

**SMART CARD PROGRAM EFFECTIVENESS IN AN EFFORT TO
REDUCE THE SCHOOL DROPOUT RATE IN SUKABUMI CITY.
(Case Study of Sukabumi State Middle School)**

Maghfira Maulida Gunawan

Public Administration Department,
University of Muhammadiyah Sukabumi,
maghfiramaulidagunawan@gmail.com;

Dine Meigawati

Public Administration Department,
University of Muhammadiyah Sukabumi,
dinemeigawait@ummi.ac.id;

Andi Mulyadi

Public Administration Department,
University of Muhammadiyah Sukabumi,
andimulyadi@ummi.ac.id;

ABSTRACT

This study aims to determine the implementation of the Smart Card program carried out by the Sukabumi City Education and Culture Office. This research uses qualitative research methods with a case study approach consisting of 5 informants who are divided into two groups of program implementer informants and target program implementer informants, data collection techniques using observation, interviews, and documentation techniques, then data analysis using a flow model, and data validation using source triangulation and technical triangulation. This research uses Duncan's theory of effectiveness in Steers (53: 1985). The results showed that the smart card program was carried out in all public junior high schools in Sukabumi City by targeting students who were economically disadvantaged. The school calls the parents of the students to make a selection for prospective Smart Card recipients first. Communication is carried out regularly by the Sukabumi City Education and Culture Office with the junior high school which is one of the targets of this smart card program, this communication is carried out to monitor and monitor the progress of the program. In addition, communication was also carried out with the local government of Sukabumi City as the originator of the Smart Card program, where communication was carried out as coordination for the distribution and procurement of smart cards for junior high school students in Sukabumi City. The budget procurement process is carried out through the APBD which has been specifically allocated for education and during the implementation of this program it has succeeded in preventing some public junior high school students in Sukabumi City from dropping out of school.

Keywords: *Effectiveness, Smart Card, Education,*

A. INTRODUCTION

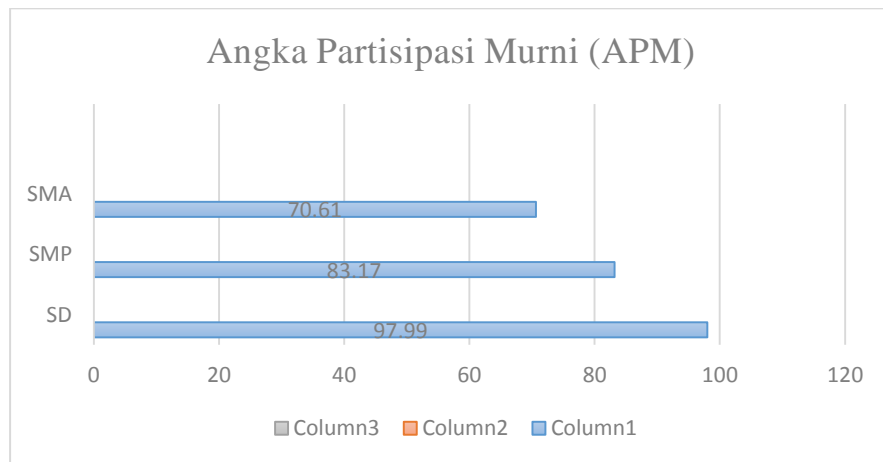
In essence, education in the national context has the function of (1) unifying the nation, (2) equalizing opportunities, and (3) developing personal potential. Education is expected to strengthen the integrity of the nation in the Unitary State of the Republic of Indonesia (*NKRI*), provide equal opportunities for every citizen to participate in developing each citizen to develop their potential optimally. In the world of education, education is important and certainly must play a comprehensive, relative and contextual role. This is in accordance with the declaration in the *Undang-Undang Sistem Pendidikan Nasional Nomor 20 Tahun 2003* that education is a conscious and planned effort to build an atmosphere and learning process in such a way that students can actively develop their potential in controlling their personality, religious spiritual strength, and high moral skills.

As stated in the *Undang-Undang Dasar 1945 Pasal 31 ayat (1)* reads: That every citizen has the right to education, the government creates and organizes a national education system regulated by law. One of them is the policy implemented, namely free education, where the goal is that primary school-age children can get an education. Education is the most important need to produce superior and competitive humans in the competition.

The government has established a policy in the formation of the Education Council which has been regulated through the *Keputusan Menteri Pendidikan Nasional No. 044/U/2022 tentang Dewan Sekolah dan Komite Sekolah*, and the *Peraturan Pemerintah Nomor 17 Tahun 2010 tentang Penyelenggaraan dan Pengelolaan Pendidikan*, the *Peraturan Pemerintah No. 4 Tahun 2022 Perubahan Atas Peraturan Pemerintah Nomor. 57 Tahun 2021 tentang Standar Nasional Pendidikan*, the *Peraturan Menteri Pendidikan dan Kebudayaan Nomor. 10 Tahun 2020 tentang Program Indonesia Pintar*.

Sukabumi City is a city located in West Java Province. Based on macro data from the Central Bureau of Statistics (*BPS*), the education rate in Sukabumi City in 2021 was 70.42 percent, an increase from the previous year, which in 2020 was 69.38 percent. Judging from *BPS* data, the Pure Participation Rate (*APM*) at the elementary level was 97.99 percent, the junior high school level was 83.17 percent, and the high school level was 70.61 percent.

From the graph below, the Pure Participation Rate (*APM*) is a percentage that is still lower than the Gross Participation Rate (*APK*). The higher the Gross Enrollment Rate (*APK*), the more children of school age at a certain level of education in an area. The value of the net enrollment rate (*APM*) ranges from 0-100. If all school children can attend school on time, then the *APM* will reach 100 percent. However, from the graph above, the net enrollment rate at the junior and senior high school levels is still not reaching 100% (percent). Therefore, the Sukabumi City Government has a responsibility to increase the net enrollment rate at the junior and senior high school levels. The Sukabumi City Government has made efforts to increase the net enrollment rate at the junior and senior high school levels, by providing scholarships and other programs so that every child can continue their higher education and to reduce the dropout rate.



Picture 1 Graph of Pure Enrollment Rate
(Sources: Researcher 2023)

In connection with the implementation of compulsory education for 12 years, one of the programs made by the Sukabumi City Government through the Education and Culture Office is the provision of scholarships to underprivileged students in the form of Smart Cards, which is to help with school needs and Providing Institutional Assistance for Equivalency Education, which is in the form of assistance provided to the Community Learning Activity Center (PKBM)/Kejar, which is a non-formal education provider specifically for Equivalency Education in order to support the manager's operations. The Smart Card is allocated to both public and private schools. In the *Peraturan Wali Kota Sukabumi Nomor. 11 Tahun 2017 Tentang Pedoman Pemberian Beasiswa Bagi Masyarakat Kota Sukabumi* in the Implementation of the Smart Card Program in order to complete compulsory basic education as an implementation of the Smart Card program to reduce the dropout rate which is expected to help cover the cost of education. In addition, increasing educational excellence and participation rates is also the responsibility of all parties ranging from parents, children, teachers, schools, and other institutions.

Efforts in providing this Smart Card are expected to realize a superior and quality generation. The Smart Card program is carried out with provisions that have been decided through the screening of underprivileged students. Functionally, one of the requirements is to have a Certificate of Disadvantage (SKTM) issued by the Social Service, Social Protection Card, Family Hope Program (PKH), so that students who are unable to obtain educational services or other educational facilities from the Sukabumi City Government..

In providing education services to people who have not received education services according to school age, especially for the economically disadvantaged people of Sukabumi City. It is considered necessary to be motivated to help school-age children to continue their education in a sustainable manner. The amount of the Smart Card program cost allocation is:

Table 1 Amount of Smart Card Program Cost Allocation

No.	Level	Budget
1.	SD/MI	Rp. 700.000.00/People/Year
2.	SMP/MTs	Rp. 900.000.00/ People/Year
3.	Paket A	Rp. 500.000.00/ People/Year
4.	Paket B	Rp. 600/000/00/ People/Year
5.	Paket C	Rp. 800.000.00/ People/Year

(Sumber: Penulis 2023)

Assistance for Equivalency Education Organizers (*PKBM/Kejar*) from each institution is IDR 5,000,000.00 / year. The amount of assistance is for institutions that organize equality education for Package A, B, and Package C programs.

From the data table above, it can be said that the Smart Card Program cost allocation funds are used for the personal needs of school children, including: (1) Mainly in the payment of monthly tuition fees; (2) Transportation costs for children whose residence is far from school; (3) Uniforms for children who do not have uniforms or whose uniforms can no longer be worn; and (4) School Stationery such as books, pencils, ballpoint pens, tipp-ex and others..

The data below is data on poor students who have received the Smart Card Program in 2021 and 2022. Researchers can understand that the Smart Card Program is still not effective. Based on the results of observations made by researchers, the Smart Card Program that has been established by the Sukabumi City Government, where the program is still not on target due to a lack of supervision from the implementing party so that several schools that apply for the Smart Card Program to the Education and Culture Office have not all been accommodated. The Smart Card Program to the Education and Culture Office has not been accommodated. Therefore, it is interesting that this research was conducted by researchers because it can provide a more detailed description and explanation of the Effectiveness of the Smart Card Program in Efforts to Reduce Dropout Rates in Sukabumi City (Case Study of Sukabumi City Public Junior High School). In achieving the goal that the smart card assistance quota recipients have decreased in 2022, besides that it is also seen from the pure participation rate that has not reached 90% which makes researchers interested in taking research related to the smart card program by using the point of view of the theory of effectiveness. So this research has the title Effectiveness of the Smart Card Program in Efforts to Reduce Dropout Rates in Sukabumi City (Case Study of Sukabumi State Middle School).

The following below is a list of beneficiaries through the Implementation of the Smart Card Program in Sukabumi City at the Junior High School (*SMP*) level, as follows:

Tabel 2 List of Smart Card Program Recipients for 2021 and 2022

No.	Junior High School	Jumlah Kuota	List of Beneficiaries	
			2021	2022
1.	Smpn 1 Kota Sukabumi	16	16	15
2.	Smpn 2 Kota Sukabumi	26	26	25
3.	Smpn 3 Kota Sukabumi	32	32	29
4.	Smpn 4 Kota Sukabumi	52	52	51
5.	Smpn 5 Kota Sukabumi	20	20	18
6.	Smpn 6 Kota Sukabumi	51	51	51
7.	Smpn 7 Kota Sukabumi	14	13	14
8.	Smpn 8 Kota Sukabumi	17	17	13
9.	Smpn 9 Kota Sukabumi	18	13	18
10.	Smpn 10 Kota Sukabumi	37	37	37
11.	Smpn 11 Kota Sukabumi	21	21	21
12.	Smpn 12 Kota Sukabumi	19	19	19
13.	Smpn 13 Kota Sukabumi	15	15	15
14.	Smpn 14 Kota Sukabumi	26	25	26
15.	Smpn 15 Kota Sukabumi	14	13	14
16.	Smpn 16 Kota Sukabumi	15	15	14
	Jumlah	393	385	380

(Sources: Researcher 2023)

B. LITERATURE REVIEW

Effectiveness

The word Effective comes from the English Effective, which means success or success in doing a job well. Effectiveness is the main key factor in achieving a goal or objective of any organization, activity or program that has been carried out. It can be said to be effective if the goals or objectives can be achieved in a predetermined manner. This is in accordance with the opinion of H. Emerson quoted by Soewarno (2006: 16) which states that "Effectiveness is a measurement in the sense of achieving predetermined goals". Effective is the root word, while the adjective effective is efficiency.

Subagyo (2000: 9) argues that effectiveness is the conformity between output and predetermined goals. Effectiveness is a situation that arises because it is desired, when someone takes action with a specific and desired goal, then the person's work is said to be effective if it causes an impact or has a purpose as previously intended.

According to Bastian (2006: 11) Effectiveness can be interpreted as a success in achieving previously set goals. According to Mulyasa (2004: 82) Effectiveness is the conformity between the person carrying out the task and the intended target. Effectiveness refers to the implementation of all main tasks, timeliness, achievement of goals, and participation of members.

Policy effectiveness is the ability of a policy to achieve its targets and objectives in accordance with what has been set by the policy. A policy can be said to be effective if the goals and objectives of the policy are in accordance with the provisions of the public policy. To measure the effectiveness of a policy, several criteria are needed that must be met in order for a policy to be declared effective. (Astuti et al., 2022)

Effectiveness Measure

Measurement of effectiveness can be seen from the work that has been achieved by an organization. Effectiveness can be measured by looking at the success or failure of an organization in achieving its goals. If an organization succeeds in achieving its goals, it can be said that an organization is running effectively. The most important thing is that effectiveness is not measured by how much money has been spent, but by whether the activity program has achieved the goals that have been set.

Regarding the criteria for measuring the effectiveness of an organization, it can be used with three approaches as shown by Martani and Lubis (1987) (in Siagian, 2005: 55):

1. Resource approach, which is the measurement of the effectiveness of the input. This approach prioritizes the effectiveness of an organization to obtain resources that are comparable to the objectives of an organization.
2. Process approach, where this process aims to examine how effective the implementation of the program is in relation to the process of internal activities or procedures in an organization.
3. The goals approach, this approach prioritizes output results, and measures the effectiveness of an organization to achieve results (outputs) must be in accordance with what has been planned

Effectiveness Indicator

Duncan in Richard M. Steers (1985: 53) identifies the variables or indicators used to measure effectiveness as follows:

1. Goal Achievement
Goal achievement is the whole in an effort to achieve goals which must be seen as a process. Therefore, for the achievement of the final goal to be guaranteed, phasing is needed, both through the phasing of the achievement of its parts and in the phasing of the meaning of its periodization. The achievement of goals consists of several factors, namely: a period of time and concrete goals.
2. Integration
Integration is a measurement of the level of an organization's ability to socialize, develop consensus and communicate with various other organizations. Integration also involves the process of socialization.
3. Adaptation

Adaptation is the organization's ability to adjust to its environment. Therefore, a benchmark is used regarding the process of procuring and filling the workforce.

C. METHOD

This research uses a case study method with a qualitative approach. Case study approach according to Cresswell (2016: 19) is a research design in which researchers develop an in-depth analysis of a case, which is often a program, event, activity, process, or one or more individuals. Cases are limited by time and activity, and researchers collect complete information using various data collection procedures based on a predetermined time. In this study, the cases limited by time and activity in question are the Smart Card Program in Sukabumi City with the data used, namely in 2021-2022.

Meanwhile, qualitative research is research that is presented in the form of pictures and words. Data that will be obtained from qualitative research results through observations, interviews and documents from related agencies. According to Creswell, it explains that:

“Qualitative methods have diverse approaches in academic research. Qualitative procedures rely on data in the form of text and images, have unique steps in data analysis and come from various research strategies. In qualitative research, the researcher is the key instrument”. (Creswell, 2017:245)

The informants in this study are the implementers and recipients of the Smart Card program. Determination of informants in this case determining sampling using Purposive Sampling, according to Sugiyono (2018: 125) Purposive Sampling is a data source sampling technique along with certain considerations. The consideration in question concerns someone who really knows a certain thing or problem that can be obtained from informants clearly, accurately and reliably either through questions, information, or data that can help facilitate researchers in conducting research. Data collection in this study uses data collection techniques in the form of observation, interviews, and documentation.

To ensure that the data/information is accurate and valid, researchers use credibility testing using triangulation techniques. Triangulation in credibility testing is checking data from various sources in various ways, and various times Sugiyono (2018: 268). The Triangulation Techniques used by researchers are Source Triangulation and Technique Triangulation. In providing answers to the problems that are the focus of research, data analysis uses the Flow Model expressed by Miles & Huberman (2014: 16-19) such as: Data reduction, Data Presentation, and Drawing conclusions or verification.

D. EXPLANATION

Effectiveness is the main key factor in achieving a goal or objective of any organization, activity or program that has been carried out. It can be said to be effective if the goals or objectives can be achieved in a predetermined manner. Effectiveness is a situation that arises because it is desired, when someone takes

action with a specific and desired goal, then that person's work is said to be effective if it causes an impact or has a goal as previously desired. Mulyasa Bastian (2006: 11) effectiveness is the suitability of the person carrying out the task with the intended target.

Effectiveness also refers to the implementation of all main tasks, timeliness, goal achievement, and member participation. Subagyo (2000: 9) argues that effectiveness is the conformity between output and predetermined goals. Measurement of effectiveness can be seen from the results of work that has been achieved by an organization. Effectiveness can be measured by looking at the success or failure of an organization in achieving its goals. The most important thing is that effectiveness is not measured by how much money has been spent, but by whether the program has achieved the goals that have been set.

The Smart Card Program is a Sukabumi City Government program that aims to provide educational stimulant funds in the form of scholarships to the people of Sukabumi City from underprivileged economic groups. The Smart Card is a card in the form of a charter or certificate given to underprivileged students in Sukabumi. This assistance aims to increase student participation in schools and to prevent dropout rates from increasing. The provision of scholarships as an implementation of the Smart Card Program for students prone to dropping out is expected to help meet the needs of education costs up to the high school/vocational/MA education level.

Based on the results of observations, researchers are interested in knowing how the effectiveness of the smart card program in reducing dropout rates in Sukabumi City (Case study of Sukabumi City Public Junior High School. To find out this, in carrying out research on the effectiveness of the smart card program. Researchers used Duncan's theory in Richard M. Steers (1985: 53), because the theory can describe the effectiveness of the smart card program which can be seen through goal achievement, integration, and adaptation. The legal basis related to the smart card program because it is related to education is:

1. The *Keputusan Menteri Pendidikan Nasional Nomor 044/U/2022 tentang Dewan Sekolah dan Komite Sekolah*.
2. The *Undang-Undang Sistem Pendidikan Nasional No. 20 Tahun 2003*.
3. The *Undang-Undang Dasar 1945, Pasal 31 ayat (1) yang menyatakan, bahwa "Tiap-tiap warga negara berhak mendapat pengajaran "*.
4. The *Undang-Undang No.23 Tahun 2014 tentang Pemerintahan Daerah*.
5. The *Peraturan Pemerintah Nomor 17 Tahun 2010 tentang Penyelenggaraan dan Pengelolaan Pendidikan*.
6. The *Peraturan Walikota Sukabumi No. 11 Tahun 2017 tentang Pedoman Pemberian Beasiswa Bagi Masyarakat Kota Sukabumi dalam Rangka Implementasi Program Kartu Cerdas*.

Next are the results of research when conducting field observation activities by interviewing a number of informants related to the Effectiveness of the Smart Card Program in Efforts to Reduce Dropout Rates in Sukabumi City (Case Study of Sukabumi City State Junior High School). The following are the results of the explanation of the research that researchers conducted from Duncan's theory in Richard M. Steers (1985: 53):

Goal Achievement

The achievement of goals is as a whole in an effort to achieve goals that must be seen as a process. Therefore, so that the achievement of goals is increasingly guaranteed, a phasing process is needed, both in the sense of phasing the achievement of its parts or phasing in its periodization. The Smart Card Program has the aim that children who cannot afford to go to school, that is because every citizen has the right to get an education.

This smart card program has a target for students or learners who are economically disadvantaged. This is done so that every child can receive a proper education. This is in accordance with Article 31 of the 1945 Constitution which states that every citizen has the right to education. This is because education is a fundamental right of every citizen and has an important role in the development of individuals, communities and the country as a whole.

The smart card program in Sukabumi City has been running well. The implementation is carried out in accordance with predetermined procedures and in this case the smart card program is right on target which helps people who cannot afford it. This is done because one of the factors causing children to drop out of school is because they cannot afford it. Another factor is because the individual is lazy and does not want to go to school. The main target of education is children in the school age range, from preschool to college level. Education for school-age children aims to provide basic knowledge and skills necessary for their growth and development. So in this case the smart card program is not only to help people who cannot afford it, but also to build good human resources.

Recipients of this Smart Card assistance, where the allocation of funds received is used for school needs. The funds obtained are used such as purchasing *LKS* books, school clothes, and other needs used for educational purposes. So that this is in accordance with the purpose of this Smart Card, which is to help students who are economically limited. So that students have the right to get education.

So in this case according to Martani and Lubis (1987) (in Siagian, 2005: 55) which mentions the goals approach, this approach prioritizes output results, and measures the effectiveness of an organization to achieve results (output) must be in accordance with what has been planned. Where the smart card program has achieved the expected results, so that the objectives of this smart card program are achieved to help people who are unable to access education. In this case the Sukabumi City Education and Culture Office in the running of the Smart Card program achieved good results through a previously organized plan.

Intergration

Integration is a measurement of the level of an organization's ability to socialize, develop consensus and communicate with various other organizations.

Socialization is the process of learning norms, values, roles, and all other requirements necessary to enable effective participation in social life (2013: 175), The benefits of socialization in society are divided into two stages, For individuals, socialization serves as a guide in learning to recognize and adapt to their environment, both values, norms, and social structures that exist in society in the environment. For society, socialization functions as a tool to preserve, spread, and pass on the values, norms, and beliefs that exist in society. learning that

individuals do in getting to know their environment, both physical and social environments.

The socialization of the smart card is carried out through the school, then the smart card is a proposal from the school which is considered underprivileged by the parents which is proposed to the Education Office then submitted to the Regional Government and then the Mayor's Decree, then after there is a decree then we take care of the disbursement through *BJB*. After the disbursement from *BJB*, it is then handed over to the school and after shopping for school supplies, then reports again to the Education Office.

In terms of communication, the Sukabumi City Education and Culture Office communicates regularly with schools in Sukabumi City, in this case it is carried out in an effort to coordinate with schools to select students who are eligible for this Smart Card. By communicating with these schools, the Sukabumi City Education and Culture Office can also collect structured data related to the condition of students in schools who will receive this Smart Card. In addition, for students who are not covered or not included in the data by the Smart Indonesia Card program or *KIP*.

In this case the criteria of effectiveness according to Tangkilisan (2005: 314) is Target Achievement. Target achievement is intended to examine the extent to which the targets set can be carried out properly in accordance with the objectives that have been set, so that in the process of socialization and communication carried out by the Sukabumi City Education and Culture Office has been running well. This can be seen from the socialization and communication carried out by the Office and other agencies in this Smart Card program..

Adaptation

Adaptation is the organization's ability to adjust to its environment. Therefore, benchmarks are used regarding the process of procuring and filling the workforce. The procurement process of a program involves a series of steps designed to identify needs, plan, implement, and evaluate the program. The procurement process of a program may vary depending on different program types, environments, and contexts. It is important to involve relevant stakeholders in each step of the procurement process, and ensure transparency, accountability and effective monitoring throughout the process.

The implementation stage involves implementing the program in accordance with the plan that has been set. The program implementation team is tasked with carrying out activities, delivering materials, and involving participants or program recipients in accordance with predetermined goals and objectives. The recipients of this Smart Card assistance are students who are prone to dropping out of school (Prone to Drop Out) because the family economy cannot afford education. In implementing this Smart Card program, the Sukabumi City Education and Culture Office conducts a communication and coordination process with schools in determining students who are entitled to this Smart Card program, this Smart Card Program in its implementation stage is adjusted to the amount of budget available, so that recipients of Smart Card assistance are limited to each school for recipients.

In terms of labor resources in supporting the Smart Card program, it is sufficient. this will be the workforce at the Sukabumi City Education and Culture Office, in running the Smart Card program without any problems regarding the number of available workers. The Sukabumi City Education and Culture Office has no obstacles in implementing this program.

Referring to Martani and Lubis (1987) (in Siagian, 2005: 55) related to effectiveness indicators, namely work enthusiasm is a responsibility to achieve goals that require very extra effort, togetherness in achieving goals, and having a sense of belonging. In this case, the Sukabumi City Education and Culture Office by procuring the Smart Card program and available resources, achieved the desired goal. Being a responsibility in achieving the desired goals. In addition, Stability is maintaining structure, function, and resources over time. With the stability of the structure for this Smart Card program, it is easier for this program to run optimally, because it is under the Curriculum Division of the Office. In addition, the available resources are capable of running the Smart Card program.

From the results of the study, it was found that the achievement of the objectives achieved the expected targets, which targeted students who had poor economic status that could lead to dropping out of school. The Smart Card program has also been socialized by the Sukabumi City Education and Culture Office and the Sukabumi City Regional Government to State Junior High Schools in Sukabumi City, so that the running of this program can be realized properly and there is also coordination between program makers and program implementers. In terms of the implementation of the Smart Card program, based on the findings of junior high school students who dropped out of school for economic reasons, with these findings the Sukabumi City regional government launched the Smart Card program, this program helps students who are experiencing economic problems to continue to pursue proper education so that there are no more cases of dropping out of school for economic reasons. From the data found during the research, it shows that this program is used well by beneficiaries. As with this assistance, the recipients utilize their assistance in accordance with the correct allocation in accordance with the objectives of this Smart Card such as purchasing school clothes, textbooks or those related to their learning activities.

E. CONCLUSION

Based on the findings in this study, it can be concluded that the implementation of the Smart Card Program Effectiveness in Efforts to Reduce Dropout Rates in Sukabumi City (Case Study of Sukabumi City State Junior High School), when viewed based on the dimensions of Goal Achievement, Integrity, and Adaptation proposed by Duncan in Steers, can be concluded as follows:

1. Achievement of Objectives

In achieving its goals, the Smart Card program has achieved its goals and objectives. Where in this case it targets students who are less capable in economic terms, and also in its achievements. Where the smart card program has achieved the expected results, so that the objectives of this smart card program are achieved to help people who are unable to access education.

2. Integrity

In terms of integrity, where the Sukabumi City Education and Culture Office conducts routine socialization and communication. The socialization process was carried out with Junior High Schools in Sukabumi City, and the communication process was carried out well with the school and also with the Sukabumi City Regional Government. This is also manifested in the realization of the Smart Card program every year.

3. Adaptation

In this case, the Sukabumi City Education and Culture Office with the procurement of the Smart Card program and available resources, achieved the desired goals. And the procurement process of the Smart Card program is in accordance with the predetermined plan. The Smart Card distribution process at the First High School in Sukabumi City reaches students who are targeted by the program.

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