

Implementation Of the National Movement Program To Increase The Production And Quality Of Cocoa Plants In Sigi District (Study On the Performance Of Food Crop Service Extension Officers, Horticulture And Plantations of Sigi Regency)

Irwan Waris¹

Government Science Study Program, Faculty of Social and Political Sciences,
Tadulako University, Indonesia

Alam Anshary²

Faculty of Agriculture Tadulako University, Indonesia

E-mail: irwanwaris@yahoo.co.id¹, Ansharyalam@gmail.com²

Abstract

This study aims to determine and understand the performance of plantation field extension workers who work in the context of managing the National movement program of cocoa in Sigi Regency. This research uses the performance theory proposed by Robbins, consisting of 3 main aspects of assessment, namely: motivation, ability, and opportunity. The research method used, qualitative with a descriptive approach, involved a number of informants interviewed during the study, in addition to displaying as supporting data secondary, the results of the study of literature and the study of documents. This study concluded that the performance of agricultural extension workers working in the National movement program for cocoa in Sigi Regency has not been maximized, not only due to aspects of: motivation, ability, and opportunity, but also caused by various other factors.

Keywords | Extension, Cocoa, Performance, Motivation, Ability, and Opportunity

INTRODUCTION

Plantation development as an integral part of national development is one of the strategic potentials to increase the prosperity and welfare of the people. For this purpose, its management should be in line with various efforts to manage natural resources and maintain their carrying capacity so that the benefits are continuous for the people from generation to generation.

Law of the Republic of Indonesia No. 18 Tahun 2004 concerning Plantations, aims to increase people's income, increase state revenues and state foreign exchange, provide employment, increase productivity, added value and competitiveness, meet the needs of consumption and raw materials of domestic industry and optimize the management of natural resources in a sustainable manner. To realize this, the government is developing the plantation sector. It cannot be separated from various national and global environmental dynamics. The plantation sector is also influenced by the dynamics of central to regional governments. This is because the plantation sector is considered one of the government's choices in alleviating poverty. The government as the policy holder has an important role in preparing various rules to ensure the success of the program in the plantation sector, including the success of the plantation sector in Sigi Regency.

The plantation programs launched by the government in Sigi Regency cannot be partially implemented in their implementation. Community involvement and the



performance of extension workers also influence the success of a program. Cocoa farmers' perception of a program is the main foundation or basis for the emergence of a willingness to participate in or participate in a program. Kumba in Azwar et al (2016:1) said that the success of a program can be carried out through the role of direct community participation by adopting the wisdom of the local community who live where the program will be implemented.

In line with the plantation development goals, the National movement program for cocoa in Sigi Regency is intended to develop a plantation sub-sector geared towards the development of smallholder plantations. The plantation sub-sector is a job that absorbs a relatively large amount of labor and is a provider of raw materials for processing industrial materials and plays a role in environmental conservation.

Based on various data related to cocoa production of farmers in Sigi Regency, information was obtained, there was a decline. One of the reasons is allegedly because the performance of extension workers is not optimal and the competence of extension workers is still limited, so they also experience limitations in transferring knowledge and understanding to farmers regarding various matters which is related to cocoa plant management, including alternative problem solving if something hits the Cocoa plant.

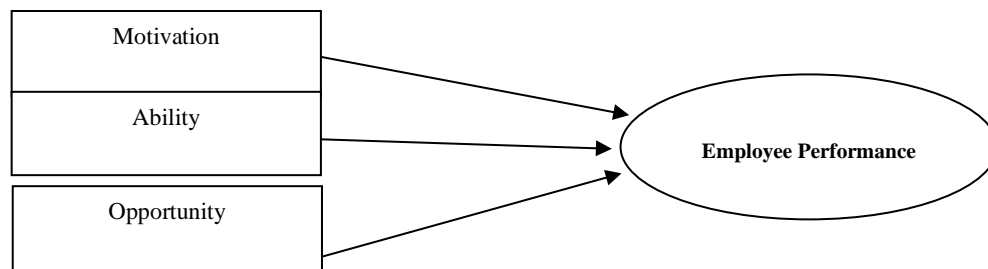
Another contributing factor is the lack of interaction between farmers and plantation extension workers, causing farmers to have limited access to information and technology on cocoa plantation management. As a result, their knowledge, understanding and experience in this field also becomes limited. As a result, farmers who manage cocoa plantations are still traditional, limited to limited knowledge and understanding. The long-term effects over time of production decline and the outbreak of Cocoa plant unsustainable is overcome.

Kinerja comes from the word *performance* is the result of work or work achievement (Wibowo, 2007). Performance is about what is done and how to work on it (Ainanur & Tirtayasa, 2018; Iskandar, 2018). The achievement of organizational goals is only possible because the efforts of the individuals contained in the organization are carried out, in other words, the performance of individuals is directly proportional to the performance of the organization (Kristine, 2017; Muliati & Budi, 2021).

Robbins defines performance as synergistic from several elements, namely motivation, ability and opportunity (Robbins, Stephen P, 2001). Robbins' explanation is as follows:

- 1) The element of work motivation is the encouragement from within the employee to do a job.
- 2) Elements of employee abilities such as: level of education, knowledge, and experience.
- 3) The element of opportunity is an important factor in an organization, how whether or not an employee feels at home can be caused by something that may be considered trivial, namely opportunity.

The following overview of the three elements can be explained in the figure below.



Source: Robbins (2001)

Picture.1 Employee Performance Elements

As a party that is at the forefront with farmers, the government has appointed agricultural and plantation extension workers. In this case, extension workers conduct counseling which can be interpreted as a learning process for the main actors (actors of agricultural / plantation activities) and business actors so that they are willing and able to help and organize themselves in accessing market information, technology, capital, and other resources, as an effort to increase productivity, business efficiency, income, and welfare, as well as increase awareness in the preservation of environmental functions.

The role of an extension worker is required to be able to change the behavior of people. It is clarified that counseling is considered successful if it is able to cause changes in aspects of farmer behavior that lead to the standard of living (Mosher AT, 1981).

Kartasapoetra stated that in general, the task of an extension worker is to disseminate useful information, teach knowledge, skills and skills according to his field of extension (Kartasapoetra AG, 1987). The purpose of counseling according to (Asngari PS, 2003) is an effort to empower individual client potential to be more empowered independently.

METHODS

This research uses qualitative methods with a descriptive approach. The research location is in Sigi Regency. Given the vastness of Sigi Regency, 4 (four) sub-districts were selected representing Sigi Regency : Palolo District, Gumbasa District, Dolo District , and Marawola District .

This research involved a number of informants who were seen as being able to explain various issues concerning the performance of field extension workers National movement program of cocoa. Researchers look for primary and secondary data, as a basis for analysis to answer research questions. Data collection techniques use observation techniques, in-depth interviews, Focus Group Discussions (FGDs), secondary data search, literature studies , and document studies. Furthermore, a data analysis was performed using the interactive analysis model of Miles and Huberman (Catherine Houghton, 2014).

RESULTS AND DISCUSSION

Overview of Sigi Regency

Sigi Regency is directly bordered by Donggala Regency and Palu City to the North, North Luwu Regency of South Sulawesi Province to the South, then Mamuju and North



Mamuju Regencies of West Sulawesi Province and Donggala Regency to the West and Poso Regency and Parigi Moutong Regency to the East. There are 15 districts, with a total of 261,676 inhabitants, consisting of 134,233 males and 127,443 females.

Cocoa land production and productivity in Sigi Regency can be seen in the following table.

Table 01
Cocoa Land Production and Productivity in Sigi Regency
During the period 2017-2022

No.	Year	Production	Productivity (kg/ha)
1	2017	12.363.000	637,3
2	2018	19.354.000	997,6
3	2019	19.366.350	985,6
4	2020	19.356.000	985,1
5	2021	19.506.000	968
6	2022	713.049	54,6

Source: Department of Food Crops, Horticulture and Plantations of Sigi Regency, Yr. 2022.

Referring to the table data above, it shows that from 2017 to 2020, Cocoa production in this region has increased, then experienced a slight decline in 2019 and 2020. Furthermore, in 2021 it has increased again and will be drastically in 2022. Similarly, production in Kg/Ha also fluctuates as well as the dynamics of the productivity of the commodity land.

Performance Analysis of Extension Officers of the Department of Food Crops, Horticulture and Plantations of Sigi Regency on the Implementation of National movement program of Cocoa Crop Production and Quality

To assess the performance of agricultural/plantation extension workers in charge of Sigi Regency in connection with the implementation of National movement program of Cocoa Crop Production and Quality conducted their daily assessment of implementation of performance aspects, namely: motivation, work ability, and opportunity.

Motivational Aspects

In essence, motivation is a psychological process that reflects between attitudes, needs, perceptions and decisions that occur in a person (Zagoto, 2019). In addition, motivation is also a psychological process that arises because it is caused by a factor of oneself itself called intrinsic or a factor that is outside the self called extrinsic. Therefore, the role of motivation in the process of performing well needs to be understood by the leaders in order to be able to carry out various forms of actions or assistance to subordinates (Raja Maruli Tua Sitorus, M.ikom, 2020).

Motivation is formulated as an encouragement, both due to factors from inside and outside the extension workers, to achieve certain goals in order to meet / satisfy a need. In the context of performance, these needs are related to the need to achieve the results of work as they should. The role of motivation in the process of work can be analogous to fuel for driving the engine. Adequate work motivation will encourage extension workers to behave professionally to excel in the organization. Work motivation is a mental impulse that makes a person moved to perform productive actions, whether work-oriented or not.

One of the things that can be assessed because it reflects motivation, is the presence of the devotees in carrying out their duties in the field. Informant Rifan stated: The presence of extension workers to carry out their duties is a necessity that cannot be ignored, but in fact, we cannot carry out our duties like extension workers in other agencies, arguing that the location to get to the workplace is relatively far away and supporting facilities such as means of transportation prepared in connection with the work that, inadequately.

The thing stated by the informant was then an observational researcher. It turns out that in the field, this is the case. The extension workers are constrained by the wide scope of the task area so that it feels distant and the lack of support for transportation facilities provided in order to support their work in the field. In subsequent developments as observed by researchers, the extension workers were then gradually overwhelmed by laziness and lack of discipline, such as not carrying out the obligation to go to spaciousness. Together with farmers/ planters. Then it became a daily habit. In fact, the main problem is the large area of work that is not supported by transportation facilities.

This problem is actually known by the leaders of extension workers, for example the Head of the Food Crops, Hortikulutura and Plantation Service of Sigi Regency. However, the leadership did not do much because the division of the territory was like that including the absence or lack of means of transportation, such as motor vehicles. The National movement program for cocoa is a central government program, so it is expected that the budget must be taken into account to meet various needs, including the procurement of motor vehicles.

In the context of work discipline, extension workers actually want discipline, for example, to be present on time and always be in the field, but as stated above they lack the support of means transportation and the vastness of the working area. As a result, farmers/planters are limited in terms of getting visits from extension workers who are supposed to be intensive with them. This condition lasts continuously, thus changing the habits of the extension officer to lack discipline. Ultimately overall they are less motivated to work towards achieving program goals.

Regarding motivation from outside oneself in this case extension workers, such as the incentives provided, Rifan as an extension officer stated: The incentives received by extension workers should motivate them to work harder, but this does not apply to extension workers in the Extension Office, even extension workers do not seem to be enthusiastic about carrying out the work given to them.



The opinion of the informant above points out that the incentives given are not able to motivate the penyuluh to work optimally. It turns out that the incentives given are based on observations made by researchers, but the number is not large. The incentive was unable to finance transportation and living expenses while in the field.

Regarding the availability of work facilities and infrastructure, office stationery, computers, and extension housing as facilities used to support services to the community, the informant named Rahman stated: The facilities and infrastructure owned by the Extension Office are still very far from what we need, so it is very natural that the extension workers cannot carry out their main duties properly, because of the lack of tools provided and provided by the government.

In the context of the availability of work facilities and infrastructure, its availability is also limited so that it does not motivate them to carry out their duties.

Capability Aspects

Ability concern's ability, proficiency, and strength in carrying out tasks. Therefore, he is said to be capable if he can or is able to do something that he must do. While work ability is an awareness that exists in an individual or extension worker who is really effective and successful in completing his work.

In Robbins' opinion, Stephen P, (2001) the level of performance of extension workers will largely depend on the factors of the ability of the extension workers themselves such as the level of education, knowledge, experience where the higher the ability will have higher performance as well. Thus, a low level of education, knowledge and experience will have a negative impact on the performance of extension workers.

Regarding the knowledge and abilities of extension workers according to Rifan, many extension workers do not really understand their fields. In his opinion, maybe the person concerned is not suitable to be an extension worker. According to Rifan, they may accept a job as an extension worker because there is no other job. This means that the person concerned as a worker will look for any job that generates the income in question is actually underprivileged. As a result his work as an extension worker was not as successful as expected Haryono, D., & Marlina, L. (2021).

According to the Extension Informant named Rahman, some of the extension workers in this program did not master their duties as penyuluh. As a result, Penyuluh carried out his duties as if he had fallen into obligation. "This is certainly detrimental to the program. Achieving the objectives of the program, of course, is difficult to achieve if many extension workers who work on Gerwill be cocoa like that Rahman complained.

The above opinion is in line with the views of the Head of production and P erlindungan P erkebunan, Office of the Department of Food Crops, Horticulture, and Plantations of Sigi Regency: Extension workers are elements that cannot be separated from the organization, because without extension workers it is impossible for activities to be carried out optimally. Therefore, the responsibility that will be given to extension workers will not be maximized if the work is not in accordance with their knowledge. And so far the

extension workers in the Extension Office have a very low knowledge of the responsibility to complete their work.

Based on the results of the interview above and the results of observations made by researchers that overall extension workers who work as extension workers in the National movement program will be cocoa national in Sigi Regency, in terms of work ability is still very limited, so Extension workers have difficulty in carrying out their daily duties in collaboration with farmers / planters in the field. In other words, the extension workers have not been able to show maximum performance, because the knowledge they have is still very limited, the reason is that the facilities owned by the Extension Office are still very minimal, such as the knowledge to operate the tools used to support services to the community is still not understood by them. In fact, manpower or extension ability is an important factor in an organization because they are the faktor driving wheels of the organization. For this reason, adequate capabilities are needed, especially for organizations located far from the capital of Sigi Regency.

The ability of an extension worker should concern technical skills, humanitarian skills, and conceptual capabilities (Duha, 2018). The abilities in question are related to the skills, skills, and knowledge that must be possessed by extension workers.

Aspects of Opportunity

Opportunity is one of the must-have factors for anyone who wants to develop themselves. Without the available opportunities, it is impossible for someone to try their abilities to then succeed in overcoming various problems in their field of work. The opportunities referred to in this study are intersections in the careers / self-development of extension workers, such as attending education and training. According to ishariato informant: We always give extension workers the opportunity to develop themselves at work, so there is no reason to hinder their desire to move forward. For example, we provide an opportunity to take part in training on village administration management procedures, so that the results of the training can be applied in the community.

The above opinion shows that all extension workers are actually given the opportunity to develop themselves through training held by the government. So that this opportunity can be used by extension workers as much as possible to develop themselves and develop their careers. In an effort to develop the self-development of extension workers, merteka are also given the opportunity to get education and training. The opportunity was recognized by Irwanto, an informant who is also a field extension officer for this program Jafar, B., Haryono, D., Asrifai, A., & Roe, H. (2022, August)

In principle, education and training are all activities designed to help extension workers improve their knowledge, insight, and understanding in their field of duty. It is hoped that through education and training, their attitudes and behaviors will improve so that they support their main duties and functions as extension workers (Chaerudin, 2018). That is why the Department of Food Crops, Horticulture, and Plantations of Sigi Regency provides the greatest opportunity for extension workers to take part in all forms of training held by the government, with the hope that the knowledge they gain can be applied in the



midst of society Haryono, D., & Nasir, N. (2021). This means that never once did the leadership prohibit the extension workers from developing themselves, because basically what they get will later be implemented for the entire people of Sigi Regency. In addition, extension workers are required to have the responsibility to make career and future plans and find ways to contribute to the organization from the results of the training they participate in.

Informant Rifan put forward a view that was in accordance with the series of arguments regarding the opportunity: The involvement of extension workers in education and training is expected to contribute and thought to the organization. For this reason, it is hoped that there will be the involvement of extension workers in every training activity in order to achieve the goals of the organization. Thus that the extension is a very useful resource, because without the involvement of human resources, undoubtedly the desired goal will not work.

Every extension worker basically expects self-development through education and training, because with this development the extension worker will get better rights than what was obtained previously both material and non-material, for example, experience, new knowledge and so on. Meanwhile, rights that are not material, such as social status, feelings of pride and so on.

According to Mangkunegara Prabu Anwar, (2001), that training is a short-term educational process that uses systematic and organized procedures in which non-managerial extension workers learn technical knowledge and skills and limited goals. Furthermore, the results of the researcher's interview with the Head of Plantation Production and Protection Sector: The self-development of extension workers through various activities is a very good thing, and it is very well responded by extension workers, as well as the training held by the government. Thus, it is hoped that the training obtained by extension workers can provide insight and knowledge as well as opportunities to be able to have a career in a better direction.

Training is a concept to improve knowledge, skills, and abilities. Training puts more emphasis on improving the ability to perform specific work at the present time. Based on the observations of researchers in the field, the opportunities given to extension workers who want to develop their careers are very well responded to by extension workers, because all the implementation of their activities is held in Sigi Regency. Meanwhile, career development organizations are a way to support or increase the productivity of extension workers, while preparing extension workers for a changing world.

The existence of a clear and steady career development is expected that individuals will be motivated to advance their organization in achieving goals. In this context, the Head of the Plantation Business Disruption stated: Every extension worker really wants to be included in education and training, so that extension workers have experience. In addition, such activities will have a positive impact on extension workers, and so far we have always provided the opportunity to take part in the training, because I see that extension workers who are always trusted to attend training will have an influence on their careers.

According to researchers, the educational opportunities provided to extension workers seem to have less impact on their field of duty in the field. This is due to various obstacles, including: the area of work area, lack of support for transportation facilities and infrastructure, inadequate incentives, low public awareness, as well as low commitment and motivation of the extension workers themselves.

Furthermore, the results of the researcher's interview with Informant Isharianto about the opportunities given to extension workers to continue their education to a higher level, he said that: I have never forbidden my subordinates to continue their education to a higher level, because it is for the sake of their careers. There was even one of our extension workers who continued his education to Makassar. So, it would be nice if the opportunity I gave should not be wasted, because extension workers who continue their education use their own expenses, so it is very a loss if they are not used as well as possible.

The opinion expressed above can be concluded that there has never been a ban on extension workers from continuing their education to a higher level. Meanwhile, based on the results of observations and research conducted by researchers that the opportunities given to extension workers to continue their education to a higher level have often been suggested by the head of the Extension Office.

The goal of career development in general is to help extension workers focus on their future within the company and help extension workers follow a career path that involves continuous learning. As stated by Informant Rahman: Every extension worker who wants to continue their education has never been banned, it's just that the costs used are still their own costs, because so far there has never been any financial assistance to continue their education given to extension workers.

Thus, it can be argued that the leadership has never prohibited extension workers from developing their careers through education. It's just that, to continue education to a higher level will have to use your own costs, because so far there has been no assistance provided by the government, in the form of scholarships.

Furthermore, the results of the interview with the Head of Plantation Production and Protection Sector: We are always encouraged by the leadership to continue education to a higher level, probably because the leadership knows that most of the extension workers here have an undergraduate education background, so the leadership provides motivation to continue their education to a higher level, it's just that the extension workers who go to school must use their own expenses.

Based on the opinions of the informants above, it can be seen that the opportunity given by the leadership to their subordinates to continue their education to a higher level has not been fully responded to by extension workers, because they are still constrained by the amount of costs to be used.

CONCLUSION

In conclusion, it can be stated that the performance of extension workers in the implementation of the National Movement Program to Increase Cocoa Production and Quality in Sigi Regency, has not been maximized. This can be seen in the application or



embodiment of three aspects of extension performance, which show that performance, namely: motivation, ability, and opportunity based on qualitative analysis that has been carried out, it is concluded that it has not taken place optimally.

Suggestions/Recommendations

As a suggestion / recommendation in order to improve the performance of extension workers in the implementation of the National Movement Program to Increase Cocoa Production and Quality in Sigi Regency, several things were stated as follows:

- a. Salaries and incentives for extension workers of the National Movement program to Increase Production and Quality of Cocoa Plants in Sigi Regency need to be increased, adjusted to their daily needs with their families. It is intended to motivate them to be active and diligent in carrying out their duties. Thus this program can be carried out with maximum achievements.
- b. It is necessary to take into account the area of duties of extension workers. Assigning tasks to them without calculating the area and number of farmers/planters handled may cause this program not to achieve success as expected. It is necessary to carry out calculations and find the best comparison between the number of extension workers and the area of their working area.
- c. The commitment of extension workers needs to be improved over time. In this context, it is necessary to take a heart-to-day approach between extension leaders, program managers, and extension workers. It needs a heart-to-heart approach and discussion that is expected to increase the commitment of the extension workers, so that they do not view this activity as merely meeting the requirements work. More than that, they should be placed as the most responsible party, especially as the party on the front lines, making this program a success.
- d. The petani / smallholder community must also always be motivated and reminded that Cocoa is a commodity that can improve living standards, so it needs to be managed seriously. For that purpose, one of the things that needs to be done is to pay serious attention and carry out thoroughly the instructions, directions, and guidance from the extension workers.
- e. Then from time to time Cocoa increasingly shows the reality of lower production, but it should not dampen the interest and enthusiasm of farmers / planters in managing Cocoa that already exists. In this case, the manager of this program needs to encourage petani by sustainably meeting with farmers/ smallholders, discussing, socializing about Cocoa and the results that will be obtained if farmers/smallholders are willing to be actively involved in the implementation of this program.
- f. In the context of extension workers, they must periodically improve their knowledge and understanding so that they are always up to date. This is important as an extension capital in discussing and directing farmers/ smallholders.
- g. Extension workers should not be allowed to maintain a sense of laziness in improving knowledge, understanding, and competence in the field of increasing the number and

- quality of Cocoa. For this purpose, training, education, on an ongoing basis is needed for extension workers.
- h. Extension workers should be made proud of their duties together with farmers to improve the number and quality of Cocoa in Sigi Regency. In this case, the extension workers must always be invited to discussions by the leadership so that their pride as extension workers can be continuously maintained and maintained.

REFERENCES

- Ainanur, A., & Tirtayasa, S. (2018). Pengaruh Budaya Organisasi, Kompetensi dan Motivasi Terhadap Kinerja Karyawan. *Maneggio: Jurnal Ilmiah Magister Manajemen*, 1(1), 1. <https://doi.org/10.30596/maneggio.v1i1.2234>
- Asngari PS. (2003). *Pentingnya memahami falsafah penyuluhan pembangunan dalam rangka pemberdayaan masyarakat. Membentuk Pola Perilaku Manusia Pembangunan*. IPB Press.
- Catherine Houghton, K. M. (2014, February 2). *Qualitative case study data analysis: An example from practice* [Text]. Nurse Researcher. <https://doi.org/10.7748/nr.22.5.8.e1307>
- Chaerudin, A. (2018). *Manajemen Pendidikan dan Pelatihan SDM*. CV Jejak (Jejak Publisher).
- Duha, T. (2018). *Perilaku Organisasi*. Deepublish.
- Iskandar, D. (2018). Strategi Peningkatan Kinerja Perusahaan Melalui Pengelolaan Sumber Daya Manusia Dan Kepuasan Kerja Dan Dampaknya Terhadap Produktivitas Karyawan. *Jurnal Ilmiah Bisnis Dan Ekonomi Asia*, 12(1), 1. <https://doi.org/10.32812/jibeka.v12i1.8>
- Kartasapoetra AG. (1987). *Teknologi Penyuluhan Pertanian*. PT. Bina Aksara.
- Kristine, E. (2017). Pengaruh Kepuasan Kerja Dan Komitmen Organisasi Terhadap Kinerja Melalui Motivasi Kerja Pegawai Alih Daya (Outsourcing) Di Pt Mitra Karya Jaya Sentosa. *Jurnal Eksekutif*, 14(2), 2.
- Mangkunegara Prabu Anwar. (2001). *Manajemen Sumber Daya Manusia*.
- M.ikom, R. M. T. S., ST. (2020). *Pengaruh Komunikasi Antarpribadi Pimpinan Terhadap Motivasi Kerja*. Scopindo Media Pustaka.
- Mosher AT. (1981). *Menggerakkan dan Membangun Pertanian*.
- Muliati, L., & Budi, A. (2021). Pengaruh Manajemen Waktu, Keselamatan Kerja, Dan Kesehatan Kerja Terhadap Kinerja Karyawan Pt Pln Area Cikokol Divisi Konstruksi (Studi Kasus Pada Karyawan Pt Pln Area Cikokol Divisi Konstruksi). *Dynamic Management Journal*, 5(1), 1. <https://doi.org/10.31000/dmj.v5i1.4102>
- Robbins, Stephen P, R., Stephen P. (2001). *Perilaku Organisasi*. Prehallindo.
- Wibowo. (2007). *Manajemen Kinerja*. Raja Grafindo.
- Zagoto, S. F. L. (2019). Efikasi Diri Dalam Proses Pembelajaran. *Jurnal Review Pendidikan Dan Pengajaran (JRPP)*, 2(2), 2. <https://doi.org/10.31004/jrpp.v2i2.667>



- Jafar, B., Haryono, D., Asrifai, A., & Roe, H. (2022, August). Effectiveness of Complaint Services at the Talise Health Center Regional Technical Implementation Unit. In *Proceedings of the 6th Batusangkar International Conference, BIC 2021, 11-12 October, 2021, Batusangkar-West Sumatra, Indonesia*.
- Haryono, D., & Nasir, N. (2021). PENGEMBANGAN KAPASITAS KELEMBAGAAN KOMISI PENANGGULANGAN AIDS DAERAH (KPAD) DALAM PENCEGAHAN DAN PENANGGULANGAN HIV/AIDS DI KOTA TASIKMALAYA. *MODERAT: Jurnal Ilmiah Ilmu Pemerintahan*, 7(3), 464-482.
- Haryono, D., & Marlina, L. (2021). Partisipasi Masyarakat Pada Pencegahan Stunting Di Desa Singaparna Kecamatan Singaparna Kabupaten Tasikmalaya. *THE INDONESIAN JOURNAL OF POLITICS AND POLICY (IJPP)*, 3(2), 42-52.