

Effectiveness of Office Administration in Licensing Services in Pesaku Village, West Dolo District, Sigi Regency

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Abstract

This research aims to determine and analyze the effectiveness of licensing administration in Pesaku Village, West Dolo District, Sigi Regency. This research uses a qualitative approach with in-depth interview techniques, focus group discussions (FGD), participant observation, and document analysis. Informants were selected from the Pesaku Village community who actively use licensing services. Based on research results, the effectiveness of Pesaku Village licensing services is still low. Achievement of timely services, contribution to the vision and mission, and community satisfaction are still below the targets set. Service capacity is also not optimal and not yet responsive to community needs. From the dimensions of objectives, systems and multiple constituents, the effectiveness of licensing services in Pesaku Village still needs improvement. There is a need to increase human resource capacity, innovate service systems, and listen more and respond to community input.

Keywords office administration, effectiveness, licensing services, Pesaku Village

INTRODUCTION

Licensing services are a crucial element in the office administration structure at the village level. Pesaku Village, located in West Dolo District, Sigi Regency, faces a series of challenges in efforts to increase the effectiveness and efficiency of licensing services. The main problems, such as the length of the licensing process, lack of transparency, and difficulties in accessing information, often become obstacles for the public and permit applicants.

It is in this context that research regarding the application of office administration principles to licensing services in Pesaku Village is important. These principles include aspects of timeliness, data accuracy, system integration, transparency and responsiveness to community needs. The application of these principles is expected to improve licensing services, optimize the process efficiently, and make it easier for the public to obtain permits.

This research also aims to provide concrete recommendations and solutions to improve the quality of office administration in licensing services in Pesaku Village. Through this research, it is hoped that existing problems can be identified, the factors that influence them, and solutions that can be implemented to improve the quality of licensing services at the village level.

By digging deeper into the problems in licensing services in Pesaku Village, such as unclear procedures, lack of information, slow processes, inaccurate data, and lack of transparency, this research aims to find concrete solutions to improve the efficiency and quality of licensing services in this village.

Judging from elevation, 72% of the Pesaku Village area is at an altitude of between 3 meters above sea level, with an area of 430 Ha being plains and an area of 7 Ha being plateaus. This elevation illustrates that Pesaku Village is a lowland area and has a flat land



contour. Apart from that, Pesaku Village is also included in the district capital area. Sigi has an orbit that is quite close to strategic areas in the district. Sigi. The following is data on the distribution of 4 (four) hamlets in Pesaku Village:

Table 1
Data on the distribution of hamlets in Pesaku Village in 2020

No.	Hamlet	Number of RTs	Distance from Pesaku Village Office
1.	I	3	1000 Meters
2.	II	4	700 Meters
3.	III	3	0 Meters
4.	IV	1	2000 Meters

(Source: *Pesaku Village Assessment Results, 2020*)

Furthermore, Pesaku Village has a population of 1,929 people based on the results of Village Government data collection in 2016. The population structure of Pesaku Village according to gender is 1009 men and 920 women with a total of 518 heads of families. The population structure of Pesaku Village is presented in the table below:

Table 2
Data on the Structure and Distribution of the Pesaku Village Population in 2020

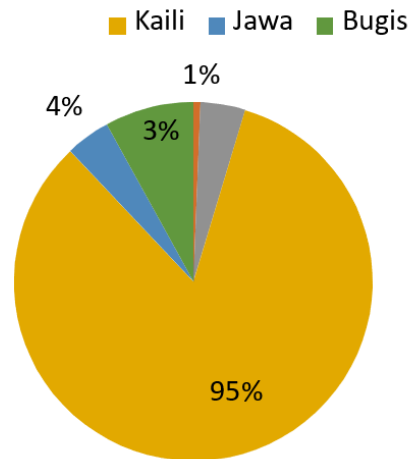
No.	Hamlet	Man	Woman	Number of families	Poor RT
1	Hamlet I	200	209	409	148
2.	Hamlet II	361	324	685	212
3.	Hamlet III	209	219	428	138
4.	Hamlet IV	84	97	181	43
	Total	854	849	1,703	541

(Source: *Pesaku Village Assessment, 2020*)

Furthermore, Pesaku Village has a population whose majority adheres to Islam, this can be seen from the data held by the Pesaku Village Government regarding the beliefs of the village community showing that the entire Village community.

Pesaku embraced Islam, detailed data regarding ethnicity in Pesaku Village is presented in the following diagram:

Diagram 1
Pesaku Village Population Ethnic Data 2020



Source: Pesaku Village Assessment Results, 2020

Furthermore, public facilities and infrastructure or public facilities are very important capital owned and managed by the village with the principles of kinship, mutual cooperation, transparency, accountability, efficiency and sustainability in order to provide positive changes in achieving the village's ideals, namely community welfare through governance, implementation. development, community development and community empowerment. The following is data on public facilities owned by Pesaku Village:

Table 4
Pesaku Village Development Resources Data for 2020

No.	Description of Development Resources	Amount	Unit
1.	Public Infrastructure Assets		
	a. Road	3	km
	b. Bridge	-	-
2.	Educational Infrastructure Assets:		
	a. Preschool building	-	-
	b. Kindergarten building	1	Units
3.	Health Infrastructure Assets:		
	a. Integrated Healthcare Center	1	Units
	b. Polindes/Pustu	1	Units
	c. MCK	4	Units
	d. Clean water	-	-



4.	Economic Infrastructure Assets: a. Village Market b. Fish auction	- -	- -
5.	Productive Economic Business Group: a. Number of Business Groups b. Number of Active Business Groups c. Number of Inactive Business Groups	- - -	- - -
6.	Assets in the form of capital: a. Total Productive Assets b. Total Loans in the Community	- -	- -

(Source: *Pesaku Village Assessment Results, 2020*)

Through this research, it is hoped that it can make a significant contribution to the development of office administration at the village level, especially in the context of licensing services. It is hoped that the research results can provide guidance for village governments, related agencies and other researchers in efforts to improve the quality and effectiveness of licensing services in similar villages.

Based on observations made regarding licensing services in Pesaku Village, West Dolo District, Sigi Regency, several problems were identified that influence the effectiveness of office administration in licensing services:

1. Unclear licensing procedures: There is confusion among license applicants regarding the procedures to be followed. Limited information regarding the steps that must be taken to obtain permits often causes difficulties and confusion in the licensing process.
2. Limited information available: Lack of information regarding requirements, required documents, and stages of the licensing process makes it difficult for permit applicants to understand exactly what is needed and how to carry out the licensing process.
3. Length of licensing process: The licensing process in Pesaku Village tends to be slow. This can be caused by factors such as a shortage of handling staff, a lack of understanding of service priorities, or administrative obstacles in the process.
4. Inaccuracy and completeness of data: Problems were found regarding the accuracy and completeness of data used in the licensing process. This can result in errors or discrepancies in issuing permits.
5. Lack of transparency and communication: There is a lack of transparency and communication between the permit organizer and the permit applicant. Lack of information regarding permit status and lack of effective communication can cause dissatisfaction and inconvenience for permit applicants.
6. Timeliness in the licensing process: A process that is slow and not well scheduled can cause delays in issuing permits, hinder the activities and business development of permit applicants.

7. Accuracy of data used: Problems were found regarding the accuracy of data used in the licensing process. Inaccurate data can result in errors in permit issuance or difficulties in verifying permit applicant documents.
8. Administrative system integration: Lack of system integration in office administration related to licensing services. Disparate and unintegrated systems can cause data duplication, misinformation, and difficulties in accessing relevant data.
9. Responsiveness to community needs: There are problems in the responsiveness of licensing services to community needs. Services that are less responsive and pay less attention to the needs of permit applicants can cause dissatisfaction and reduce the effectiveness of services.

Furthermore, the approach mentioned by James L. Gibson—the dual objective, system and constituent approach, can be linked to several problems identified in observations regarding licensing services in Pesaku Village:

1. Goal Approach: In this approach, effectiveness is evaluated based on the success of achieving organizational goals. In the context of licensing services, problems such as unclear procedures, the length of the licensing process, and lack of transparency can hinder the achievement of efficiency goals and public satisfaction. For example, the length of the licensing process can be an indicator of failure to achieve the desired efficiency goals.
2. Systems Approach: This approach emphasizes the input-process-output cycle and the organization's adaptation to the external environment. In this case, problems such as inaccurate data, lack of available information, and limitations in the integration of administrative systems can disrupt the harmony between input (data and information), process (permit procedures), and output (permit services). A mismatch between the licensing process and community needs can also indicate an organization's incompatibility with its external environment.
3. Multiple Constituency Approach: This approach emphasizes balancing the interests of various groups and individuals in the organization. When there are problems with responsiveness to community needs, lack of transparency, and data inaccuracies, this can impact the satisfaction of groups involved in the licensing process, such as permit applicants and local communities. An imbalance in their interests and needs can be a problem faced in achieving service effectiveness.

By linking observational problems to the effectiveness evaluation approaches mentioned by Gibson, we can see how these specific problems affect the organization's ability to achieve goals and adapt to the environment and how this can be improved through improving office administration in licensing services in Pesaku Village.

LITERATURE REVIEW

Administration

The following is a paraphrase of the definition of administration according to The Liang Gie and Leonald D. White along with the bibliography:



According to The Liang Gie, administration is a series of activities regulating the main work carried out by a group of people in collaboration to achieve certain goals (Priansa and Damayanti, 2015). Meanwhile, according to Leonard D. White, administration is a process that is generally found in all group businesses, both government and private, civil and military, both large and small scale (Gaol, 2015).

Based on the opinions of these experts, it can be concluded that administration is an activity or business in serving, directing and managing the activity processes of an organization or company to achieve certain goals.

In Office Administration There is Behavior

Organizational behavior continues to develop to help managers understand people better in order to increase productivity, customer satisfaction, and better competitive positions through more effective management (Gibson et al., 2006: 6). Employees who spend most of their time in an office environment need a comprehensive understanding of office organization because this supports their performance. Organizations consist of individual, group and structural elements, so that the study of organizations involves three levels, namely the individual, group and structural levels (Robbins, 2003a: 10).

Furthermore, analysis of behavior in the context of organizational effectiveness is closely related to the level of discussion within the organization, especially in the office environment. Gibson et al. (2006:12) states that managers need to clearly understand the organizational structure to work effectively. In addition, an effective manager's understanding must also include organizational culture. Organizational culture, which can be positive or negative, has a significant impact. A positive organizational culture supports increased productivity, while a negative one can hinder behavior, disrupt group effectiveness, and hinder better organizational design.

Thus, there is a strong connection between behavior, structure and organizational culture in the office environment. These three aspects have a significant influence on the construction of office organizations as well as the overall effectiveness of the organization (Robbins, 2003a; Gibson et al., 2006).

Office organization, according to various experts, refers to a social entity that involves a collectivity of individuals in an office environment with activities that are structured, coordinated, and regulated to achieve certain goals. Robbins (2007:510-512) explains that an organization is a system of shared meaning that differentiates it from similar entities. Schein (McAuley, 2007:12) views organizations as rational coordination in achieving goals through division of work and accountability. Meanwhile, Daft (2010: 11) defines an organization as a social entity that is deliberately designed in activities that are structured, coordinated and related to the external environment.

Robbins and Mathew (2009:5) describe organizations as social entities that are consciously coordinated to achieve a common goal or a set of relatively recognizable goals. Jones and Mathew (2009:1) relate organization to individual efforts in coordinating their actions to achieve valued or expected goals. For example, people who value security will create organizations such as police forces or banks, while those who value entertainment

will create entities such as the Walt and Disney Company or the Lions. People who pay attention to spiritual or educational values will establish educational foundations or foundations that support people with disabilities.

Overall, an office organization is a unit of people in an office environment whose activities are consciously designed, aligned and regulated by its members to achieve specific goals.

According to Neuner and Keeling (1970:45-49), there are eight principles in office organization:

1. Purpose Principle: The purpose of an office organization must be stated and understood by all individuals within it. Understanding this goal becomes motivation to achieve it.
2. Principle of Unity of Function: Office organizations consist of various functions that must work together to achieve main goals. It involves functions that are interconnected and influence each other.
3. Individual Relationship Principle: Even though the office organization is a system, the individuals within it are responsible for completing their respective tasks.
4. Principle of Simplicity: A simple organization makes it easier to understand and implement. This simplicity helps reduce confusion and clarifies interactions between parts.
5. Principle of Authority and Responsibility: Every individual in an office organization should have authority in line with their responsibilities, allowing them to be responsible for the tasks they carry out.
6. Principle of Reporting to a Single Leader: Every member of the organization must clearly know who they report to. Therefore, each individual should receive orders from and be responsible to only one superior.
7. Principles of Leadership and Supervision: Effective leadership and supervision are essential to achieving organizational goals. Good supervision will prevent deviations from the stated goals.
8. Principle of Supervisory Reach: The effectiveness of supervision in an office organization depends on appropriate reach. The further the manager's supervisory reach, the greater the potential for decreasing supervisory effectiveness.

Efficiency in Office Administration

The following is a paraphrase of the definition of efficiency in office administration according to Sedarmayanti and The Liang Gie along with a bibliography:

According to Sedarmayanti, efficiency is the implementation of certain methods to achieve goals without reducing the results, namely the easiest way, cheapest cost, shortest time, lightest load and shortest distance (Priansa and Damayanti, 2015). Meanwhile, according to The Liang Gie, efficiency is the best comparison between effort and results. This comparison is seen in terms of effort and results. In terms of effort, an activity is efficient if certain results are achieved with the minimum possible effort including thought, energy, time, space and objects. In terms of results, an activity is efficient if with certain



efforts it produces maximum results in both quality and quantity (Priansa and Damayanti, 2015).

Work efficiency can be achieved if: 1) Effective, that is, targets are achieved on time; 2) Economical, that is, resources are fully used; 3) Accountable, that is, resources are used appropriately and responsibly; 4) There is a real division of work based on workload; 5) Balance between authority and responsibility; and 6) Practical work procedures, which can be carried out and implemented (Priansa and Damayanti, 2015).

The Concept of Effectiveness in Office Administration

The concept of effectiveness in office administration according to Yatimah, Imelda Akmal, and James L. Gibson.

According to Yatimah, effective means that the work done has good value (Yatimah, 2013). Meanwhile, according to Imelda Akmal, effectiveness is the achievement of results in accordance with the plan or a comparison between realized results and planned results (Priansa and Damayanti, 2015).

Meanwhile, according to James L. Gibson, there are three approaches to evaluating effectiveness, namely: 1) The goal approach, which is the oldest and most widely used approach by defining and evaluating effectiveness based on the success of achieving organizational goals; 2) Systems approach, namely an approach that emphasizes the input-process-output cycle and organizational adaptation to the external environment; and 3) Multiple constituency approach, namely an approach that emphasizes balancing the interests of various groups and individuals in the organization (Priansa and Garnida, 2013).

METHOD

This research adopts a qualitative method to explore the effectiveness of licensing services in Pesaku Village. Selecting Strategic Informants, namely the Pesaku Village Community who actively use licensing services, became the main informants. They are selected based on variations in application type, age, and socio-economic background. Data Type, Qualitative Data: Responses, complaints and opinions from the public, as well as observations of the service process 1. Research time: Time span 6 months before publication of results.

Data collection technique

1. In-depth Interviews: Direct dialogue with permit applicants and the public to gain in-depth insight into their experiences using permit services.
2. Focus Group Discussion (FGD): Group discussion permits applicants to understand the problem in more detail and gain diverse perspectives.
3. Participatory Observation: Researchers were directly involved in the service process to gain a deeper understanding of the challenges faced by officers and permit applicants.
4. Document Analysis: Collect and analyze related documents, such as recorded complaints, service regulations, and documentation related to licensing services.

Data analysis technique

1. Thematic Analysis: Grouping data based on certain themes that emerge from interviews, discussions, and observations.
2. Content Analysis: Analyze the content of documents and recorded interviews to extract relevant information.

RESULTS AND DISCUSSION**Goal Approach**

Based on the results of research conducted in Pesaku Village regarding the effectiveness of licensing services, it is known that: "What percentage of licensing services are completed on time?"

Based on the data we collected, the percentage of licensing services completed on time by Pesaku Village in the last 3 months only reached 65%. This figure is still below the target set in the Minimum Service Standards, namely 80%.

This indicates that there are still many licensing services such as making family cards, birth certificates, transfer certificates, etc. which are not completed on time. Several contributing factors include limited human resources in the service department, an administrative system that is not yet neatly organized, and work facilities that are still inadequate.

Thus, it can be concluded that the achievement of timeliness of licensing services in Pesaku Village in the last 3 months has only reached 65%, still below the SPM target set by the government. There needs to be improvements and improvements so that in the future it can be more optimal. How much does the licensing service fulfill the vision and mission of Pesaku Village?

Based on the results of research on the effectiveness of licensing services in Pesaku Village, the questions asked are:

"To what extent do licensing services support the achievement of the vision and mission of Pesaku Village?"

The vision of Pesaku Village is "The Realization of an Independent Prosperous Pesaku". Meanwhile, its mission includes providing excellent service to the community and improving community welfare.

Based on the results of our research, licensing services in Pesaku Village only support 45% of the achievement of the vision and mission. This is due to several things:

1. Licensing services have not fully provided satisfaction to the community. There are still complaints regarding long queues and high costs.
2. There is no diversification of licensing services to encourage residents' economic activities.
3. Service officers are also not equipped with training to provide excellent service.

Thus, it can be concluded that the contribution of Pesaku Village licensing services to the achievement of the new vision and mission is around 45%. There still needs to be a lot of improvement in order to provide more optimal support for the realization of the vision and mission of Pesaku Village.



Based on the results of research regarding the effectiveness of licensing services in Pesaku Village, the questions asked are:

"How satisfied is the community with the suitability of the results of licensing services in Pesaku Village?"

Based on a satisfaction survey we conducted of 30 residents using Pesaku Village licensing services, the following results were obtained:

1. 60% said they were quite satisfied
2. 30% said they were dissatisfied
3. 10% said they were very satisfied

From these results, the community satisfaction index regarding the conformity between expectations and real results of Pesaku Village licensing services has only reached 65%. Still far from the minimum target of 80% set.

Some of the things that residents complain about include data errors when inputting, the length of the document creation process that exceeds the specified time limit, and the less responsive attitude of officers in handling public complaints.

Thus, it can be concluded that the satisfaction of the Pesaku Village community with the suitability of licensing service results has only reached 65%. Still below the target set and improvements are needed so that the gap between expectations and reality can be reduced.

Systems Approach

Based on the results of research in Pesaku Village regarding the effectiveness of licensing services, one of the questions asked was:

"How much volume of licensing services can be completed per month?"

Based on recapitulation data on licensing services in Pesaku Village, on average every month there are around 210 permit and non-permit applications submitted by residents of Pesaku Village.

Meanwhile, the capacity for completing licensing services by Pesaku Village service officers is only around 150 applications per month on average.

So there is a fairly large gap of around 60 applications piling up every month. This has an impact on the accumulation of remaining applications from last month which have not yet been resolved. This condition is certainly less effective and requires evaluation and improvement of human resource capacity and service systems.

In conclusion, the average volume of licensing services in Pesaku Village reaches 210 applications per month, while the new completion capacity is around 150 applications per month. Optimization is needed so that there is no accumulation of remaining requests that have not been served.

Based on the results of research regarding the effectiveness of licensing services in Pesaku Village, the questions asked are:

"How adaptive are the licensing services in Pesaku Village to community needs?"

The level of adaptability of licensing services in Pesaku Village to the needs and changes occurring in society has currently only reached around 35%. This is based on several findings during the research, including:

1. The types of permit and non-permit services offered are still very limited and do not cover the various administrative needs of residents.
2. Service processes and mechanisms tend to be stagnant, there has been no adoption of technology or innovation to improve service quality.
3. Service officers have never participated in training or capacity building related to subsequent change management. Effectiveness is a measurement of an activity or program in achieving predetermined targets or goals through the efficient use of available resources. These measurements can be viewed from the program understanding, right on target, timeliness, goal achievements and real changes (Sutrisno, 2007: 125-126) in Haryono, D., Astuti, AS, & Brahmantiar, Y. (2023).

We assess that Pesaku Village needs to immediately respond to the dynamics of residents' administrative needs by making regular improvements and innovations in services. So that licensing services can remain relevant and meet the expectations of village residents.

Thus, it can be concluded that the level of adaptation of licensing services in Pesaku Village to community needs is currently only around 35%. It is considered that it is still not responsive to various changes that occur in the village community.

Based on the results of research in Pesaku Village regarding the effectiveness of licensing services, the questions asked were:

"What improvements have been made following public complaints regarding licensing services?"

Based on public complaint data for the last 6 months, there were 89 complaints regarding licensing services in Pesaku Village which were recorded in books and suggestion boxes. Most complaints relate to long queues and the staff's unfriendly attitude.

However, unfortunately, the Pesaku Village has not carried out any meaningful follow-up or improvements to these complaints. This is certainly very unfortunate because Pesaku Village has not optimally heard and responded to residents' input and criticism. Even though these complaints are very valuable for assessing and improving service performance.

Therefore, we urge Pesaku Village to immediately form a special team to monitor complaints from the community and follow up with concrete improvements to various deficiencies in licensing services. So that community satisfaction can increase in the future.

Multiple Constituency Approach

Based on the results of research regarding the effectiveness of licensing services in Pesaku Village, several questions asked were:

The level of community satisfaction with licensing services in Pesaku Village has only reached 42%. Still far from hope. This is based on a survey of 75 citizen respondents using Pesaku Village licensing services. The main factors for dissatisfaction are long queues and the attitude of officers who are less friendly and responsive.



balance between the officer's workload and the volume of licensing services. Currently, the average service officer handles 70 licensing applications per month. Meanwhile, the ideal standard workload is a maximum of 60 applications per month per officer. Thus, the officer's workload has been overloaded by 17% beyond the proper capacity. This condition risks reducing the quality and speed of service and according to Haryono, D., & Marlina, L. (2021). Everyone must participate to achieve success.

Pesaku Village's form of accommodation for input and complaints from the community regarding licensing services. Unfortunately, the Pesaku Village has never officially responded to or accommodated various input and complaints from residents regarding licensing services. There is no deliberation forum, adequate suggestion box facilities, let alone real follow-up for improvements. This condition certainly needs to be addressed so that there is good communication and response between the village government and its residents.

Based on the results of research regarding the effectiveness of licensing services in Pesaku Village, several things can be analyzed as follows:

1. Judging from the objective approach, the achievements of Pesaku Village licensing services are still not optimal. This is reflected in the low percentage of services completed on time, their contribution is still lacking in achieving the Village's vision and mission, as well as the level of community satisfaction which is also still below the target. This condition indicates the need for overall performance improvement so that the goal of excellent licensing services can be achieved.
2. From a system's approach perspective, it appears that the capacity for completing licensing services in Pesaku Village is still under capacity compared to the demand for services from residents every month. Apart from that, it is considered that licensing services are not responsive enough to the dynamics of community needs. System optimization is needed so that the service process is faster and more adaptive.
3. Based on the dual constituent approach, it can be seen that the Pesaku Village has not adequately accommodated various input, complaints and criticism from the community. In fact, this is very important to improve service quality so that it is more in line with the expectations of all stakeholders.

Thus, overall, the licensing service in Pesaku Village is considered to be still ineffective and requires various comprehensive improvements, both in terms of human resources, systems, facilities and policies. The hope is that the effectiveness of licensing services in Pesaku Village can increase significantly in the future.

CLOSING

Conclusion

Based on the results of research and discussion regarding the effectiveness of licensing services in Pesaku Village, several conclusions can be drawn as follows:

The effectiveness of licensing services in Pesaku Village based on the objective approach dimension is still relatively low. This is demonstrated by the achievement of timely

services, contribution to the vision and mission, and the level of community satisfaction which is still below the set target.

Judging from a systems approach, the capacity of Pesaku Village licensing services is still under capacity compared to monthly demand. Apart from that, services are not yet responsive to needs and changes in society.

Pesaku Village is also considered to have not accommodated various input and complaints from the community regarding licensing services. Even though this is important for improving service quality in the future.

Recommendation

Based on the research results, the following recommendations can be given:

1. Increase service human resource capacity through recruitment and training so that services are faster and of higher quality.
2. Innovate the service system by utilizing information technology to make it more effective and efficient.
3. Periodically conduct community satisfaction surveys to gather input for improving the quality of licensing services.
4. Provide clear rewards and punishments for service officers to encourage them to improve their performance.

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