

COORDINATION OF STAKEHOLDER IN THE IMPLEMENTATION OF NON-CASH FOOD ASSISTANCE PROGRAM AT THE SOCIAL SERVICES AGENCY

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Abstract

Poverty is a condition of economic inability to fulfill the average standard of living of people in an area. One of the programmes established by the government to reduce the burden on the community in fulfilling basic needs is the Non-Cash Food Assistance Programme (BPNT). The implementation of the BPNT programme at the Regency/Region level is under the control of the Subang Regency Social Service, which is part of the Food Social Assistance Coordination Team and is supported by other government agencies and departments. Coordination is key in supporting the success of a programme. The basic mechanisms in achieving coordination are the vital components of management, namely managerial hierarchy, rules and procedures and the establishment of plans and objectives. The purpose of this research is to describe the role and function of stakeholder coordination as well as obstacles or barriers to coordination between relevant stakeholders in the implementation of the Non-Cash Food Assistance Programme (BPNT) in Subang District. The results of this study show that aspects of the managerial hierarchy have been carried out, rules and procedures have been implemented and the determination of plans and objectives has been prepared since the start of activity planning, but the results are still not optimal.

Keywords: Coordination, Poverty, Stakeholder

A. INTRODUCTION

Poverty is a condition of economic inability to meet the average standard of living of people in an area. One of the programs established by the government to reduce the burden on the community in meeting basic needs is the Non-Cash Food Assistance Program (BPNT). The implementation of the BPNT program at the District/Regional level is under the control of the Subang District Social Service, which is part of the Food Social Assistance Coordination Team and is supported by other government agencies and institutions. Coordination is key in supporting the success of a program. The basic mechanisms in achieving coordination are the vital components of management, namely managerial hierarchy, rules and procedures and the establishment of plans and objectives. The purpose of this research is to describe the role and function of stakeholder coordination as well as obstacles or barriers to coordination between relevant stakeholders in the implementation of the Non-Cash Food Assistance Program (BPNT) in Subang District.

According to Ndraha (2011), coordination is a process of mutual agreement that binds various activities or different elements in such a way that all activities and elements can be directed towards achieving a predetermined goal and on the other hand the success of one does not damage the success of the other. In the case of poverty reduction programs handled by the government, there is also a need for coordination between elements or stakeholders so

that the program can be carried out properly. This poverty reduction effort is a common concern that must be resolved in its implementation.

Poverty is a condition of economic inability to meet the average standard of living of people in an area. This condition of inability is characterized by the low ability of income to meet basic needs in the form of food, clothing, and shelter. This low income ability will also have an impact on the reduced ability to meet average living standards such as public health standards and education standards. The condition of the community that is called poor can be known based on the ability of income to meet living standards (Nugroho, 1995).

Based on data from the Central Statistics Agency (BPS), that in 2020 the number of poor people in Subang Regency was 9.31% or 148,538 people from the total population of Subang of 1,595,464 people. However, in the updating of the Integrated Database (BDT) carried out by village operators in the October 2020 position, it was recorded that the data on the poor and vulnerable to poverty in Subang Regency amounted to 648,211 or 41% of the total population of Subang Regency. The issue of poverty is considered a form of development problem caused by the negative impact of unbalanced economic growth, which widens the income gap between communities and the income gap between regions.

One of the programs established by the government to reduce the burden on the community in meeting basic needs is the Non-Cash Food Assistance Program (BPNT). The BPNT program is food assistance that is distributed non-cash from the government to Beneficiary Families (KPM) every month, through an electronic account mechanism that is used only to buy food in places that have established cooperation, namely with Bank Himbara (State Bank Association). For the implementation of the BPNT program in Subang Regency, the Himbara banks (State Bank Association) appointed by the Ministry of Social Affairs of the Republic of Indonesia are BRI Bank Subang branch and BRI Pamanukan branch. Based on the pre-research conducted by the author, the Coordination Team that was formed as the program implementer still has the perception that poverty reduction is not its main business because it is not listed administratively in the main tasks and functions or in the accountability document, and considers poverty reduction as an additional task that is not mandatory, but this does not mean that poverty reduction affairs are neglected.

B. LITERATURE REVIEW

Review of Coordination

Coordination is a process of synergizing and balancing all work activities between one party and another to achieve the goals of each party as well as common goals. Or more briefly, the definition of coordination is a process of mutual understanding between two or more people to carry out something (Iriani, 2023). Coordination according to Mooney and Reilly in (Handyaningrat, 2002) states that "Coordination is the achievement of orderly group effort, and unity of action in the pursuit of a common purpose." common goals).

According to E.F.L Breach in his book, *The Principle and Practice of Management* cited (Handyaningrat, 2002) states "Coordination is balancing and moving the team by providing a suitable location for work activities to each and maintaining that the activities are carried out with proper harmony among the members themselves". Meanwhile, according to G.R Terry in his book, *Principle Of Management* cited (Handyaningrat, 2002), Coordination is a synchronized/organized effort to provide the right amount and time and direct implementation to produce a uniform and harmonious action on predetermined goals ". (Siagian, 2001) states that coordination is an activity that unites various activities that are mutually different but have interconnected goals. The main goal of coordination is to create "unity of action" which in turn will ensure the integration of implementation and at the same

time increase the efficiency, effectiveness and productivity of the cooperation of the components involved.

According to Handoko (2003), a high degree of coordination is very useful for work that is not routine and cannot be predicted, because environmental factors are always changing and interdependence is high. Stoner & Freeman in (Handoko, 2003) also suggest that coordination is; "The process of integrating the objectives and activities of separate work units (departments or functional areas) in order to realize the organization's goals effectively." This means the process of integrating the objectives and activities of separate units (departments or functional areas) of an organization in order to achieve organizational goals effectively. On the other hand, there are those who state coordination as one of the management functions. States that the coordination function is one of the five management functions, the five management functions of Fayol are (1) Planning, (2) Organizing, (3) Commanding, (4) Coordinating and (5) Controlling (Fayol & Siagian, 2001).

This opinion explains that basically coordination will work well if the process of implementing the management process is carried out effectively, meaning that POCCC is implemented and applied properly and with sufficiently mature considerations and a directing process is needed (Commanding). The POCCC function will influence each other, the result is that all efforts in all groups are integrated in a balanced manner. According to Siagaan (2001) which states that; Coordination function is one of the management functions, then Gullick conveys management functions in short with POSDCoRB, which stands for: (1) Planning, (2) Organizing, (3) Staffing, (4) Directing, (5) Coordinating, (6) Reporting, (7) Budgeting. This opinion explains that in efforts or activities to achieve goals, all of these functions must be carried out, whose emphasis is universal, including what goals must be achieved in a certain period of time, the process of dividing labor accompanied by delegation of authority, the process of obtaining the right personnel, the process of compiling rules and instructions, the process of integrating activities, conveying information that occurs and planning calculations and budget control.

Non-Cash Food Assistance Program Policy (BPNT)

In the Explanation of Law Number 13 of 2011 concerning the Handling of the Poor (Supplement to the State Gazette of the Republic of Indonesia Number 5235), it is generally explained that the purpose of the state as mandated in the Preamble of the 1945 Constitution of the Republic of Indonesia is to protect the entire Indonesian nation and all of Indonesia's spilled blood, promote public welfare, educate the nation's life, and participate in implementing world order based on independence, eternal peace and social justice.

To promote the general welfare, the intellectual life of the nation, and social justice for all Indonesian people, the State is obliged to prosper all its citizens from conditions of poverty and poverty as mandated in the Preamble of the 1945 Constitution of the Republic of Indonesia. The state's obligation to free from these conditions is carried out through efforts to respect, protect and fulfill the right to basic needs. These efforts must be carried out by the state as a top priority in national development, including for the welfare of the poor. The legal basis for the welfare of the poor is still partial and scattered in various provisions of legislation, so there is a need for a law that specifically regulates the poor. With the existence of a law that specifically regulates the poor, it is expected to provide comprehensive arrangements in the welfare efforts of the poor that are more planned, directed, and sustainable (Shabira et al., 2022).

C. RESEARCH METHODOLOGY

The type of research used in this research is a descriptive qualitative approach, because this research aims to obtain a description of the research used to reveal problems in the

system and work life of government organizations (Subagyo & Kristian, 2023). In terms of this research, the author reveals qualitative research with research conducted in certain settings that exist in real life with the intention of investigating and understanding what phenomena occur related to Stakeholder Coordination in the Implementation of the Non-Cash Food Assistance Program at the Social Service, and phenomena that occur in the field.

D. RESULTS AND DISCUSSION

The government continuously provides assistance to the poor in the form of food or money. The government continues to improve the assistance programs provided so that they can be right on target, effective and able to have a significant impact in reducing the number of poor people. Several programs, such as non-cash food assistance, are directed to help improve the welfare of the community. The distribution of non cash social assistance using the banking system can support the productive behavior of beneficiaries and increase program transparency and accountability so that it is easy to control, monitor, and reduce storage that occurs. Therefore, proper coordination between stakeholders is needed to achieve the desired goals. The key informants in this research are authorized/competent officials at the Regional Apparatus Organization who coordinate the implementation of the "Non-Cash Food Assistance Program (BPNT)" at the Subang Regency Social Service.

In the organization, coordination is needed. Coordination itself is defined as a cooperative effort between separate units or units of an organization to create unity in achieving common goals, so that harmony is obtained in the implementation of tasks or work to achieve common goals. Without coordination, each member in the organization does not have a handle on which one to follow, which will ultimately harm the organization itself. The implementation of coordination in government institutions is an important thing to improve the performance of stakeholders in carrying out a goal. In order for coordination to run well, it needs to be supported by the conditions of coordination in a government institution. The conditions for achieving effective coordination include direct relationships, early opportunities, continuity, dynamism, clear goals, simple organization, clear formulation of authority and responsibility, effective communication and effective leadership and supervision.

From the observations, we can also conclude that the task of the Coordination Team (Tipikor) for food social assistance is not running properly, one of the causes is that there is no continuous and continuous coordination meeting, so that information that should be conveyed to Tikor members cannot be conveyed, because there is no forum to accommodate this information. Based on information obtained from informants, the district food assistance coordination team meeting involving all relevant stakeholders has only been held once, since the BPNT program rolled out in April 2018 until now. Based on the observations that the author has made, coordination carried out vertically and horizontally has been carried out, but in its implementation it is only limited to the level of mid level management down, not yet conducting comprehensive coordination from each level. Both vertical and horizontal coordination cannot be said to be optimal.

Based on the results of the author's observations, it can be seen that the rules that apply in this program start from the Indonesian Presidential Regulation Number 63 of 2017 concerning Disbursement of Social Assistance in Non-Cash, Minister of Social Affairs Regulation Number 11 of 2018 concerning Disbursement of Non-Cash Food Assistance, Director General Regulation Number 06 of 2018 concerning Technical Guidelines for the Mechanism of Disbursement of Non-Cash Food Assistance, BPNT General Guidelines (Pedum) prepared by relevant cross-sectoral ministries/agencies, namely the Coordinating Ministry for Human Development and Culture, Ministry of Finance, Ministry of Home

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Affairs, Ministry of Social Affairs, Ministry of National Development Planning/Bappenas, Bank Indonesia, Financial Services Authority, Presidential Staff Office, and TNP2K Secretariat, and Subang Regent Decree No. 466/Kep: 466/Kep. 200- Dinsos/2018 on the establishment of the Food Aid Coordination Team (Tipikor). The above rules are the main rules that form the basis for the Non-Cash Food Assistance program, for rules that are local rules this program is only regulated in the form of Regent Decrees, in other words, there are no rules governing this program in Regional Regulations. So that this, according to researchers, is a weakness, this program should be strengthened through regional regulations.

From the results of the interview above, it can be seen that the role of rules and procedures in the implementation of the BPNT program, which includes rules and procedures such as the implementation of coordination meetings, evaluation meetings, institutions, control, and the implementation of reports from each level, has been regulated in the BPNT general guidelines (Pedum), so it can be seen that this is an obligation that must be implemented and obeyed by the Subang District Social Service as the leading sector of the BPNT program, although in reality it is still less than optimal, one of which is due to the lack of socialization of the BPNT general guidelines (Pedum) to members of the Coordination Team. Based on the results of the interviews above, evaluations are conducted gradually and continuously, meaning that evaluations should be held regularly and scheduled properly. However, during our observations, we have never participated in a comprehensive coordination and evaluation meeting involving stakeholders. However, coordination and evaluation are only carried out in the form of monthly reports to report on the distribution of BPNT, which are carried out by the District Level Social Welfare Worker Coordinator (Korteks), and BPNT program assistants, both PKH and TSKK assistants.

A comprehensive and planned Coordination and Evaluation Meeting can ensure the success of the program is well measured, obstacles in the field or examples of program success can be conveyed in coordination and evaluation meetings. However, the coordination and evaluation meetings must first be included in the program planning that has been prepared, so that the budget for coordination and evaluation meetings can be included in the needs prepared by the Social Service. In connection with this coordination and evaluation meeting, the author conducted an interview with the head of the Social Empowerment sector as the BPNT Supervisor and the District Level Social Welfare Worker Coordinator (Korteks), In setting goals, of course, all those involved must have a sense of togetherness and common understanding, if this is not achieved, the success of the program will be difficult to achieve. In achieving work that involves other stakeholders, of course, this understanding is absolutely necessary, a sense of belonging to the program must be shared by everyone involved. Then it must be outlined in the work plan and goal setting, how to harmonize the existing Coordination Team first. Goal setting affects the way an organization measures its performance, using the concept of goal setting, namely clarity, challenging goals and committing to achieving them, providing feedback on performance, and considering the complexity of the task. Goal setting allows management to diagnose readiness, prepare employees regarding the interaction between individuals communication, training and planning. Planning serves to achieve effectiveness and efficiency in organizational activities. By doing so, efforts can be made to identify various obstacles, through correction of deviations as soon as possible, so that the organization can be controlled properly. The setting of goals provides an opportunity for employees to make their own assessment of the results of implementation and conduct coordination and evaluation meetings with all stakeholders.

Innovation can be done by making breakthroughs in efforts to increase the capacity of human resources, by means of capacity building or by giving awards to employees who successfully carry out the achievement of program objectives. Innovation can also be done by

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building an effective and efficient coordination system by building an information technology system. The Coordination Team can build an application system to facilitate coordination from planning, implementing and controlling the BPNT program. In carrying out planning, there are activities that must be carried out, namely forecasting (planning) organizational activities and budgeting. Forecasting serves to determine the planned activities that will be carried out in the future by the organization in an effort to achieve organizational goals. In conducting forecasts, it must always pay attention to organizational goals, organizational resources and also conduct an organizational analysis to determine internal and external potential.

In relation to the planning aspect, the planning of the BPNT program has been planned from the central level, so that the regions only need to implement the planning that has been regulated by the central level, starting from planning the determination of recipient targets, program implementation plans, distribution plans, and evaluation plans. The regions only need to implement it in accordance with the central policy. The planning carried out by the Social Agency is only limited to planning for coordination and evaluation, including the frequency of coordination and evaluation both with the Food Social Assistance Tipikor and with the BPNT program assistants, as well as planning in monitoring and supervising the distribution of BPNT in each sub-district.

In planning the BPNT program, a budget is needed to support the planning that has been determined, so it is necessary to have BPNT program assistance funds from the Subang Regency Government to maximize and optimize the planning that has been determined. Based on the data obtained, that in order to improve this pangan social assistance program, the Subang District Government has allocated assistance funds for the BPNT program through the DPA (Budget Implementation Document) of the Social Service in the Social Empowerment Division, although the application is still small, so it has not been able to accommodate all stakeholders in this BPNT program, and its implementation has not been maximized as expected. In relation to the companion honorarium in carrying out the program assistance function both from the TKSK and PKH elements of Rp. 300,000, - / Month is felt to be very insufficient, when compared to the performance of the companion in supervising and monitoring the implementation of the program, so that the Subang Regency Government, in this case the Subang Regent, must be able to improve the welfare of the program assistants. In connection with this budgeting planning, it is hoped that all stakeholders in the Food Social Assistance Coordination Team can allocate assistance funds for this social assistance program through the DPA (Budget Implementation Document) in each related OPD, so that there is a common understanding, and a sense of belonging to the program.

In relation to the organizing aspect, it is defined as the activity of distributing tasks to people involved in organizational activities, according to their human resource competencies. The task of organizing is to harmonize different groups of people, bring together various interests and utilize all abilities in a certain direction. In order to optimize and maximize the BPNT program, a Food Social Assistance Coordination Team was formed starting from the Central Level, Provincial Level, District Level, to the District Level, and in the supervisory function a Food Task Force was also formed from the Police. In Subang District, a Food Aid Coordination Team (Tipikor) has been formed in accordance with the Decree of the Subang Regent Number: 466/Kep.200-Dinsos/2018 concerning the Establishment of a Food Aid Coordination Team (Tipikor) at the Subang District Level, where the Head of the Social Service as the implementer of the BPNT program is the Secretary of the Food Aid Coordination Team.

The link with the mobilization aspect is that good planning and organization are meaningless if they are not followed by the implementation of work. For this reason, hard

work, smart work and cooperation are needed. All existing human resources must be optimized to achieve the vision, mission and work program of the organization. Work implementation must be in line with the work plan that has been prepared. Unless there are special matters that need to be adjusted. Each HR must work in accordance with the duties, functions and roles, expertise and competence of each HR to maximize and optimize the implementation of this BPNT program.

In this aspect of mobilization, each stakeholder has not carried out their duties, functions and roles as expected as a member of the Food Social Assistance Coordination Team, so the Head of the Social Service as the secretary of Tikor must work extra to maximize and optimize the implementation of this BPNT program. The link with controlling is the process of ensuring implementation in accordance with the plan. In order for the implementation of the BPNT program to run in accordance with the objectives, control is needed, both in the form of supervision, inspection and audit, so that deviations that occur, both in the planning, implementation and organizing stages, can find out the extent to which the program has been implemented, can find out any deviations, and can find out the causes of deviations, so that they can be anticipated immediately.

E. CONCLUSIONS

Based on the results of research that the author has conducted on stakeholder coordination in the Non-Cash Food Assistance program at the Subang Regency Social Service, with the results of the analysis that to achieve effective coordination we can use the mechanism of basic management techniques, namely the managerial hierarchy, plans and objectives, and rules and procedures, so that we can find out why the coordination carried out by stakeholders in the implementation of the Non-Cash Food Assistance (BPNT) program at the Subang Regency Social Service is not optimal, namely as follows seen from the managerial hierarchy, that in coordination carried out in stages through coordination and evaluation meetings involving all stakeholders. All stakeholders coordinate between coordination teams in implementing the BPNT program.

The managerial hierarchy in this case, namely the chain of command, the flow of information, which exists in the Coordination Team involving many stakeholders both vertically and horizontally, has not been well implemented with an indication of the infrequency of coordination and evaluation meetings held during the BPNT program, so that there is a chain of command and the flow of information that is interrupted in the Coordination Team, this is what causes the roles and functions of each member of the food assistance Coordination Team to not run optimally. So far, the coordination carried out by the Social Affairs Office is only at the mid level down, namely coordinating with the Sub-district and Village to the companion level, even though the role of related OPDs/stakeholders, according to the Subang Regent Decree Number: 466/Kep.200-. Dinsos/2018 on the Establishment of the Coordination Team for the Prosperous Rice Social Assistance Program (Rastra) and Non-Cash Food Assistance (BPNT) of Subang Regency also has the same responsibility to succeed the BPNT program, this is what has not been optimally implemented by the Social Service as Secretary of the Food Social Assistance Tipikor, to be able to create a sense of belonging or a sense of belonging from the Coordination Team to the BPNT program.

As for the rules and procedures, all the rules and procedures are prepared in order to succeed the BPNT program in the Subang District Social Service. Subang starts with the existence of the Presidential Regulation, Minister of Social Affairs Regulation, Director General Regulation, BPNT General Guidelines (Pedum), and Decree on the formation of the Coordination Team from the Subang Regent. Rules and procedures are designed in such a

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way that the implementation of the BPNT program at the Subang District Social Service can run optimally and systematically in accordance with the objectives of the BPNT program. The rules and procedures in the implementation of this program have not been maximally carried out, one of which is due to the lack of socialization of the BPNT general guidelines (Pedum) to all members of the Coordination Team, because the opportunity to convey Pedum as well as other information related to the implementation of the BPNT program is very limited, only at coordination meetings, while the implementation of coordination meetings is rarely carried out, this can result in a lack of common understanding from the Coordination Team on the implementation of the program, and also the absence of a sense of belonging to this BPNT social assistance program.

The plan and objectives of the BPNT program have been set from the beginning, starting from the target recipients of the program, how to socialize to the community and how to report in stages from the implementers at the kabupaten level, provincial level and central level. However, all of this is still done conventionally. In connection with the budgeting plan, funds are needed to support the planning that has been determined, so that there is a need for BPNT program assistance funds from the Subang District Government to maximize and optimize the planning that has been determined. In order to optimize this food assistance program, the Subang District Government has allocated assistance funds for the BPNT program through the DPA (Budget Implementation Document) of the Social Service in the Social Empowerment Division, although the allocation is still small, so the implementation has not been maximized as expected. In connection with this budgeting planning, it is expected that all stakeholders in the Food Social Assistance Coordination Team can allocate assistance funds for this social assistance program through the DPA (Budget Implementation Document) in each related OPD, so that there is a common understanding, and a sense of belonging to the program. In relation to the companion honorarium in carrying out the program assistance function both from the TSKS and PKH elements of Rp. 300,000, - / Month is felt to be very insufficient, when compared to the performance of the companion in supervising and monitoring the implementation of the program. Plans and goal setting can be achieved optimally, so stakeholders in this case the Head of Social Services must be able to master all management functions, be it the Planning Function, Organizing Function, Movement Function, and Control or Supervision Function.

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