the leadership commitment variable as one of the factors that influence licensing services can be seen in the following table:

Tabel 2.
Statistical Data on Leadership Commitment Variable (X₂)

		X ₂
N	Valid	38
	Missing	0
Mean		65.4474
Std. Error of Mean		.91743
Median		64.5000

Mode		63.00
Std. Deviation		5.65541
Variance		31.984
Skewness		-.208
Std. Error of Skewness		.383
Kurtosis		-.003
Std. Error of Kurtosis		.750
Range		25.00
Minimum		50.00
Maximum		75.00
Sum		2487.00
Percentiles	25	61.0000
	50	64.5000
	75	70.0000

a. Calculated from grouped data.

b. Multiple modes exist. The smallest value is shown

c. Percentiles are calculated from grouped data.

Sumber: data olahan kuisisioner

3

. The following is the distribution of the results of the questionnaire answers to the licensing service variables:

- (37.9%) respondents stated strongly agree 216
- (51.7%) respondents agreed 295
- (8.8%) respondents stated that they disagree 50

- (1.6%) respondents stated disagree 9
- (0%) respondents stated strongly disagree 0

After calculating the answers given by 38 people who became the study sample, the summary of the licensing service variable data can be seen in the table below:

Table 3.
Stastical Data on Licensing Services Variabel (Y)

		Y
N	Valid	38
	Missing	0
Mean		63.8947
Std. Error of Mean		1.01608
Median		62.0000
Mode		58.00a
Std. Deviation		6.26353
Variance		39.232
Skewness		.508
Std. Error of Skewness		.383
Kurtosis		-.817
Std. Error of Kurtosis		.750
Range		22.00
Minimum		53.00
Maximum		75.00
Sum		2428.00
Percentiles	25	59.0000
	50	62.0000
	75	69.0000

- a. Calculated from grouped data.
- b. Multiple modes exist. The smallest value is shown
- c. Percentiles are calculated from grouped data.

Sources: data taken from questionnaire

Testing Data Analysis and Hypothesis

From testing the results of research data with SPSS 16, it was found that all data were valid, reliable, and worthy of being used as research results.

To test each hypothesis the author uses 3 (three) kinds of tests, namely simple correlation coefficient test, t test, and F test. The formulation of the hypothesis to be tested is given the symbol H_0 , while for the alternative hypothesis is given the symbol H_a .

1. Test the first hypothesis

The correlation coefficient of policy implementation (X1) with the success of licensing services (Y) is 0.694%, meaning that the closeness of the relationship between policy

implementation and the success of licensing services is 79.2%. This relationship shows strong because it is between 0.600 - 0.799, which means that if policy implementation increases, the success of licensing services also increases or vice versa. While the determination coefficient (R^2) obtained the coefficient of determination (r^2) is 0.482, which means the success of licensing services by 48.2% is determined by the implementation of the policy and the rest is influenced by other factors of 51.8%.

From the results of data processing with the SPSS program, the calculated t value is obtained as follows:

Tabel 4.

T-count and T table Value on First Hypotesis

Equation	T _{count} Value	T _{table} Value	Sig.
Policy implementation (X1) Towards the success of licensing services (Y)	5,791	2,021	0,000

Based on Table 4, the value of t_{count} is 5.791, while t_{table} at α (0.05) is 2.021. Thus $t_{count} > t_{table}$, so clearly H_0 is rejected and H_a is accepted. This shows that policy implementation has a positive and

significant effect on the success of licensing services.

From the results of computer processing based on SPSS calculations, the F_{count} coefficient values are obtained as follows:

Tabel 5.

F-count dan F-table Value on First Hypothesis

Equation	F _{count} Value	F _{table} Value	Sig.
Policy implementation (X1) Towards the success of licensing services (Y)	33,536	4,11	0,000

From Table 5 it is known that the F_{count} is 33,536. While the critical price of F_{table} value with numerator 1 free degree and denominator 36 at α (0.05) is 4.11. Thus $F_{count} > F_{table}$, so clearly H_0 is rejected and H_a is accepted. This

shows that policy implementation has a positive and significant effect on the success of licensing services.

2. Test the second hypothesis

Leadership commitment correlation coefficient (X2) with

the success of licensing services (Y) is 0.654, meaning that the closeness of the relationship between leadership commitment and the success of licensing services is 65.4%. This relationship shows strong because it is between 0.600 - 0.799, which means that if the leadership commitment increases, the success of licensing services also increases or vice versa. While the calculation results

obtained by the coefficient of determination (r^2) is 0.428, which means the success of licensing services by 42.8% is determined by the leadership commitment and the rest is influenced by other factors of 57.2%.

From the results of data processing with the SPSS program, the calculated t value is obtained as follows:

Table 6.

T-count and T table Value on Second Hypotesis

Equation	T _{count} Value	T _{table} Value	Sig.
Leadership Commitment (X2) on the success of licensing services (Y)	5,194	2,021	0,000

Based on Table 6, the value of t_{count} is 5.194, while t_{table} at α (0.05) is 2.021. Thus $t_{hitung} > t_{table}$, so clearly H_0 is rejected and H_a is accepted. This shows that the commitment of employee leaders

has a positive and significant effect on the success of licensing services.

From the results of computer processing based on SPSS calculations, the Fcount coefficient values are obtained as follows:

Table 7.

F-count dan F-table Value on Second Hypothesis

Equation	F _{count} Value	F _{table} Value	Sig.
Leadership Commitment (X2) on the success of licensing services (Y)	26,975	4,11	0,000

From Table 7 it is known that the calculated F_{value} is 26,975. While the critical price of F_{table} value with numerator 1 free degree and denominator 36 at α (0.05) is 4.11. Thus $F_{count} > F_{table}$, so clearly H_0 is rejected and H_a is accepted. This shows that leadership commitment has a positive and significant effect on the success of licensing services.

1. Test the third hypothesis

The policy implementation multiple correlation coefficient (X1) and leadership commitment (X2) with the success of the licensing service (Y) is 0.783, which means the relationship of policy implementation variable

(X1) and leadership commitment (X2) with the dependent variable of successful licensing service (Y) shows strong relationship. While the magnitude of the coefficient of determination or R Square is 0.614 which is a calculation of the correlation coefficient. This shows 61.4% of the success of licensing services are determined by variable factors of policy implementation and leadership commitment, while the remaining 38.6% are determined by other factors, which in this study were not examined.

From the results of data processing with the SPSS program, the calculated t value is obtained as follows:

Table 8.
T_{count} and T_{table} Value on Third Hypotesis

Equation	T _{count} Value	T _{table} Value	Sig.
Policy implementation (X1) Towards the success of licensing services (Y)	4,095	2,021	0,000
Leadership Commitment (X2) on the success of licensing services (Y)	3,448	2,021	0,000

Based on Table 8, t_{count} value of the policy implementation variable is 4.095, while t_{table} at pada (0.05) is 2.021. Thus t_{count} > t_{table}, so clearly Ho is rejected and Ha is accepted. This shows that policy implementation has a positive and significant effect on the success of licensing services. While the t_{count} of leadership commitment variable is 3.448,

while t_{table} at α (0.05) is 2.021. Thus t_{count} > t_{table}, so clearly Ho is rejected and Ha is accepted. This shows that leadership commitment has a positive and significant effect on the success of licensing services.

From the results of computer processing based on SPSS calculations, the F_{count} coefficient values are obtained as follows:

Tabel 9.
Value F_{count} and F_{table} on third Hypotesis

Equation	F _{count} Value	F _{table} Value	Sig.
Policy implementation (X1) and leadership commitment (X2) on the success of licensing services (Y)	27,782	4,13	0,000

From Table 9 it is known that the calculated F_{value} is 27.782. While the critical price of the F_{table} value with the numerator free degree 2 and the denominator 35 at α (0.05) is 4.13. Thus F_{count} > F_{table}, so clearly Ho is rejected and Ha is accepted. This shows that the implementation of leadership policies and commitments has a positive and significant effect on the success of licensing services.

Discussion of Research Results

Based on the results of testing of the three hypotheses above, it turns out that all hypotheses are acceptable and of a significant nature. This can be seen in the discussion below:

a. Effect of Policy Implementation on the Success of Licensing Services

From the results of the first hypothesis test it is known that there is an influence of policy implementation on the success of

licensing services. The coefficient of determination (r²) variable policy implementation on the success of licensing services is 0.482. This means that 48.2% of the variation that occurs in the variable of licensing service success can be predicted by the policy implementation variable, or in other words the policy implementation variable as a predictor variable can be relied on to predict the variable success of licensing services by 48.2%. The value of t_{count} is 5.791, while t_{table} at α (0.05) is 2.021. Thus t_{count} > t_{table}, so clearly Ho is rejected and Ha is accepted. This shows that policy implementation has a positive and significant effect on the success of licensing services.

b. Effect of Leadership Commitment on the Success of Licensing Services

From the results of the second hypothesis test it is known that there is an influence of leadership commitment to the

success of licensing services. The coefficient of determination (r^2) of the leadership commitment variable is 0.428. This means that 42.8% of the variation in the success of licensing services can be predicted by the leadership commitment variable, or in other words the leadership commitment variable as a predictor variable can be relied upon to predict the variable success of licensing services by 65.4%. The value of t_{count} is 5.194, while t_{table} at α (0.05) is 2.021. Thus $t_{\text{count}} > t_{\text{table}}$, so clearly H_0 is rejected and H_a is accepted. This shows that leadership commitment has a positive and significant effect on the success of licensing services.

c. Influence of Policy Implementation and Leadership Commitment together on the Success of Licensing Services

The results of the third hypothesis test are known that there are influences of policy implementation and leadership commitment together towards the success of licensing services. The coefficient of determination (r^2) variable policy implementation and leadership commitment together on the success of licensing services is 0.6142. This means that 61.4% of the variation in the licensing service success variable can be predicted by the policy implementation and leadership commitment variables or in other words the policy implementation variable and leadership commitment as a predictor variable can be relied on to predict the success of licensing services by 61.4 %. The calculated F_{value} is 27,782. While the critical price of the F_{table} value with the numerator free degree 2 and the denominator 35 at α (0.05) is 4.13. Thus, $F_{\text{count}} > F_{\text{table}}$, so clearly H_0 is rejected and H_a is accepted. This shows that the implementation of policies and commitment of the leadership together have a positive and significant effect on the success of licensing services.

4. CONCLUSIONS AND RECOMMENDATIONS

Based on the results of the research discussed in the previous chapter, it can be concluded that there are positive and significant influences between the variables studied, starting from the implementation of policies, commitment of leaders, and variables of policy implementation and leadership commitment together towards the success of licensing services in Kalideres District, West Jakarta. This shows and proves if the higher the implementation of the policies and commitment of the leadership, the performance of employees will also increase and vice versa.

In the future, the authors suggest based on the conclusions obtained from this study, it is expected that public service organizations / institutions prioritize the public interest and improve infrastructure and add technological devices to West Jakarta District Kalideres as a supporter of services and increase and increase Human Resources (HR) in order to support optimal licensing services. Besides that, it is also expected that the leadership needs to carry out special training for licensing human resources regarding prime service management, work culture and work ethic, preparation of internet-based licensing services and licensing management information systems by involving education and training institutions and universities. And finally, all employees should show more attitudes and responsibilities and good behavior in accordance with the provisions of procedures and attitudes of employees / officers who are professional in community service.

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Document :

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