

**PERFORMANCE OF FAMILY PLANNING INSTRUCTORS IN
REDUCING BIRTH RATES AT THE SUKABUMI REGENCY
POPULATION CONTROL AND FAMILY PLANNING SERVICE**

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ABSTRACT

This research aims to determine and explain the performance of Family Planning Instructors at the Sukabumi Regency Population Control and Family Planning Service to reduce the birth rate. Qualitative descriptive methods, such as interviews, observations, and documents, were used in this research. Then, the unit of analysis is the Family Planning Counselor at the Sukabumi Regency Population Control Service, who has responsibility for implementing the family planning program. Using snowball sampling techniques, researchers will use two types of informants, namely key informants and supporting informants. Data collection techniques in this research were carried out through observation, interviews, documentation, and audio and visual media. In validation, researchers examine the entire process, from data collection, analysis, and interpretation to conclusion. To validate research data, researchers will use triangulation techniques. Based on the research results, it can be concluded that the quality of work of Family Planning Counselors in the last year was quite good and satisfactory. Punctuality, which prioritizes completing work on time with minimal errors, is implemented in implementing the Family Planning (*K.B.*) program in the field. Initiatives that emphasize independence, creativity, courage to take risks, and responsibility are implemented by family planning instructors. Communication, which includes the use of appropriate media, good communication skills, is critical factors in efforts to reduce birth rates through the family planning program in Sukabumi Regency.

Keywords: *Quality of Work, Punctuality, Initiative, Ability, Communication*

A. INTRODUCTION

As a developing country, Indonesia faces challenges in controlling its high population growth, which will reach 272.68 million people in 2021. Rapid population growth can give rise to various problems, such as high population density, limited employment opportunities, and increasing demand for education, health, and other infrastructure facilities. This condition will greatly burden the government in its efforts to provide adequate and equitable public services.

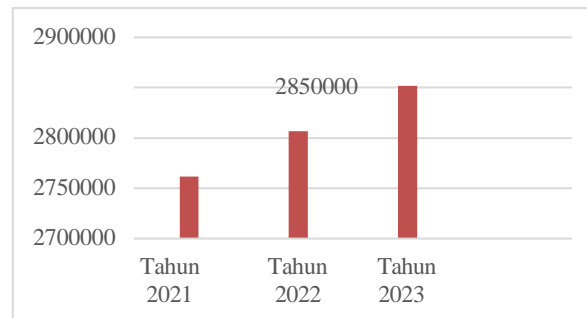


Figure 1 Population Growth Rate and Population of Sukabumi Regency 2021-2023
 Source: Sukabumi Regency Central Statistics Agency 2023

Sukabumi Regency is one of the regions in Indonesia that experiences an increase in population growth yearly. Data from the Sukabumi Regency Central Statistics Agency shows that in 2021, the population of Sukabumi Regency will reach 2,761,476 people. This figure will continue to increase to 2,806,664 people in 2022 and reach 2,851,890 people in 2023. This significant increase in population is, of course, a special concern for regional governments. An uncontrolled population explosion can trigger various problems, such as excessive population density, increasing need for residential land, employment opportunities, education and health facilities, and other supporting infrastructure. If not handled properly, this condition could hamper the government's efforts to realize equitable and sustainable development in Sukabumi Regency.

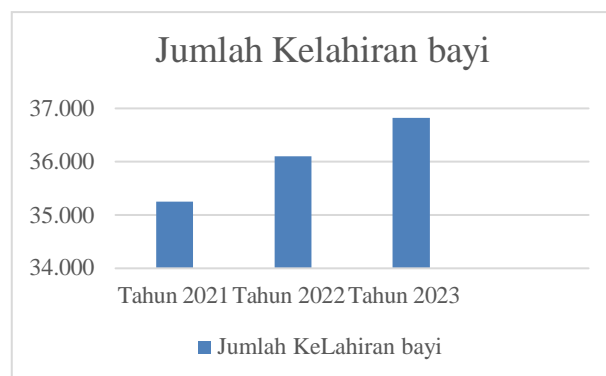


Figure 2 Number of Baby Births in Sukabumi Regency in 2021-2023
 Source: Sukabumi Regency Central Statistics Agency

Apart from the fairly high population growth rate in Sukabumi Regency, the birth rate is also one of the main problems faced. A high birth rate can give rise to

various other problems, such as increasing population density, limited availability of job opportunities, and increasing need for education, health, and other infrastructure facilities. This will, of course, be a burden for local governments in seeking equitable development and improving community welfare. Therefore, controlling the birth rate through family planning programs and educating the public about limiting the number of children is very important.

Table 1. Total Fertility Rate/T.F.R. in Sukabumi Regency

Study Aspects	Achievements	Standard used	Factor affecting		Problem
			Internal	External	
Population Quantity Control	The total fertility rate / T.F.R. is 2.12 Children per woman of reproductive age.	TFR 2.1	–	- Decreased ASFR 15 -19 Years from 35 to 30 per 100 women - Increase the age at first marriage for women From around 18 years to 20 years	Regional budgetary policy support in reducing L.P.P. has not been optimal.

Source: *Sukabumi Regency Population Control and Family Planning Service 2023*

Based on data from the National Socio-Economic Survey (SUSENAS), the total birth rate (Total Fertility Rate/T.F.R.) in Sukabumi Regency is experiencing a downward trend, from around 2.5 to around 2.12 children per woman of reproductive age. This decrease in T.F.R. was influenced by several factors, including the increase in the median age at first marriage for women from around 17.8 years to 18.9 years. A decline also occurred in the Age-Specific Fertility Rate (ASFR) aged 15-19 year falling from 35 to 30 per 1000 women. Even though the T.F.R. tends to decrease, the level has not yet reached the ideal target, namely TFR 2.2. In addition, birth rates vary greatly between sub-districts according to social, economic, and geographical conditions. IDHS data shows that the average number of children born to the poor group (4.2) is higher than the better-off group (3.0).

Furthermore, the average number of children born to women with low education (4.1) is higher than that of women with high education (2.7). Responding to these problems, local governments have attempted various programs and policies to control the population growth rate. One of the main efforts is to promote the Family Planning (*K.B.*) program throughout the Sukabumi Regency area as regulated in the *Peraturan Pemerintah Nomor 87 tahun 2014* concerning Population Development and Family Development, Family Planning, and Family Information Systems. The family planning program has a strategic role in suppressing the population growth rate and maintaining the community's quality

of life so that it is well maintained. This family planning program aims to increase community awareness and participation in regulating the number of births so that population growth can be controlled at an ideal level and by capacity. Support the region.

Based on the description presented previously and realizing the importance of improving instructor performance, the author is interested in researching "The Performance of Family Planning Instructors in Reducing Birth Rates at the Population Control and Family Planning Service."

B. LITERATURE REVIEW

Public Management

Public or government management is an effort made by the government to meet the community's needs by utilizing available facilities and infrastructure. Management elements are currently essential in organizing organizations, both in the private and public sectors, such as government organizations. Good management is necessary so the government can provide optimal services to the community according to its resources. Public management is an interdisciplinary study of general aspects of organizations and the art and science of managing public bodies. It involves theory and practice from almost all fields of study related to the work of public organizations and their employees. (Osborne and Gaebler 1992: 25). Public management, according to Shafritz and Russel (in Kebab, 2008: 93), is defined as a person's effort to assume responsibility for managing an organization, as well as utilizing available resources (both human resources and machine/equipment resources) to achieve the targets set by the organization. Broadly interpreted, public management is an interdisciplinary study and practice that combines aspects of organization, art, and science in managing public/government bodies effectively and efficiently to achieve goals by utilizing available resources based on certain principles.

Strategic Management

Strategic management is a set of decisions and actions that result in the formulation and implementation of plans designed to achieve organizational goals (Pearce and Robinson 2013: 3). It can be interpreted from several opinions above that the main goal of strategic management is to ensure that the organization has clear long-term directions and goals, and has systematic plans and methods to achieve these goals. Strategic management enables organizations to adapt to environmental changes, exploit opportunities, and face challenges effectively and efficiently. The benefits of strategic management lie in its ability to help organizations deal with environmental changes, achieve competitive advantage, manage resources effectively, and better achieve organizational goals.

Performance Management

Performance management is a process for managing performance to achieve success for organizations, managers, and workers (Wibowo, 2009:7). Performance management is a way to get better results for organizations, groups, and individuals by understanding and managing performance according to established targets, standards and competency requirements (Surya Dharma, 2005:25). Performance is the level of achievement of carrying out specific tasks.

Company or organization performance is the level of targets or goals that must be furthermore, performance monitoring, measurement, and evaluation are carried out periodically to ensure conformity with the established standards. Based on the evaluation results, improvements, upgrades, or changes to strategy can be made if necessary. Thus, performance management and performance are closely related in a continuous cycle. Good performance management will produce good performance, and good performance is the result of effective performance management. Both must be managed in a comprehensive, measurable, and integrated manner to achieve the organizations, managers, and workers optimal success and goals.

Public Servants

Public servants refer to individuals or employees who work in government agencies and provide services to the general public. They are representatives of the state who serve the public interest. The main role of public servants is to provide services to the community professionally, fairly, and responsibly. Their functions include implementing government policies, providing public services, managing public resources, and acting as facilitators for the community. The public servant concept emphasizes the importance of services oriented towards the interests of the community and values such as integrity, transparency, and accountability in administering government and public services. According to Thoha (2008:24), a public servant works for the public interest or the general public.

Public Organization

Sulistiyani (2009:55) states that public organizations are government institutions with a formal legal basis facilitated by the state to carry out community interests in various complex fields. Thus, public organizations are essential in providing services to the broader community to realize prosperity and shared interests. The non-profit nature and orientation towards the public interest are the main characteristics that differentiate public organizations from profit-oriented organizations. In this research, what the researcher means by public organization is the Population Control and Family Planning Service of Sukabumi Regency. This service is one of the Regional Apparatus Organizations (*O.P.D.*) within the Sukabumi Regency Government, which is tasked with carrying out regional government affairs in population control and family planning based on the principles of autonomy and assistance duties. As a public institution, the Population Control and Family Planning Service aims to provide services to the community regarding population programs and activities, family planning, and family welfare in the Sukabumi Regency area. Thus, this organization is not oriented toward profit but rather for the benefit of the wider community.

C. METHOD

This research will be conducted at the Sukabumi Regency Population Control and Family Planning Office on Jl. Port II, Cipanengah, Kec. Lembursitu, Sukabumi Regency, West Java 43134. This research uses a qualitative descriptive method because it aims to describe a particular phenomenon or situation, namely the performance of Family Planning Counselors in providing counseling. The

methods applied are interviews, observations, and the use of documents. In this research, the unit of analysis is the Family Planning Counselor at the Sukabumi Regency Population Control Service, who has responsibility for implementing the family planning program. Using snowball sampling techniques, researchers will use two types of informants, namely key informants and supporting informants. In this research, the key informant is the Family Planning Extension Coordinator. Meanwhile, the Head of the Family Planning Division, Family Planning Counselor, and Childbearing Age Couples are supporting informants.

Data collection techniques in this research were carried out through observation, interviews, documentation, and audio and visual media. In validation, researchers examine the entire process, from data collection, analysis, and interpretation to conclusion. All these steps are rechecked to see if they have been carried out correctly and consistently. To validate research data, researchers will use triangulation techniques. Triangulation is a data validity checking technique that uses something other than the data for checking or comparison purposes. Researchers use source triangulation and technical triangulation. These two techniques were selected so that researchers could maximize the process of checking data using these two methods. This way, the data obtained will be more credible and can be a strong basis for drawing research conclusions. This research applied a descriptive approach to processing the data obtained.

D. EXPLANATION

Location Description

This research was conducted at the Sukabumi Regency Population Control and Family Planning Service, which is located in Jl. II Harbor, Cipanengah, Sukabumi Regency, West Java. *DPPKB* Sukabumi Regency is a regional government institution handling population control issues and the Family Planning (*K.B.*) program. The formation of the *DPPKB* is based on the *Peraturan Daerah Kabupaten Sukabumi Nomor 9 Tahun 2016* concerning the Organizational Structure of Regional Apparatus. Previously, population and family planning affairs in the Sukabumi area were managed by the National Family Planning Coordinating Board (*BKKBN*) of West Java Province. However, in line with the decentralization policy, this program's management falls under the regional government's authority. Therefore, in 2016, the Sukabumi Regency Government formed the *DPPKB* with the aim of optimizing the implementation of population and family planning programs in its area. The main task of the *DPPKB* is to formulate technical policies related to population control and family planning, as well as implement programs and activities according to its authority.

Since its formation, the Sukabumi *DPPKB* has organized various programs, such as counseling and outreach about family planning, contraceptive services, fostering pre-prosperous and prosperous families, as well as other efforts to control the rate of population growth in Sukabumi Regency. In carrying out its duties, the Sukabumi *DPPKB* collaborates with related parties, such as Community Health Centers, Village Midwives, Community Leaders, and Non-Governmental Organizations (*N.G.O.s*). The main goal is to improve the community's quality of life by controlling the population and building prosperous families.

Research Stages

Researchers divided the research into three implementation stages. The first stage is pre-research, which is carried out before the actual research. The second stage is research, where researchers go to the field after carrying out a research proposal seminar. This aims to obtain data that can answer research questions. The final stage is post-research, carried out after the research activities have been completed.

Description of Research Results

What follows is a presentation of the research results obtained from field observations and interviews with several informants regarding the Performance of Family Planning Instructors in Reducing Birth Rates at the Population Control and Family Planning Service of Sukabumi Regency:

Performance of Family Planning Instructors in Reducing Birth Rates at the Sukabumi Regency Population Control and Family Planning Service.

According to TR Mitchell's theory (1978:34) used in this research, five aspects or variables can be used as performance measures: Work Quality, Timeliness, Initiative, Ability, and Communication. These five aspects are used as indicators to measure and assess the performance of Family Planning Instructors to reduce the birth rate at the Sukabumi Regency Population Control and Family Planning Service based on the results of field observations and interviews with informants. Researchers will explain research findings related to these five aspects of performance.

Work Quality

According to TR Mitchell (1978:34), Work quality refers to the quality of work results produced based on applicable regulatory requirements. This work quality includes accuracy, thoroughness, skill, and cleanliness of work results. The quality of work is seen in the final result and includes the work process and the ability to analyze information and data when completing the work. A good work quality worker can complete his work carefully and neatly by the specified requirements and meet the expected targets. This work quality is related to the skills and abilities of a worker in mastering his field of work.

Quality of work is essential for family planning instructors so that they can better organize their work plans and achieve the targets that have been set. The quality of the work of family planning instructors is also one of the supports for the performance of the Sukabumi Regency Population Control and Family Planning Service. Thus, it can be said that the good quality of work of Family Planning Instructors is one of the supporting factors for achieving targets and performance of the Population Control and Family Planning Service of Sukabumi Regency in carrying out its programs and services to the community.

Based on the results of interviews and document review, it can be interpreted that the quality of work of Family Planning Counselors in the last year has been excellent and satisfactory. They try to follow work standards and procedures and provide good education and assistance to the community. This is reflected in the increase in the number of family planning program achievements that exceed the *P.P.M.* or target determined as an effort to reduce the birth rate in the Sukabumi Regency area. With good quality work, Family Planning Counselors

can provide services and achieve program targets satisfactorily. This is one of the supporting factors for the success of the Sukabumi Regency Population Control and Family Planning Service in carrying out programs to reduce or reduce the birth rate in the Sukabumi Regency area.

Punctuality

The timeliness dimension proposed by TR Mitchell 1978:34 emphasizes the importance of employees completing work on time with minimal error. Employees are required to be able to complete their tasks and responsibilities according to the deadlines that have been set. This shows the employee's ability to plan and manage time well to complete work on time. Apart from completing work on time, this dimension also emphasizes the quality of the work completed. Employees are expected to minimize the possibility of mistakes or errors in completing their work. This shows the employee's thoroughness and carefulness in working. Regarding timeliness, the researcher asked whether there would be consequences if the family planning instructor did not work according to the workload and working hours.

The response of the Head of Family Planning aligns with the timeliness dimensions proposed by TR Mitchell. He emphasized that there are consequences that will be given if instructors lack discipline in completing their tasks and responsibilities on time. These consequences include delays in providing allowances for employees who need help to achieve targets and perform poorly.

From the results of interviews with Informants 1 and 2, as well as document review, researchers can interpret that the dimension of punctuality, which emphasizes the discipline of completing work on time with a minimum level of error, is implemented in family planning programs in the field as proven by the implementation of reporting limits by the *BKKBN* in carrying out input. The reporting deadline of the 15th of every month requires family planning instructors to be disciplined in inputting data so as not to be late. Determining reporting deadlines requires family planning instructors to be highly disciplined in promptly inputting data so that they are not late submitting reports. Consequences will be given if the family planning instructor does not work according to the specified workload and working hours. One of the consequences is the delay in providing allowances for family planning instructors who cannot achieve targets and have poor performance. Family planning instructors must achieve the target number of new acceptors and retain old ones according to their workload. Poor performance and failure to achieve targets will result in delays in benefit payments. To ensure timeliness of reporting, the consequences of delays or non-reporting of data encourage family planning instructors to be more disciplined by the demands of the timeliness dimension to achieve optimal performance in implementing their programs to reduce birth rates.

Initiative / Innovative

According to TR Mitchell 1978:34, the initiative is not just an action carried out of one's own will but also includes the ability to act independently, develop new things, innovate, and dare to take risks, and is accompanied by good responsibility in its implementation. This definition provides a more comprehensive picture of the dimensions of initiative, which include

independence, creativity, courage to take risks, and responsibility. In this dimension, researchers ask whether family planning instructors can convey initiatives or ideas and what forms of initiative or innovation exist in family planning programs.

This was further strengthened by the results of researchers' observations during counseling activities, family planning services, and the Family Planning Village Visualization Activity. Researchers observed how officers provided information during outreach activities and motivated the public to participate in family planning programs. During family planning services, researchers looked at the registration process, counseling, and contraceptive services provided to acceptors. Then, in the *K.B.* Village Visualization Activity, researchers observed efforts to create an environment that supports the *K.B.* program by making murals, installing banners, and participating in other activities that involve community participation.

From the information from the informants above regarding the dimensions of initiative or innovation, researchers can interpret that family planning instructors are allowed and encouraged to convey new initiatives or ideas in family planning programs. Forms of initiative or innovation conveyed by Family Planning Counselors include developing the Quality Family Village program, Population Alert School, Population Data House, and Anti-Stunting Healthy Kitchen, as well as establishing collaboration with other institutions such as Community Health Centers in providing family planning services to the community. The initiatives and innovations conveyed by family planning instructors reflect the ability to act independently, develop new programs, innovate in approaches, and dare to take risks by involving other parties to increase the coverage and quality of family planning program services in the field while also being responsible in implementing them. The extension activities, family planning services, and visualization of family planning villages carried out by family planning instructors are a concrete manifestation of their initiative and innovation in providing information, motivating, and involving community participation to reduce the birth rate in the Sukabumi Regency area.

Ability

According to TR Mitchell 1978:34, the capability is an employee's willingness to collaborate with other people, both vertically and horizontally, inside and outside the job, hoping to achieve maximum effectiveness and efficiency in carrying out duties and responsibilities. So, abilities here are not only limited to a person's technical competence but also the ability to coordinate, collaborate, and build good cooperative relationships with various related parties. Based on TR Mitchell's view regarding abilities, researchers can interpret that with good collaboration skills, a family planning instructor can maximize existing resources so that family planning programs can be implemented more effectively and efficiently in achieving their goals, namely suppressing or reducing the birth rate. In this dimension, the questions the researcher asked included what abilities were needed by a family planning instructor, whether there were any special programs or training to improve the abilities of family planning instructors, and family planning acceptors or participants about how good family planning

instructors were at providing counseling.

From the question above regarding the dimensions of ability, the abilities that a family planning instructor must have are comprehensive knowledge about reproductive health, contraceptive methods, and family planning (*K.B.*) programs, good communication skills to explain information clearly, counseling skills to help acceptors or Family planning participants choose a family planning method that suits their needs, the ability to work in the field and approach the community, the ability to record and report data accurately, the ability to collaborate with other institutions to expand the achievements of more family planning participants.

Family planning counselors also have special training programs to improve their abilities, including the Family Assistance Team Orientation (*OTPK*). Families in need, this *OTPK* activity is usually filled with explanations regarding the goals, roles, and responsibilities of the family assistance team, explanation of concepts, strategies, and methods of family assistance, training on communication skills, active listening, empathy, and building good relationships with the assisted family, explanations regarding recording, reporting and evaluation systems in family assistance programs.

Based on the description above regarding the dimensions of ability proposed by TR Mitchell 1978:34, researchers can interpret that the ability of family planning instructors in Sukabumi Regency is excellent. This is because they have been given training to develop their abilities. Qualified capabilities for family planning instructors are critical to ensure they can provide quality and effective services in promoting the Family Planning program to the community. With good skills, extension workers can contribute optimally to reducing birth rates by disseminating information and education about the importance of participating in family planning programs by reducing or suppressing birth rates in the Sukabumi Regency area.

Communication

Based on the results of interviews with informants and observations in the field, family planning instructors in Sukabumi Regency generally use various media and tools to deliver education. This media use aligns with Mitchell's (1978) theory regarding communication modality as an important dimension of communication effectiveness, such as informative leaflets and brochures, posters and banners, contraceptive teaching aids, PowerPoint presentations, and educational videos. Media and tools have proven effective in increasing public understanding of family planning programs. The communication skills of family planning instructors are a crucial factor in the success of birth rate reduction programs.

The interview results with informant 3 assessed that family planning instructors could convey information clearly and easily understood. This reflects the content dimension of communication in Mitchell's theory, where the quality and relevance of information is essential. The ability of family planning instructors to build good relationships with the community and understand their needs is a crucial aspect in the communication dimension. Family planning educators have succeeded in building good relationships with the community through personal approaches, such as home visits and individual consultations. The active

participation of family planning instructors in various community activities helps build a positive image and increase acceptance of family planning programs in the community.

Based on the description above, researchers can interpret that the communication dimensions proposed by Mitchell (1978) have a significant role in the performance of family planning instructors in Sukabumi Regency. The use of appropriate media, good communication skills, and the ability to build relationships and understand community needs are key factors in efforts to reduce birth rates through family planning programs. This can be the basis for improving the quality of family planning education.

D. CONCLUSION

Based on research on the Performance of Family Planning Instructors in Reducing Birth Rates at the Sukabumi Regency Population Control and Family Planning Service, it can be concluded that the quality of work of Family Planning Instructors in Sukabumi Regency in the last year has been quite good and satisfactory. Judging from the achievements of the Family Planning Program, it exceeds the *P.P.M.* or targets that have been set.

The timeliness dimension prioritizes completing work on time with minimal error and is truly implemented in implementing the Family Planning (*K.B.*) program in the field. This is proven by a policy from the National Population and Family Planning Agency (*BKKBN*), which sets a time limit for reporting activity data through the Child Grip Information System (*SIGA*) application. Family planning instructors must input their data before the 15th of the month.

The initiative dimensions, which emphasize independence, creativity, courage to take risks, and responsibility, are implemented by Family Planning Counselors to increase the success of the Family Planning program in the Sukabumi Regency area. Family planning instructors collaborate with other institutions, such as community health centers, in providing family planning services to the community as a form of initiative to increase the coverage and quality of services.

The communication skills of family planning instructors, especially in conveying information clearly and easily, are a crucial factor in the success of birth rate reduction programs. A personal approach through home visits, individual consultations, and active participation in community activities helps family planning educators build good relationships and increase acceptance of family planning programs in the community. The communication dimension, which includes the use of appropriate media, good communication skills, as well as the ability to build relationships and understand community needs, are key factors in efforts to reduce birth rates through the family planning program in Sukabumi Regency.

Based on the conclusions above, this research is expected to contribute significantly to developing public administration science, especially in strategic management and performance theory. Thus, it is recommended that the results of this research be integrated into developing theories related to strategic management and performance in the context of public administration. Apart from

that, the results of this research can be used as a reference for the central government, regional governments, and other stakeholders as an example or model for improving the performance of family planning instructors. To reduce the birth rate in the Sukabumi Regency area, it is recommended that practical findings from this research be applied as strategic guidance for more practical steps in the future.

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