

Jurnal Manajemen dan Bisnis

Vol. 12, No. 1, June 2023, pp. 33-47

Sekolah Tinggi Ilmu Ekonomi Indragiri (STIE-I) Rengat https://journal.stieindragiri.ac.id/index.php/jmbi/issue/view/32

VILLAGE DEVELOPMENT IMPLEMENTATION ANALYSIS IN REDANG VILLAGE, RENGAT BARAT DISTRICT INDRAGIRI HULU DISTRICT

Tri Rahayu

Indragiri Institute of Technology and Business: Management Study Program.

Email: tri_rahayu@itbin.ac.id

Submited: 2023.06.01 Reviewed: 2023.06.25 Accepted: 2023.06.30

https://doi.org/10.34006/jmbi.v12i1.594

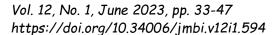
Abstract

This study aims to determine the implementation of village development in the village of Redang, West Rengat District, Indragiri Hulu Regency, which has been carried out in accordance with a predetermined village program, type and source of data; primary data and secondary data; The sample in this study was 123 key informants, 5 people (Village Head, Village Secretary, BPD Chairperson, and 2 community leaders; Data collection techniques: Observations, Questionnaires, Interviews. To analyze the data in this study, the researcher used a qualitative descriptive approach. Results of research analysis that the implementation of development in the village of Redang, West Rengat District, Indragiri Hulu Regency has not been in accordance with what was expected by the community, development also still needs to be followed up and improved from several programs and developments that have not been realized.

Keywords: Implementation of village development

INTRODUCTION

Regional autonomy is an authority given by the central government to lower level governments, namely Provinces, Regencies/Cities and Villages to manage their own households. The issue of granting regional autonomy (development) is a sign that dissatisfaction with the various administrative affairs of provinces, regencies/cities in Indonesia towards the central government. The purpose of granting regional autonomy is to enable regions that concerned so that arrange



House ladder Alone For increase usability. Regional autonomy has a big impact on the region, where area get opportunity Which big from side financial And in making development policies in area.

The development process of a country is not only an the responsibility of the government, but also the responsibility of the whole society. Development can interpreted as something business growth and change that is planned and implemented consciously by a government towards modernization in the framework of nation building (Sondang P. Siagian, 2008: 96).

Understanding development in a manner general on actually is process of continuous change towards a better state based on certain norms. Regarding the notion of development, experts provide various definitions as well as planning. development term Can just interpreted different by One person with person another, one region to another, one country to another, but in general there is an agreement that development is a process of making changes (Riyadi and Deddy Supriyadi Bratakusumah, 2005: 3).

In general, development is defined as an effort to advance the life of society and its citizens; often, the progress meant is primarily material progress. Thus, development is often interpreted as the progress achieved by a society in the economic field; even in some very common situations development is interpreted as something form life Which not enough expected for 'part marginalized people' and as a political ideology that gives legitimacy to the ruling government to limit those who criticize it (Budiman, 1995: 12).

development is a type of development that is created by the encouragement of the local community and has a long period of time (Wresniwiro, 2012). An example of non-physical development is in the form of improving the economy of the village people, improving public health (Wresniwiro, 2012).

Aaron And Ardianto (2011: 90-97), at least There is 5 theory in see development between other:

- a. Theory Modernization; No only change in in One layer socially capable stimulate change in party other, but modernization Social media can produce continued change, and also to absorb change pressure And adapt himself Alone For change request. With say other, process looked in a manner relatively No can be changed. Once the necessary conditions are formed to begin with, a country begins to adapt, then modernizes, and lives endure modern (Schramm, in Melkote, 1991:38).
- b. Development Sociology Theory; In outline, the theory of evolution describes the development of society as follows: first, theory evolution consider that change social is unidirectional movement. Society develops from primitive

- society to society proceed; second, theory evolution blend between subjective view about mark And objective end change social. The change towards a modern form of society is something that cannot be avoided.
- c. Tradition versus Modernization; This is very major where bipolar steps universal in in theory evolution social Which more originally reduced to the ideal type endpoint.
- d. Functionalism Theory; for Talcott Parsons human society is like that like organ body man, And by Because That human society can Also studied like learn body man.

Universal Evolutionary Theory; this is another of Parson's contributions, the general social category. He identified and described the structural features of the system in the West that helped him to survive in the environment they were in the process of developing in society: bureaucratic organization, money, markets, democratic associations, and a system of common law. These universals are determined to be essential for an underdeveloped modernizing society (Melkote, 1991:42)

According to Deddy Q Tikson (2005: 33) that development national can be interpreted as a deliberate transformation of the economy, social and culture through policy And strategy going to direction Which wanted. With thereby, when want concluded meaning development From the experts above, it can be explained that the substance of development is effort aware And planned For reach point progress certain in accordance desired.

The basic goal of village development is to improve the standard of living of its people to become a prosperous society And prosperous, Beside That development village have objectives that are more strategic in nature and can further accelerate the development process village between other as put forward by Khairuddin H (1992) That is: speed up means connection And communication For more open the village to the surrounding area so that it does not become an isolated area. Improving and perfecting the administrative structure of the Village government and its personnel in an effort to create more focused and village development Efficient.

The short-term goal of village development emphasizes increasing the standard of living of the community, especially through development, especially in the economic field. This does not mean that other fields are neglected, but village development also wants a balance and harmony between physical development and mental-spiritual development. Mental development become important For anticipate happening pressure mentally for society.

Talking about rural development, so far some of us have been too fixated on large-scale development (or development projects) in rural areas. Even though real village development is not limited to "project" scale development, but development in a wider scope or scope. The development that takes place in the village can be in the form of various development processes carried out in the village area by using part or all of the resources (financial, material, human resources) sourced from the government (central or regional), besides that it can also be in the form of some or all of the resources. development resources come from the village. In fact, whether or not there is government assistance to the village, the pulse of life and the process of development in the village are still running. The village community has a fairly high degree of independence in fulfilling their daily needs, developing their own potential and that of their families and building facilities and infrastructure in the village. However, without attention and assistance as well as stimulants from parties outside the village and the government the development process in the village proceeds at a relatively slow pace. This condition causes development in the village to seem slow and tend to be underdeveloped.

Furthermore, the regional autonomy policy must be evenly distributed in Indonesia, including in Riau Province which has 12 districts/cities. One of them is that this district is one of 12 (twelve) regencies/cities in Riau Province with 14 (fourteen) districts and 178 villages, one of which is Redang Village in West Rengat District. Based on GIS map calculations, Redang Village has an area of 9,004 ha with a composition of land in the form of mineral soil (30%), peat land (65%), and the remainder in the form of rice fields.

Redang Village Government Structure in running village administration, the Village Head is assisted by the Village Secretary, Head of General Affairs, Head of Development Affairs, Head of Government Affairs, 4 Hamlet Heads, 6 RW Heads and 14 RT Heads. In addition, there are also other community organizations such as Community Empowerment Institutions (LPM), Village Consultative Body (BPD), Family Welfare Empowerment (PKK), Karang Taruna, Farmers' Groups (5 groups that already have village decrees [SK] and 10 groups who do not yet have an SK, and customary leaders in each hamlet

Like other villages in Indragiri Hulu Regency, Redang Village has received village autonomy since 2015. With this autonomy, the village directly manages village development funds of IDR 1.2 billion each year. The village funds are used to improve village infrastructure, such as repairing village offices, repairing roads, and constructing village facilities. The Village Medium-Term Development Plan (RPJMD) 2016–2021, states that the Vision of Redang Village is "Increasing the welfare of a dignified, independent and religious community by developing potential resources, as well as equitable distribution of development in order to

support the achievement of a decent life". This vision is translated into 12 village development missions with priority village development strategies for: Procurement and improvement of public infrastructure, education and health facilities; Increase in agricultural yields and diversity of types of business with an intensification system; Improving skills and human resources, as well as fostering community businesses.

From the results of the pre-research, the researchers saw that there were still many Redang Village development work programs that had not been realized, not in accordance with what had been planned, which was a need for the community, but in reality had not been implemented optimally. The implementation of government affairs and the implementation of development in the village is aimed at increasing the standard of living and welfare of the community through the establishment of policies, programs and activities that are in accordance with the essence of the problems and priority needs of the community.

Several studies that have been conducted regarding Village Development include (Akbar et al., 2019) village development planning in Sukamaju village which has not been implemented properly because of the low knowledge of human resources about the RKPDes. (Warouw & Pangemanan, 2015) The results showed that the village development process, village public services, community education and community involvement in village development were on average in the good category. (Katili, 2020) The results of the study concluded that the Activity Planning carried out by the Village Government had not been optimally implemented as it should be because it did not involve the poor in determining the priority scale of proposals to be worked on; Human Resources (HR) and expertise possessed by the Village Activity Implementation Team (TPKD) do not meet the requirements to become Village activity executors; Utilization of natural resources (SDA) and utilization of local labor by the village government in infrastructure development in the form of road construction has not been implemented. Based on the phenomenon above, the researcher is interested in further researching with the title: "Analysis of the implementation of village development in Redang Village, Rengat Barat District, Indragiri Hulu Regency."

LITERATURE REVIEW

Definition of Development.

According to Syamsi Yuswar Zainul Basri & Mulyadi Subri (2006:15) development is a process of system change that is planned towards improvements that are oriented towards modernist development and social-economic progress. The concept of development is the key to opening a new understanding of the

dynamic nature of administrative functions in each country. Development will run smoothly, if accompanied by good administration.

Meanwhile, non-physical development is a type of development that is created

by the encouragement of the local community and has a long period of time (Wresniwiro, 2012). An example of non-physical development is in the form of increasing the economy of the village people, improving public health (Wresniwiro, 2012).

Village Development.

In Constitution Number 6 Year 2014 About Village chapter 78 paragraph (1) Development village aim increase well-being public village and quality life man as well as countermeasures poverty through fulfillment base, development means And infrastructure Village, potential development economy local, as well as utilization source Power natural And environment by sustainable.

The village legal community unit that is a jurisdictional boundaries, has the authority to regulate and manage the interests of the local community based on local origins and customs that are recognized or the national formed government system located in the Regency/City, as stipulated in the Constitution of the Republic of Indonesia 1945. The basis of thought in the regulation of the village is participation, genuine autonomy, democratization, and community empowerment (Haw. Widja, 2005: 148).

In essence, development is building the community or nation as a whole, in order to achieve people's welfare (Afifuddin, 2010). To realize development, all the natural potentials that exist in the village must continue to be explored, developed, and utilized as well as possible. After the Village Law Number 6 of 2014 which is the Law on Villages that has been passed, the legal umbrella for the existence of villages becomes strong because villages are regulated based on the principles of recognition, subsidiarity, diversity, togetherness, mutual cooperation, kinship, deliberation, democracy, independence, participation, participation: empowerment and sustainability.

Concept of Development Planning and Implementation

Planning is a decision for the future about what to do? When will it be done? And who will do? Development planning is a key task in administration or development management. Planning is necessary because development needs are greater than available resources, so that in the process of implementing national development, development goals can be achieved effectively and efficiently in accordance with predetermined plans.

According to Nickels, McHugh and McHugh (in Tisnawati Sule and Saefullah 2010: 8) states that the management function consists of four functions, namely planning, organizing, directing, and controlling. The function of planning, namely planning (planing) is often the basic point of achieving a goal. And in making a plan, it must be given to those who know more about the concept of the goals to be achieved. In rural areas and sub-districts, in the preparation and implementation of a work program in the field of development, in terms of making village and sub-district development plans, it will be handed over to an institution formed by the village community that has a statement from the community, by the community, and for the community. According to (Riyadi and Deddy Supriady, 2004:7)

Factors Influencing Development Implementation.

According to Zafar Iqbal and Areef Suleman (2010:17-19) there are several factors that become obstacles in infrastructure development, including:

- 1. Quality of human resources: Quality of Education; Ability.
- 2. Financial Resources: High cost of funding; Incompatibility of funding with the needs of infrastructure development.
- 3. Technical problem
- 4. transparency

Village Development Indicators .

To measure the success rate of the development of a village, various indicators can be used. Several indicators of village development according to (Mulyanto, 2013), namely: Village Wealth and Finance; Apparatus Capacity and Public Service Outreach; Village Economic Facilities; Transportation and Telecommunication Facilities; Community Education; Public Health; Family Welfare.

RESEARCH METHODS

Type of research, descriptive qualitative; the research time was approximately six months, in Redang Village, West Rengat District, Indragiri Hulu Regency; Data types and sources; primary data and secondary data; The population, the head of the Redang village family is 612 families and 5 people are used as key informants; Sample The sample size in the study was determined in the following way: population 501-1,000 then 20-25% of the sample taken is a population of $612 \times 20\% = 122.4$. Rounded up 123 people. So the sample in this study was 123 key informants 5 people (Village Head, Village Secretary, Head of BPD, and 2

community leaders.; Data collection techniques: Observation, Questionnaire, Interview,: Data analysis used was qualitative analysis. Then with the logic of deductive thinking, all materials are selected and processed and analyzed by describing what they are (descriptive).

RESEARCH RESULT

In the process of this research, the researcher distributed 118 questionnaires or questionnaires accompanied by various alternative answers, and then the answers from the respondents were strengthened by interviewing several key informants as many as 5 people in this study.

To find out how far the implementation of development in Redang Village is, researchers focus on several village development indicators according to (Mulyanto, 2013) as follows;

1. Village wealth and finances

The assets and finances owned by a village determine the level of development of a village. Village programs will be resolved with directed financial management. With village funds which are currently very large, it certainly makes it easier for the Village Government to manage development.

As for the respondents' responses regarding Village Assets and Finance , they can seen in the following table:

Table 1.
Respondents Answer
Regarding Village Wealth and Finance

No	Respondents Answer	Respondents	Percentage (%)
1	Good	50	42 %
2	Pretty good	32	27 %
3	Not good	25	21 %
4	Not good	11	9 %
	Amount	118	100 %

Source from: Field research results in 2022.

From the table above it can be seen that 118 of the 118 respondents who answered regarding Village Wealth and Finance answered "Good", 50 respondents or 42%; Pretty good 32 respondents 27%; Not good 25 respondents 21%; and Not good 11 respondents 9%, this means that village wealth or assets and finances in their use are good and transparent.

Furthermore, from the results of an interview with one of *the key informants* on August 4, 2022; that "in using village wealth and finances there needs to be transparency to all communities regarding village funds so that no community has

negative thoughts about the use of village funds. And what happened in Redang Village for village financial transparency is considered to have gone well with the printing of large billboards for village wealth and financial sources along with their nominal value which is located in front of the village office.

2. Apparatus capacity and reach of public services

The development of a village can be measured by the capacity of the apparatus or employees who play a role. The role of village officials or apparatus who are competent and active can provide maximum public or community services.

The respondents' responses regarding the Capacity of the Apparatus and the Outreach of Public Services can be seen in the following table:

Table 2.

Respondents Answer Regarding
Apparatus Capacity and Public Service Outreach

No	Respondents Answer	Respondents	Percentage (%)
1	Good	31	26 %
2	Pretty good	45	38 %
3	Not good	30	25 %
4	Not good	12	10 %
	Amount	118	100 %

Source from: Results of field research in 2022.

From the table above it can be seen that 118 respondents answered regarding the Capacity of the Apparatus and the Outreach of Public Services, where those who answered "Well 31 respondents or 26%; Pretty good 45 respondents 38%; Not good 30 respondents 25%; and Not good 12 respondents 10%, this means that the Capacity of the Public Service Apparatus and Outreach is good enough.

Furthermore, from the results of interviews with *key informants* on August 4, 2022; That "in terms of the provision of public and village government services that work according to the set working hours it is considered quite good, because when you want to take care of documents such as KK, the KTP certificate takes a long time to complete, maybe this could be due to going through several processes in the office. The management of CAPIL, that's why it's a bit long. And when PEMDES is working it is still not optimal because it often happens when you want to take care of something at the village office at 13.00 or 15.30 but the village office is closed"

3. Village Economic Facilities

Village development in the economic aspect is largely determined by the prepared economic facilities and infrastructure. The existence of village economic institutions can drive the community's economy. The village's economic facilities include the Bumdes building and the Village Market.

To find out the responses of respondents regarding Village Economic Facilities , you can seen in the following table:

Table 3.
Respondents Answer
Regarding Village Economic Facilities

No	Respondents Answer	Respondents	Percentage (%)
1	Good	30	25 %
2	Pretty good	55	47 %
3	Not good	22	19 %
4	Not good	11	9 %
	Amount	118	100 %

Source from: Results of field research in 2022.

From the table above it can be seen that respondents answered regarding Village Economic Facilities, out of 118 respondents, those who answered "Well 30 respondents or 25%; Pretty good 55 respondents 47%; Not good 22 respondents 19%; and Not good 11 respondents 9%, this means that the Village Economic Facility is good enough.

Furthermore, from the results of interviews with *key informants* on August 4, 2022; B awa " The economic infrastructure in this village is still quite good. Bumdes can operate even though it is still rented on a building. The role of Bumdes can help develop and drive the economy in the village, because in this case the people of Redang village are very enthusiastic about the existence of Bumdes.

4. Transportation and Telecommunication Facilities

The current era of globalization and modernization demands the availability of transportation and telecommunications facilities to adapt to the times. So to achieve sustainable development the village government and other institutions must provide these facilities. One means of transportation and telecommunications is the provision of public transportation for the community.

As for t the respondent's opinion regarding Transportation and Telecommunications Facilities can be seen in the following table:

Table 4.

Respondents' Answers Regarding Transportation and Telecommunication
Facilities

No	Respondents Answer	Respondents	Percentage (%)
1	Good	35	30 %
2	Pretty good	42	36 %
3	Not good	28	24 %
4	Not good	13	11 %
	Amount	118	100 %

Source from: Results of field research in 2022.

From the table above it can be seen the respondents who answered regarding Transportation and Telecommunication Facilities, out of 118 respondents, who answered "Well 35 respondents or 30%; Pretty good 42 respondents 36%; Not good 28 respondents 24%; and Not good 13 respondents 11%, this means that the transportation and telecommunications facilities in the village are quite good.

Furthermore, from the results of interviews with *key informants* on August 4, 2022; That "The provision of public transportation for the community is quite good because there are public transportation vehicles owned by the village. Like the village ambulance. While the telecommunications facilities already have several Telkomsel tovers in the village, so that the community communicates smoothly.

5. Community Education

The aspect of village community education is one of the benchmarks for the success of a development. Good education will produce quality human resources. A village with quality human resources can facilitate village development.

T the respondent's opinion regarding Community Education can seen in the following table:

Table 5.
Respondents Answer
Regarding Community Education

No	Respondents Answer	Respondents	Percentage (%)
1	Good	65	55 %
2	Pretty good	40	34 %
3	Not good	9	8 %
4	Not good	4	3 %
	Amount	118	100 %

Source from: Results of field research in 2022.

From the table above it can be seen the respondents who answered about community education, out of 118 respondents, those who answered "Yes, 65

respondents or 55%; Pretty good 40 respondents 34%; Not good 9 respondents 8%; and Not good 4 respondents 3%, this means that community education in Redang village is good.

Furthermore, from the results of interviews with *key informants* on August 4, 2022; That "one form of community education development is in the form of a school building, and Redang Village has been good at providing school facilities in the form of the SDN 006 Redang school building which is located in Sri Danau Hamlet, Redang Village".

6. Public Health

Community health can affect the level of progress of a village. A healthy society will produce good productivity. For this reason, government programs related to health must be maintained. One of the developments in public health is the construction of a posyandu building and the construction of a pustu .

As for the respondents' responses regarding village community health , they can seen in the following table:

Table 6.Respondents Answer
Concerning Public Health

No	Respondents Answer	Respondents	Percentage (%)
1	Good	15	13 %
2	Pretty good	70	59 %
3	Not good	19	16 %
4	Not good	14	12 %
	Amount	118	100 %

Source from: Results of field research in 2022.

From the table above it can be seen the respondents who answered regarding Public Health, out of 118 respondents, those who answered "Well 15 respondents or 13%; Pretty good 70 respondents 59%; Not good 19 respondents 16%; and Not good 14 respondents 12%, this means that the public health in Redang village is quite good.

Furthermore, from the results of interviews with *key informants* on August 4, 2022; B awa "Public health development in the form of building posyandu and pustu buildings is quite good, because construction has already been carried out the building is to support public health, for posyandu it is held every month at the village office.

7. Implementation of the PKH program

A prosperous society can be seen from the welfare of a family. A prosperous family can be measured through the fulfillment of daily life needs, including clothing, food and shelter. To achieve family welfare, various central government programs such as the Family Hope Program (PKH) or the Prosperous Family Card (KKS) have been implemented. For this reason, the village government as the spearhead must maximize the realization of the program so that it can realize family welfare.

As for the respondents' responses regarding the Implementation of the PKH Program, they can seen in the following table:

Table 7.
Respondents Answer
Regarding the Implementation of the PKH Program

No	Respondents Answer	Respondents	Percentage (%)
1	Good	75	64 %
2	Pretty good	25	21 %
3	Not good	15	13 %
4	Not good	3	3 %
	Amount	118	100 %

Source from: Results of field research in 2022.

From the table above it can be seen that respondents answered regarding the Implementation of the PKH Program, out of 118 respondents, those who answered "Yes, 75 respondents or 64%; Pretty good 25 respondents 21%; Not good 15 respondents 13%; and Not good 3 respondents 3%, this means that the implementation of the PKH Program in Redang village is good.

Furthermore, from the results of interviews with *key informants* on August 4, 2022; "Family welfare in the village by running the PKH program is very good, because every month PKH members have received funds from the village and for recipients it is felt to be the right target for those who really need it."

CONCLUSION

Based on the results of research that researchers encountered in the field that implementation development Village of Redang, District of West Rengat, Indragiri Hulu Regency Still need improved And evaluated back in further development so that all development planning goes according to the village program and expectations public.

There are several development indicators that have been minimally realized as indicated by the results of the respondents' answers and the results of the interviews *key informants* who stated that the development on these indicators was quite good, namely the capacity of the apparatus and the reach of public services, village economic facilities, transportation and telecommunications facilities and public health so that the delay in the implementation of redang village development will influence and impact on the welfare of the village community.

SUGGESTION

It is recommended that the village head as the head of government in Redang Village get more increase development his village in accordance with function head inner village development, No only Now but Also in period come, so that Redang Village can compete with other villages in development and welfare the people.

Implementation of development in the village of Redang to be more focused on the needs of the community and to see clearly that the community really needs change and development, in order to produce good cooperation to produce the same goal, namely successful development in the village.

REFERENCE

- Arikunto, S. 2006. *Qualitative Research Methods* . Jakarta: Earth Script. Develop. Jakarta PT Gelora Aksara
- Bratakusumah, Deddy Supriady & Riyadi. 2005. Regional Development Planning. Jakarta: PT. Main Library Gramedia
- Dear. 1995. Third World development theory. The main library Gramedia
- Bungin, Burhan. 2007. Qualitative Research: Communications, Economics, Public Policy and other Social Sciences. Jakarta:Son of Graphics
- Deddy T. Tikson. 2005. Economic Development Indicators. http://ecozon.html. Accessed on: Monday, 18 April 2011
- Hanif Nurcholis, 2011. Growth and administration of village government. Jakarta: Erlangga.
- Harun, Rochajat and Ardianto, Elvinaro. 2011. Development Communication and Social Change. Jakarta: Raja Grafindo Persada
- Ibrahim, johnny. 2006. Theory & Methodology of Normative Legal Research. Malang: Bayumedia Publishing Publisher
- Ministry of Internal Affairs. 2007. Village Market Management. Regulation of the

- Minister of Home Affairs No. 42 of 2007
- Khairuddin, H. 1992. Community Development. Yogyakarta: Liberty Kartasasmita, Ginanjar. 1994. Development Management For The State
- Melkote, SR & Steeves, HL 2001. Communication for Development in the Third World; Theory and practice for Development. New Delhi. Sage Publications
- Mulyanto. (2013). The Model of Index for Massuring the Progress of Rural Development at Autonomy Era in Indonesia: A Pilot Project in Klaten Regency, Central Java. Paper presented in the 38th Conference of the Federation of ASEAN Economic Associations (FAEA), Singapore, 27th-29th November.
- Prof. Drs. Haw. Widjaja. 2005. The implementation of regional autonomy in Indonesia in the framework of the socialization of Law No. 32 of 2004 concerning regional government. Jakarta
- Riyadi and Brata kusumah Deddy Supriyadi. 2014. Regional Development Planning: Strategies for Exploring Potential in Realizing Regional Autonomy. Jakarta: PT Gramedia Pustaka Utama.
- Siregar, Sofyan. 2010. Descriptive Statistics for Research. Jakarta: PT Rajagrafindo Persada
- Sondang Siagian, 2008, Human Resource Management, Bumi Aksara, Indonesia, Jakarta
- Sugiyono. 2008. Method Study Quantitative Qualitative And R&D Bandung: Alphabet
- Syaifullah. (2010). Introduction to the AHP (Analytical Hierarchy Process)

 Method. WordPress,
 1–11
- Wresniwiro, 2012, Building a Village Republic, Jakarta, Visimedia.
- Zafar Iqbal and Areef Suleman. 2010. Indonesia: Critical Constraints for Infrastructure Development. Saudi Arabia: Islamic Development Bank.