

SURAT KLARIFIKASI

Sehubungan dengan hasil penilaian usulan kenaikan jabatan fungsional Guru Besar bulan April dan Agustus 2023 maka saya :

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Tempat/tgl lahir : Bolaang Mongondow, 23 Januari 1960
Pangkat/Gol, tmt : Pembina / IV / a, 1 Oktober 2007
Jabatan fungsional, tmt : Lektor Kepala, 519 KUM, 1 Agustus 2007
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Bidang ilmu : Kebijakan Publik
Unit kerja : Fakultas Ilmu Sosial dan Hukum Unima

dengan ini memberikan klarifikasi sebagai berikut :

Catatan penilaian Reviewer bulan April 2023 :

1. Syarat tambahan belum bisa divalidasi karena bukti tidak lengkap.
2. Angka kredit bidang penelitian dibutuhkan 180 dan baru dipenuhi 100 sehingga masih perlu minimal 80 ak.
3. Ada kurang kepatutan dengan sangat sering menulis di jurnal yang sama.
4. Perlu melakukan klarifikasi dan bukti korespondensi yang baik terhadap syarat khusus.
5. Tambahkan karil syarat khusus lain yang memenuhi kriteria sesuai PO PAK 2019.
6. Perguruan tinggi perlu melakukan pembinaan dan klarifikasi atas ajuan pengusul yang menggunakan jurnal sama dengan sangat masif dan berulang.
7. Pengusul mengajukan 2 artikel syarat khusus di Hong Kong Journal of Social Sciences dan Res Militaris. Keduanya tidak diterima dengan alasan url jurnal dan dokumen tidak terlacak di Scopus.

Catatan penilaian Reviewer bulan Agustus 2023:

1. Perolehan KUM telah diperoleh 508 poin dari kebutuhan 450 poin, sehingga secara kumulatif angka kredit telah terpenuhi. Akan tetapi perolehan poin bidang penelitian baru sebesar 98 dari 180 yang dibutuhkan sehingga masih perlu melengkapi minimal 82 poin.
2. Syarat tambahan belum bisa divalidasi karena bukti tidak lengkap serta belum sesuai PO PAK 2019.
3. Belum ada surat pembinaan terhadap pengusul terkait penulisan yang berulang dari Perguruan Tinggi.
4. Syarat khusus jurnal internasional bereputasi belum diterima; nilai faktor dampak belum terpenuhi. Perlu menambahkan karil syarat khusus yang terbit pada jurnal internasional bereputasi yang sesuai antara bidang penugasan, topik artikel dan scope jurnal sebagai penulis pertama dan tidak memiliki potensi pelanggaran integritas, dan dilengkapi dengan hasil cek plagiarisme serta bukti korespondensi yang baik.
5. Pengusul mengajukan 2 syarat khusus dari Hong Kong Journal of Social Sciences dan dari Res Militaris.

KLARIFIKASI PENGUSUL :

1. Mencermati catatan hasil penilaian Reviewer bulan April dan Agustus 2023 maka pengusul berkesimpulan bahwa ada sedikit inkonsistensi hasil penilaian bulan April dan Agustus 2023, karena pada penilaian bulan April pengusul diminta menambah minimal 80 poin, namun pada penilaian di bulan Agustus pengusul diminta menambah minimal 82 poin bidang penelitian.
2. Terkait penolakan syarat khusus dengan alasan bahwa jurnal tersebut tidak terlacak di Scopus dan sudah berstatus Discontinued, pengusul menyampaikan klarifikasi sebagai berikut. Pertama, Reviewer menilai artikel dalam Hong Kong Journal of Social Sciences tidak bisa digunakan sebagai syarat khusus karena sudah berstatus Discontinued. Namun, dalam penelusuran di halaman website Scopus dan Scimago, jurnal tersebut masih terindeks aktif dengan Impact Factor sebesar 0.11. Dalam data exitlist jurnal yang dikeluarkan oleh Scopus, jurnal tersebut juga masih berstatus terindeks aktif/ongoing. Demikian pula, artikel dalam jurnal Res Militaris tidak diterima sebagai syarat khusus dengan alasan bahwa jurnal tersebut telah berstatus Discontinued. Berdasarkan hasil pengecekan di halaman Scopus dan Scimago, jurnal tersebut memang telah berstatus Discontinued, namun artikel pengusul dalam jurnal Res Militaris dapat ditemukan dalam database Scopus (screenshot terlampir). Hal itu menjadi bukti bahwa artikel pengusul telah masuk dalam database Scopus sebelum jurnal Res Militaris berstatus Discontinued. Oleh karena itu pengusul menyampaikan permohonan agar kedua jurnal tersebut dapat dipertimbangkan sebagai syarat khusus. Untuk lebih jelasnya, klarifikasi terhadap kedua jurnal tersebut disajikan dalam tabel di bawah ini.
3. Terkait bukti korespondensi, pengusul telah memperbaiki bukti korespondensi dan melampirkannya dalam klarifikasi ini agar dapat diperiksa kembali.
4. Terkait surat pembinaan kepada pengusul karena melakukan publikasi secara masif di jurnal yang sama, pengusul menyampaikan klarifikasi sebagai berikut. Pertama, tidak ada larangan untuk publikasi di jurnal yang sama secara berulang sehingga hal tersebut bukanlah sebuah kesalahan yang harus diberikan pembinaan. Di aturan PO PAK 2019 hanya ditulis bahwa hanya 2 artikel yang terbit dalam Volume yang sama yang dapat dinilai untuk proses kenaikan jabatan fungsional. Kedua, jurnal tersebut memiliki Scope yang sesuai dengan bidang ilmu pengusul, sehingga menjadi pilihan untuk publikasi. Hal ini sesuai dengan pedoman PAK supaya para dosen menulis artikel di jurnal dengan scope yang sesuai dengan bidang ilmu pengusulan sehingga dapat dinilai untuk kenaikan jabatan fungsional. Sebagai kesimpulan, pengusul berpendapat bahwa publikasi yang banyak dan berulang di jurnal yang sama bukanlah sebuah kesalahan dan tidak perlu menjadi alasan penolakan usulan, bahkan dilihat sebagai kesalahan yang harus diberi pembinaan. Mungkin perlu dilihat dari sudut pandang lain, bahwa pengusul merupakan dosen yang produktif, yang harus diberi penghargaan, dan bukan dipersalahkan atau bahkan disarankan untuk mendapat surat pembinaan. Oleh karena itu, pengusul memohon agar Reviewer melakukan penilaian sesuai pedoman PO PAK, sehingga hanya menilai saja maksimal 2 artikel dalam volume yang sama.
5. Terkait url dan dokumen jurnal syarat khusus yang tidak bisa dilacak, pengusul telah memeriksa link yang diberikan dan keduanya bisa diakses.
6. Pengusul telah memperbaiki url/link tambahan jurnal internasional bereputasi untuk pemenuhan syarat khusus, beserta hasil tes similarity dan bukti korespondensi.

Demikian klarifikasi ini telah dibuat, semoga dapat diterima untuk proses selanjutnya.

LAMPIRAN KLARIFIKASI

No.	Judul Karya ilmiah/Komentar Reviewer	Klarifikasi Pengusul
1	<p>Jurnal ilmiah internasional bereputasi Judul Artikel: Evaluation of Universal Basic Education Policy in Bolaang Mongondow Regency, North Sulawesi Province, Penulis: AR Dilapanga, B Rusli, H Nurasa, SA Nulhaqim, RHE Sendouw, Nama Jurnal: Hong Kong Journal of Social Sciences, 2022, Volume Jurnal: 60, Tahun Terbit Jurnal: 2022, Halaman: -, ISSN: 1021-3619, Penerbit: HKJOSS, SJR: Q4 [Lihat URL] [Lihat URL Dokumen] [Lihat URL Dokumen Cek Similarity atau Originality] [Lihat URL index jurnal] [Lihat URL Dokumen Bukti Korespondensi] Komentar dari Reviewer : Url Jurnal dan dokumen tidak terlacak di scopus. Jadi tidak bisa dijadikan syarat Khusus.</p>	<ol style="list-style-type: none"> 1. Jurnal ini terindeks SCImago dan profilnya dapat dilihat melalui tautan ini : https://www.scimagojr.com/journalsearch.php?q=19700201134&tip=sid&clean=0 2. Jurnal terindeks Scopus dan profilnya dapat dilihat melalui tautan ini : https://www.scopus.com/sourceid/19700201134 3. Scope jurnal yang dituju sesuai dengan bidang ilmu penugasan dan substansi karya ilmiah yang diajukan. 4. Menanggapi komentar Reviewer bahwa judul ini tidak bisa ditemukan di database Scopus, dapat kami sampaikan klarifikasi bahwa pengusul telah mempublikasi artikel di Jurnal yang terindeks Scopus ongoing, dan sebelumnya pengusul telah melakukan pengecekan dan pemeriksaan sesuai petunjuk PO PAK 2019 terkait jurnal yang dituju. Sesuai pedoman PO PAK 2019 tentang jurnal yang masuk kategori jurnal internasional bereputasi, kami kira bahwa jurnal ini sudah memenuhi ketentuan karena memiliki impact factor 0.11. Perihal komentar bahwa artikel tidak bisa ditemukan di database Scopus, dapat kami sampaikan klarifikasi bahwa hal tersebut merupakan urusan pengelola jurnal dan pihak Scopus. Yang jelas bahwa pengusul telah mempublikasi artikel di jurnal yang terindeks Scopus aktif dan tidak masuk dalam kategori jurnal meragukan. 5. Oleh karena itu kami mohon agar Reviewer Kemdikbudristek dengan bijaksana mempertimbangkan lagi agar jurnal ini dapat diterima untuk pemenuhan syarat khusus kenaikan jabatan fungsional Guru Besar, mengingat unsur unsur penilaian terkait kesesuaian latar belakang pendidikan, bidang ilmu, scope jurnal dan indeksasi jurnal dalam database Scopus sudah terpenuhi.
2	<p>Jurnal ilmiah internasional bereputasi Judul Artikel: Policy Determinants of the Function of Pedestrian Paths on Sam Ratulangi Tondano Road, Penulis: AR Dilapanga, J Mantiri, Nama Jurnal: resmilitaris 12 (2), 3119-3129, 2022, Volume Jurnal: 12, Nomor Jurnal: 2, Tahun Terbit Jurnal: 2022, Halaman: -, ISSN: https://resmilitaris.net/menu-script/index.php/resmilitaris/article/view/401, Penerbit: Res Militaris, SJR: Q4 [Lihat URL] [Lihat URL Dokumen] [Lihat URL Dokumen Cek Similarity atau Originality] [Lihat URL index jurnal] [Lihat URL Dokumen Bukti Korespondensi]</p>	<ol style="list-style-type: none"> 1. Jurnal ini terindeks SCImago dan profilnya dapat dilihat melalui tautan ini : https://www.scimagojr.com/journalsearch.php?q=21100908447&tip=sid 2. Jurnal ini terindeks Scopus dan profilnya dapat dilihat melalui tautan : https://www.scopus.com/sourceid/21100908447 3. Url jurnal dan dokumen dapat dilacak di website Scopus melalui tautan yang sudah diisi di kolom catatan dalam aplikasi PAK. Screenshot artikel dalam database Scopus kami lampirkan dalam surat klarifikasi ini. 4. Scope jurnal yang dituju sesuai dengan bidang ilmu pengusul dan substansi artikel. 5. Bukti korespondensi dan similarity test telah dilampirkan dan tidak menunjukkan adanya indikasi plagiarisme.

<p>Komentar dari Reviewer : Catatan Url Jurnal dan dokumen tidak terlacak di scopus. Jurnal juga mempublikasikan banyak artikel atau tidak lazim. Jadi tidak bisa dijadikan syarat Khusus.</p>	<ol style="list-style-type: none"> 6. Berdasarkan bukti-bukti ini maka kami menolak hasil penilaian Reviewer yang menyatakan bahwa artikel ini tidak bisa dijadikan syarat khusus. Perlu juga kami sampaikan bahwa link-link di atas yang membuktikan bahwa jurnal ini benar terindeks Scopus sudah diinput di aplikasi dan dapat diakses. 7. Mengenai komentar Reviewer bahwa jurnal ini mempublikasi banyak artikel atau tidak lazim, menurut pendapat kami hal tersebut merupakan hak atau kewenangan jurnal dan pengusul tidak memiliki hubungan/urusan terkait hal itu, sehingga hal tersebut tidak bisa dijadikan alasan Reviewer untuk menolak artikel pengusul sebagai pemenuhan syarat khusus kenaikan jabatan fungsional Guru Besar. Sesuai aturan PO PAK 2019 dan revisinya, pengusul sudah mempublikasikan artikel di jurnal yang terindeks Scopus aktif, memiliki impact factor minimal 0.1, dan memiliki scope yang sesuai dengan bidang ilmu pengusulan dan substansi artikel.
<p>1 Jurnal nasional DOAJ/CABI/Copernicus/Peringkat 3 dan 4 Judul Artikel: Analysis Of Village Direct Cash Assistance Policy Implementation In East Bolaang District Bolaang Mongondow Regency, Penulis: AR Dilapanga, T Pangalila, BF Supit, Nama Jurnal: Technium Social Sciences Journal 39, 89-97, 2023, Volume Jurnal: 39, Tahun Terbit Jurnal: 2023, Halaman: x, ISSN: 2668-7798, Penerbit: TECHNIUM SCIENCE [Lihat URL] [Lihat URL Dokumen] [Lihat URL index jurnal] Komentar dari Reviewer : Catatan Artikel dan web jurnal tidak bisa dilacak langsung.</p>	<p>Klarifikasi : Berdasarkan pemeriksaan tanggal 30 Mei 2023, website jurnal dan artikel dapat dibuka. Dimohonkan kepada Reviewer agar mengakses link yang sudah disediakan.</p>
<p>2 Jurnal nasional DOAJ/CABI/Copernicus/Peringkat 3 dan 4 Judul Artikel: Implementation of the Affirmation School Operational Cost Policy at SMP Negeri 3 Suluun Tareran, South Minahasa, Penulis: NN Runtuwene, M Mandagi, AR Dilapanga, Nama Jurnal: Technium Soc. Sci. J. 27, 14, 2022, Volume Jurnal: 27, Tahun Terbit Jurnal: 2022, Halaman: x, ISSN: 2668-7798 (online), Penerbit: TECHNIUM SCIENCE [Lihat URL] [Lihat URL Dokumen] [Lihat URL index jurnal] Komentar dari Reviewer : Catatan Artikel dan web jurnal tidak bisa dilacak langsung. Juga tidak lazim menulis di jurnal yang sama dan penerbit sama secara berulang - TECHNIUM SCIENC</p>	<p>Klarifikasi :</p> <ol style="list-style-type: none"> 1. Berdasarkan pemeriksaan tanggal 30 Mei 2023, website jurnal dan artikel dapat dibuka. Dimohonkan kepada Reviewer agar mengakses link yang sudah disediakan. 2. Terkait komentar Reviewer mengenai publikasi di jurnal dan penerbit yang sama secara berulang, menurut kami dalam pedoman PO PAK 2019 dan revisinya tidak terdapat aturan yang melarang publikasi artikel di jurnal dan penerbit yang sama. 3. Scope jurnal yang dituju sesuai dengan substansi artikel dan bidang ilmu pengusul sehingga bagi kami tidak menjadi masalah. 4. Mohon Reviewer melakukan penilaian sesuai PO PAK 2019 dan revisinya.

3	<p>Jurnal nasional DOAJ/CABI/Copernicus/Peringkat 3 dan 4 Judul Artikel: The Influence of Objectivity and Independence on Internal Audit Performance at the Regional Supervision Inspectorate of the North Sulawesi Regional Police, Penulis: M Muslikan, EE Masengi, AR Dilapanga, Nama Jurnal: Technium Social Sciences Journal 38, 39-46, 2022, Volume Jurnal: 38, Tahun Terbit Jurnal: 2022, Halaman: x, ISSN: 2668-7798 (online), Penerbit: TECHNIUM SCIENCE [Lihat URL] [Lihat URL Dokumen] [Lihat URL index jurnal] Komentar dari Reviewer : Catatan Artikel dan web jurnal tidak bisa dilacak langsung. Juga tidak lazim menulis di jurnal yang sama dan penerbit sama secara berulang - TECHNIUM SCIENC</p>	<p>Klarifikasi :</p> <ol style="list-style-type: none"> 1. Berdasarkan pemeriksaan tanggal 30 Mei 2023, website jurnal dan artikel dapat dibuka. Dimohonkan kepada Reviewer agar mengakses link yang sudah disediakan. 2. Terkait komentar Reviewer mengenai publikasi di jurnal dan penerbit yang sama secara berulang, menurut kami dalam pedoman PO PAK 2019 dan revisinya tidak terdapat aturan yang melarang publikasi artikel di jurnal dan penerbit yang sama. 3. Scope jurnal yang dituju sesuai dengan substansi artikel dan bidang ilmu pengusul sehingga bagi kami tidak menjadi masalah. 4. Mohon Reviewer melakukan penilaian sesuai PO PAK 2019 dan revisinya.
4	<p>Jurnal nasional DOAJ/CABI/Copernicus/Peringkat 3 dan 4 Judul Artikel: Role of Government Authorities in The Supervision of Internal Fraud Prevention Fund Management in Village, Penulis: MSN Mait, M Mandagi, AR Dilapanga, Nama Jurnal: Technium Soc. Sci. J. 21, 73, 2021, Volume Jurnal: 21, Tahun Terbit Jurnal: 2021, Halaman: -, ISSN: 2668-7798 (online), Penerbit: TECHNIUM SCIENCE [Lihat URL] [Lihat URL Dokumen] [Lihat URL index jurnal] Komentar dari Reviewer : Catatan Artikel dan web jurnal tidak bisa dilacak langsung. Juga tidak lazim menulis di jurnal yang sama dan penerbit sama secara berulang - TECHNIUM SCIENC</p>	<p>Klarifikasi :</p> <ol style="list-style-type: none"> 1. Berdasarkan pemeriksaan tanggal 30 Mei 2023, website jurnal dan artikel dapat dibuka. Dimohonkan kepada Reviewer agar mengakses link yang sudah disediakan. 2. Terkait komentar Reviewer mengenai publikasi di jurnal dan penerbit yang sama secara berulang, menurut kami dalam pedoman PO PAK 2019 dan revisinya tidak terdapat aturan yang melarang publikasi artikel di jurnal dan penerbit yang sama. 3. Scope jurnal yang dituju sesuai dengan substansi artikel dan bidang ilmu pengusul sehingga bagi kami tidak menjadi masalah. 4. Mohon Reviewer melakukan penilaian sesuai PO PAK 2019 dan revisinya.
5	<p>Jurnal nasional DOAJ/CABI/Copernicus/Peringkat 3 dan 4 Judul Artikel: Performance Analysis of Public Services of The Government of Malalayang District, Manado City, Penulis: GG Poluakan, L Lumingkewas, AR Dilapanga, Nama Jurnal: Technium Soc. Sci. J. 21, 121, 2021, Volume Jurnal: 21, Tahun Terbit Jurnal: 2021, Halaman: X, ISSN: 2668-7798 (online), Penerbit: TECHNIUM SCIENCE [Lihat URL] [Lihat URL Dokumen] [Lihat URL index jurnal] Komentar dari Reviewer : Catatan Artikel dan web jurnal tidak bisa dilacak langsung. Juga tidak lazim menulis di jurnal yang sama dan penerbit sama secara berulang - TECHNIUM SCIENC</p>	<p>Klarifikasi :</p> <ol style="list-style-type: none"> 1. Berdasarkan pemeriksaan tanggal 30 Mei 2023, website jurnal dan artikel dapat dibuka. Dimohonkan kepada Reviewer agar mengakses link yang sudah disediakan. 2. Terkait komentar Reviewer mengenai publikasi di jurnal dan penerbit yang sama secara berulang, menurut kami dalam pedoman PO PAK 2019 dan revisinya tidak terdapat aturan yang melarang publikasi artikel di jurnal dan penerbit yang sama. 3. Scope jurnal yang dituju sesuai dengan substansi artikel dan bidang ilmu pengusul sehingga bagi kami tidak menjadi masalah. 4. Mohon Reviewer melakukan penilaian sesuai PO PAK 2019 dan revisinya.

6	<p>Jurnal nasional DOAJ/CABI/Copernicus/Peringkat 3 dan 4 Judul Artikel: Implementation of Rabies Control and Prevention Policy in Tomohon City, Penulis: VVG Pontoh, E Masengi, AR Dilapanga, Nama Jurnal: Technium Soc. Sci. J. 21, 1, 2021, Volume Jurnal: 21, Tahun Terbit Jurnal: 2021, Halaman: -, ISSN: 2668-7798 (online), Penerbit: TECHNIUM SCIENCE [Lihat URL] [Lihat URL Dokumen] [Lihat URL index jurnal] Komentar dari Reviewer : Catatan Artikel dan web jurnal tidak bisa dilacak langsung. Juga tidak lazim menulis di jurnal yang sama dan penerbit sama secara berulang - TECHNIUM SCIENC</p>	<p>Klarifikasi :</p> <ol style="list-style-type: none"> 1. Berdasarkan pemeriksaan tanggal 30 Mei 2023, website jurnal dan artikel dapat dibuka. Dimohonkan kepada Reviewer agar mengakses link yang sudah disediakan. 2. Terkait komentar Reviewer mengenai publikasi di jurnal dan penerbit yang sama secara berulang, menurut kami dalam pedoman PO PAK 2019 dan revisinya tidak terdapat aturan yang melarang publikasi artikel di jurnal dan penerbit yang sama. 3. Scope jurnal yang dituju sesuai dengan substansi artikel dan bidang ilmu pengusul sehingga bagi kami tidak menjadi masalah. 4. Mohon Reviewer melakukan penilaian sesuai PO PAK 2019 dan revisinya.
7	<p>Jurnal nasional DOAJ/CABI/Copernicus/Peringkat 3 dan 4 Judul Artikel: Evaluation of Governance Implementation Minahasa Regency Drinking Water Company, Penulis: EH Polii, I Pangkey, AR Dilapanga, Nama Jurnal: International Journal of Social Science and Human Research 4 (06), 2021, Volume Jurnal: 4, Nomor Jurnal: 6, Tahun Terbit Jurnal: 2021, Halaman: -, ISSN: 2644-0679 , Penerbit: IJSSHR [Lihat URL] [Lihat URL Dokumen] [Lihat URL index jurnal] Komentar dari Reviewer : Catatan Penulis anggota dari 3 Penulis. Jurnal merupakan terindex Copernicus. Tulisan cukup relevan bidang penugasan.</p>	
8	<p>Jurnal nasional DOAJ/CABI/Copernicus/Peringkat 3 dan 4 Judul Artikel: AKUNTABILITAS KINERJA DINAS PENDIDIKAN KABUPATEN BOLAANG MONGONDOW, Penulis: Dilapanga, Abdul Rahman, Nama Jurnal: Jurnal Civic Education: Media Kajian Pancasila dan Kewarganegaraan, Volume Jurnal: Vol 2, No 2 (2018), Tahun Terbit Jurnal: 2018, Halaman: 50-54, ISSN: 25991833, Penerbit: UNIMA, DOI: https://doi.org/10.36412/ce.v2i2.771 [Lihat URL] [Lihat DOI] [Lihat URL Dokumen] [Lihat URL index jurnal] Komentar dari Reviewer : Catatan Penulis Pertama dan tunggal dari Jurnal yang terindek copernicus. Artikel cukup relevan bidang penugasan</p>	
9	<p>Jurnal nasional peringkat 5 dan 6 Judul Artikel: IKLIM KERJA ORGANISASI (STUDI PADA</p>	

	<p>DINAS SOSIAL KABUPATEN MINAHASA), Penulis: AR Dilapanga, Nama Jurnal: Jurnal Kajian Kebijakan dan Ilmu Administrasi Negara (JURNAL ADMINISTRATOR), Volume Jurnal: Vol 1, No 2 (2019): DESEMBER, Tahun Terbit Jurnal: 2019, Halaman: X, ISSN: 27146413, Penerbit: UNIMA, DOI: https://doi.org/10.36412/jan.v1i2.1642 [Lihat URL] [Lihat DOI] [Lihat URL Dokumen] [Lihat URL index jurnal]</p> <p>Komentar dari Reviewer : Catatan Penulis Pertama dan tunggal dari Jurnal yang terindek S5 di PTS sendiri. Artikel cukup relevan bidang penugasan</p>	
10	<p>Jurnal nasional peringkat 5 dan 6 Judul Artikel: Implementasi Kebijakan Izin Usaha Perdagangan Di Kecamatan Kawangkoan Kabupaten Minahasa, Penulis: R Simbar, AR Dilapanga, F Mamonto, Nama Jurnal: Jurnal Administro: Jurnal Kajian Kebijakan dan ilmu Administrasi Negara 4 (1Â ..., 2022, Volume Jurnal: 44, Nomor Jurnal: 1, Tahun Terbit Jurnal: 2022, Halaman: -, ISSN: 27146421, Penerbit: UNIMA [Lihat URL] [Lihat URL Dokumen] [Lihat URL index jurnal]</p> <p>Komentar dari Reviewer : Catatan Penulis anggota dari Jurnal yang terindek S5. Artikel cukup relevan bidang penugasan</p>	
11	<p>Jurnal nasional peringkat 5 dan 6 Judul Artikel: Implementasi Kebijakan Bantuan Sosial Tunai kepada Masyarakat Terdampak COVID-19 di Kelurahan Sumalangka Kecamatan Tondano Utara, Penulis: AR Dilapanga, Nama Jurnal: Jurnal Administro: Jurnal Kajian Kebijakan dan ilmu Administrasi Negara 4 (1Â ..., 2022, Volume Jurnal: 4, Nomor Jurnal: 1, Tahun Terbit Jurnal: 2022, Halaman: -, ISSN: 27146421, Penerbit: UNIMA [Lihat URL] [Lihat URL Dokumen] [Lihat URL index jurnal]</p> <p>Komentar dari Reviewer : Catatan sudah beberapa kali di jurnal ini.</p>	<p>Klarifikasi :</p> <ol style="list-style-type: none"> 1. Terkait komentar Reviewer mengenai publikasi di jurnal dan penerbit yang sama secara berulang, menurut kami dalam pedoman PO PAK 2019 dan revisinya tidak terdapat aturan yang melarang publikasi artikel di jurnal dan penerbit yang sama. 2. Scope jurnal yang dituju sesuai dengan substansi artikel dan bidang ilmu pengusul sehingga bagi kami tidak menjadi masalah. 3. Mohon Reviewer melakukan penilaian sesuai PO PAK 2019 dan revisinya.
12	<p>Jurnal nasional peringkat 5 dan 6 Judul Artikel: Responsivitas Pelayanan Publik Di Era Pemberlakuan</p>	<p>Klarifikasi :</p>

<p>Pembatasan Kegiatan Masyarakat (Ppkm) Pada Dinas Kependudukan Dan Catatan Sipil Kabupaten Bolaang Mongondow, Penulis: A Dilapanga, Nama Jurnal: Jurnal Administro: Jurnal Kajian Kebijakan dan Ilmu Administrasi Negara 3 (1Â ..., 2021, Volume Jurnal: 3, Tahun Terbit Jurnal: 2021, Halaman: -, ISSN: 2714-6421, Penerbit: UNIMA [Lihat URL] [Lihat URL Dokumen] [Lihat URL index jurnal] Komentar dari Reviewer : Catatan sudah beberapa kali di jurnal ini.</p>	<ol style="list-style-type: none"> 1. Terkait komentar Reviewer mengenai publikasi di jurnal dan penerbit yang sama secara berulang, menurut kami dalam pedoman PO PAK 2019 dan revisinya tidak terdapat aturan yang melarang publikasi artikel di jurnal dan penerbit yang sama. 2. Scope jurnal yang dituju sesuai dengan substansi artikel dan bidang ilmu pengusul sehingga bagi kami tidak menjadi masalah. 3. Mohon Reviewer melakukan penilaian sesuai PO PAK 2019 dan revisinya
<p>13 Disajikan dalam seminar internasional dan dimuat dalam prosiding Judul Artikel: Implementation of the Personnel Service Application System (Study on Civil Servant Retirement Applications in the Personnel and Human Resources Development Agency of MinahasaÂ ..., Penulis: AR Dilapanga, T Wawointana, M Rantung, Nama Seminar/Konferensi/Simposium: IAPA 2022 International Conference and International Indonesia Conference on Interdisciplinary Studies (IICIS), Penyelenggara Seminar/Konferensi/Simposium: Universitas Lampung, Waktu Pelaksanaan Seminar/Konferensi/Simposium: 28th October 2022, ISBN/ISSN: 2518-668x [Lihat URL] [Lihat URL Web Prosiding] [Lihat URL Dokumen Cek Similarity atau Originality] [Lihat URL Dokumen Bukti Korespondensi] Komentar dari Reviewer : Catatan Penulis Pertama dari tiga penulis. Artikel cukup relevan bidang penugasan</p>	
<p>14 Disajikan dalam seminar internasional dan dimuat dalam prosiding Judul Artikel: Implementation of Village Administration Policies in Panasen Village, Kakas Barat District, Minahasa Regency, Penulis: AR Dilapanga, J Mantiri, MIR Rantung, Nama Seminar/Konferensi/Simposium: Unima International Conference on Social Sciences and Humanities (UNICSSH 2022), Penyelenggara Seminar/Konferensi/Simposium: Unima, Waktu Pelaksanaan Seminar/Konferensi/Simposium: 11-13 October 2022, ISBN/ISSN: 2352-5398 [Lihat URL] [Lihat URL Web Prosiding] [Lihat URL Dokumen Cek Similarity atau Originality] [Lihat URL Dokumen Bukti Korespondensi]</p>	

	<p>Komentar dari Reviewer : Catatan Penulis Pertama dari tiga penulis. Artikel cukup relevan bidang penugasan</p>	
15	<p>Disajikan dalam seminar internasional dan dimuat dalam prosiding Judul Artikel: Village Analyst of Financial Management in Bori Village North Kao Distric, Penulis: AR Dilapanga, M Mandagi, M Rantung, TYT Sitorus, Nama Seminar/Konferensi/Simposium: International Joined Conference on Social Science (ICSS 2021), Penyelenggara Seminar/Konferensi/Simposium: Universitas Khairun Ternate, Waktu Pelaksanaan Seminar/Konferensi/Simposium: October 27-28, 2021, ISBN/ISSN: 978-94-6239-474-2 [Lihat URL] [Lihat URL Web Prosiding] [Lihat URL Dokumen Cek Similarity atau Originality] [Lihat URL Dokumen Bukti Korespondensi] Komentar dari Reviewer : Catatan Penulis Pertama dari 4 penulis. Artikel cukup relevan bidang penugasan</p>	
16	<p>Disajikan dalam seminar internasional dan dimuat dalam prosiding Judul Artikel: Evaluation of Family Planning Programs in Minahasa Regency, Penulis: AR Dilapanga, J Mantiri, Nama Seminar/Konferensi/Simposium: 3rd International Conference on Social Sciences (ICSS 2020), Penyelenggara Seminar/Konferensi/Simposium: ctober 16th-17th, 2020 in Universitas Negeri Makassar, Waktu Pelaksanaan Seminar/Konferensi/Simposium: ctober 16th-17th, 2020 in Universitas Negeri Makassar, ISBN/ISSN: 2352-5398 [Lihat URL] [Lihat URL Web Prosiding] [Lihat URL Dokumen Cek Similarity atau Originality] [Lihat URL Dokumen Bukti Korespondensi] Komentar dari Reviewer : Catatan Penulis Pertama dari 2 penulis. Artikel cukup relevan bidang penugasan</p>	
17	<p>Disajikan dalam seminar internasional dan dimuat dalam prosiding Judul Artikel: Evaluation of the Management of Population Administration Information System at the Department of Population and Civil Registration of Tomohon City, Penulis: A Dilapanga, J Mantiri, C Mongi, Nama Seminar/Konferensi/Simposium:</p>	<p>Klarifikasi : 1. Terkait komentar Reviewer mengenai publikasi di prosiding dan penerbit yang sama secara berulang, menurut kami dalam pedoman PO PAK 2019 dan revisinya tidak terdapat aturan yang melarang publikasi artikel di prosiding dan penerbit yang sama.</p>

	<p>International Conference on Social Science 2019 (ICSS 2019), Penyelenggara Seminar/Konferensi/Simposium: Universitas negeri surabaya, Waktu Pelaksanaan Seminar/Konferensi/Simposium: 17th-18th October 2019 in the city of heroes and one of the earliest port cities in Southeast Asia, Surabaya, ISBN/ISSN: 2352-5398 [Lihat URL] [Lihat URL Web Prosiding] [Lihat URL Dokumen Cek Similarity atau Originality] [Lihat URL Dokumen Bukti Korespondensi] Komentar dari Reviewer : Sudah ada beberapa</p>	<ol style="list-style-type: none"> 2. International Conference on Social Science adalah seminar tahunan ilmu ilmu sosial dan penyelenggara seminar bekerja sama dengan Publisher yang sama di tiap kegiatan. Hal tersebut mohon tidak dipermasalahkan karena mengenai publikasi prosiding merupakan kewenangan penyelenggara seminar dan bukan pilihan pengusul. 3. Mohon Reviewer menyadari bahwa pengusul justru menunjukkan konsistensi dalam mengikuti seminar tahunan ini sehingga hampir setiap penyelenggaraan kegiatan ini selalu ada karya ilmiah yang dipresentasikan. Hal tersebut justru menampakkan produktifitas dan keaktifan pengusul untuk memberi sumbangan pemikiran sesuai bidang kepakarannya. Hendaknya hal ini tidak dipandang secara negatif karna pengusul mempublikasikan artikel dalam even dan di penerbit yang sama. 4. Scope prosiding yang dituju sesuai dengan substansi artikel dan bidang ilmu pengusul sehingga bagi kami tidak menjadi masalah. 5. Mohon Reviewer melakukan penilaian sesuai PO PAK 2019 dan revisinya.
18	<p>Disajikan dalam seminar internasional dan dimuat dalam prosiding Judul Artikel: Effectiveness of The Implementation of Compulsory Primary Education Policy in Bolaang Mongondow District North Sulawesi Province, Penulis: AR Dilapanga, J Mantiri, RA Mege, EE Masengi, AL Lonto, Nama Seminar/Konferensi/Simposium: 1st International Conference on Social Sciences (ICSS 2018), Penyelenggara Seminar/Konferensi/Simposium: Universitas Trunojoyo Madura, , Waktu Pelaksanaan Seminar/Konferensi/Simposium: October 18th-19th, 2018 in Bali Nusa Dua Convention Center, Bali, Indonesia, ISBN/ISSN: 2352-5398 [Lihat URL] [Lihat URL Web Prosiding] [Lihat URL Dokumen Cek Similarity atau Originality] [Lihat URL Dokumen Bukti Korespondensi] Komentar dari Reviewer : Sudah beberapa pada ISBN yang sama</p>	<p>Klarifikasi :</p> <ol style="list-style-type: none"> 1. Terkait komentar Reviewer mengenai publikasi di prosiding dan penerbit yang sama secara berulang, menurut kami dalam pedoman PO PAK 2019 dan revisinya tidak terdapat aturan yang melarang publikasi artikel di prosiding dan penerbit yang sama. 2. International Conference on Social Science adalah seminar tahunan ilmu ilmu sosial dan penyelenggara seminar bekerja sama dengan Publisher yang sama di tiap kegiatan. Hal tersebut mohon tidak dipermasalahkan karena mengenai publikasi prosiding merupakan kewenangan penyelenggara seminar dan bukan pilihan pengusul. 3. Mohon Reviewer menyadari bahwa pengusul justru menunjukkan konsistensi dalam mengikuti seminar tahunan ini sehingga hampir setiap penyelenggaraan kegiatan ini selalu ada karya ilmiah yang dipresentasikan. Hal tersebut justru menampakkan produktifitas dan keaktifan pengusul untuk memberi sumbangan pemikiran sesuai bidang kepakarannya. Hendaknya hal ini tidak dipandang secara negatif karna pengusul mempublikasikan artikel dalam even dan di penerbit yang sama. 4. Scope prosiding yang dituju sesuai dengan substansi artikel dan bidang ilmu pengusul sehingga bagi kami tidak menjadi masalah. <p>Mohon Reviewer melakukan penilaian sesuai PO PAK 2019 dan revisinya.</p>
19	<p>Buku referensi Judul Buku: Monitoring & evaluasi kebijakan publik, Penulis Buku: AR Dilapanga, ISBN: 9786230252662, Penerbit: Deepublish, Jumlah Halaman: 134 [Lihat URL] Komentar dari Reviewer : Catatan Buku ditulis bersama dan penerbit kurang bereputasi. Ii lebih baik sebagai buku di Pendidikan.</p>	<p>Klarifikasi :</p> <ol style="list-style-type: none"> 1. Buku ini diterbitkan oleh Penerbit Deepublish. Penerbit tersebut sudah menjadi anggota IKAPI Indonesia. 2. Menanggapi catatan Reviewer bahwa penerbit buku kurang bereputasi, kami kira hal tersebut sangat subjektif. Kami kurang paham dengan penilaian bahwa penerbit buku ini “kurang bereputasi” sebab penerbit Deepublish sudah menerbitkan banyak buku hasil karya dosen/peneliti dari seluruh Indonesia dan memiliki alamat website yang dapat

		<p>ditelusuri identitasnya. Keanggotaan Deepublish dalam kelompok IKAPI kiranya menjadi tanda bahwa penerbit ini bukan penerbit asal-asalan atau kurang bereputasi.</p> <ol style="list-style-type: none"> 3. Proses publikasi buku telah melewati proses editing yang sesuai dengan prosedur dan telah memiliki ISBN. 4. Buku ini dimaksudkan sebagai buku referensi berdasarkan hasil penelitian. Karena itu mohon Reviewer menilai buku ini sebagai buku referensi.
20	<p>Buku referensi Judul Buku: Pengambilan keputusan konsep, proses, metode, komunikasi dan negosiasi konflik dalam pengambilan keputusan, Penulis Buku: AR Dilapanga , ISBN: 9786230242540, Penerbit: Deepublish, Jumlah Halaman: 212 [Lihat URL] Komentar dari Reviewer : Catatan Buku ditulis bersama dan penerbit kurang bereputasi. Ii lebih baik sebagai buku di Pendidikan.</p>	<p>Klarifikasi :</p> <ol style="list-style-type: none"> 1. Buku ini diterbitkan oleh Penerbit Deepublish. Penerbit tersebut sudah menjadi anggota IKAPI Indonesia. 2. Menanggapi catatan Reviewer bahwa penerbit buku kurang bereputasi, kami kira hal tersebut sangat subjektif. Kami kurang paham dengan penilaian bahwa penerbit buku ini “kurang bereputasi” sebab penerbit Deepublish sudah menerbitkan banyak buku hasil karya dosen/peneliti dari seluruh Indonsesia dan memiliki alamat website yang dapat ditelusuri identitasnya. Keanggotaan Deepublish dalam kelompok IKAPI kiranya menjadi tanda bahwa penerbit ini bukan penerbit asal-asalan atau kurang bereputasi. 3. Proses publikasi buku telah melewati proses editing yang sesuai dengan prosedur dan telah memiliki ISBN. 4. Buku ini dimaksudkan sebagai buku referensi berdasarkan hasil penelitian. Karena itu mohon Reviewer menilai buku ini sebagai buku referensi.
21	<p>Buku referensi Judul Buku: Perilaku organisasi, Penulis Buku: AR Dilapanga, J Mantiri, ISBN: 9786230233418, Penerbit: Deepublish, Jumlah Halaman: 181 [Lihat URL] Komentar dari Reviewer : Catatan Buku ditulis bersama dan penerbit kurang bereputasi. Ii lebih baik sebagai buku di Pendidikan.</p>	<p>Klarifikasi :</p> <ol style="list-style-type: none"> 1. Buku ini diterbitkan oleh Penerbit Deepublish. Penerbit tersebut sudah menjadi anggota IKAPI Indonesia. 2. Menanggapi catatan Reviewer bahwa penerbit buku kurang bereputasi, kami kira hal tersebut sangat subjektif. Kami kurang paham dengan penilaian bahwa penerbit buku ini “kurang bereputasi” sebab penerbit Deepublish sudah menerbitkan banyak buku hasil karya dosen/peneliti dari seluruh Indonsesia dan memiliki alamat website yang dapat ditelusuri identitasnya. Keanggotaan Deepublish dalam kelompok IKAPI kiranya menjadi tanda bahwa penerbit ini bukan penerbit asal-asalan atau kurang bereputasi. 3. Proses publikasi buku telah melewati proses editing yang sesuai dengan prosedur dan telah memiliki ISBN. 4. Buku ini dimaksudkan sebagai buku referensi berdasarkan hasil penelitian. Karena itu mohon Reviewer menilai buku ini sebagai buku referensi.
22	<p>Buku referensi Judul Buku: Pengembangan organisasi, Penulis Buku: A R Dilapanga, ISBN: 9786022585787, Penerbit: Penerbit Ombak, Jumlah Halaman: 228 [Lihat URL]</p>	<p>Klarifikasi :</p> <ol style="list-style-type: none"> 1. Buku ini diterbitkan oleh Penerbit Ombak. Penerbit tersebut sudah menjadi anggota IKAPI Indonesia. 2. Menanggapi catatan Reviewer bahwa penerbit buku kurang bereputasi, kami kira hal tersebut sangat subjektif. Kami kurang paham dengan penilaian bahwa penerbit buku ini

<p>Komentar dari Reviewer : Catatan Buku ditulis bersama dan penerbit kurang bereputasi. Ii lebih baik sebagai buku di Pendidikan.</p>	<p>“kurang bereputasi” sebab penerbit Ombak sudah menerbitkan banyak buku hasil karya dosen/peneliti dari seluruh Indonesesia dan memiliki alamat website yang dapat ditelusuri identitasnya. Keanggotaan Penerbit Ombak dalam kelompok IKAPI kiranya menjadi tanda bahwa penerbit ini bukan penerbit asal-asalan atau kurang bereputasi.</p> <ol style="list-style-type: none"> 3. Proses publikasi buku telah melewati proses editing yang sesuai dengan prosedur dan telah memiliki ISBN. 4. Buku ini dimaksudkan sebagai buku referensi berdasarkan hasil penelitian. Karena itu mohon Reviewer menilai buku ini sebagai buku referensi.
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Tambahan :

Terkait syarat tambahan kenaikan jabatan fungsional Guru Besar, pengusul telah menambahkan bukti SK menguji Doktor (S3) sebanyak 3 buah dan telah diupload di sistem E-PAK sehingga dapat diakses pada saat penilaian.

Bukti Indeksasi Artikel Jurnal Res Militaris Dalam Database SCOPUS :

The screenshot shows a Scopus search results page. The search criteria are: Author last name "dilapanga", Author first name "abdul rahman". The results are sorted by Document count (high-low). One result is shown:

Author	Documents	h-index	Affiliation	City	Country/Territory
Dilapanga, Abdul Rahman	1	0	Manado State University	Manado	Indonesia

Most recent document title:
Policy Determinants of the Function of Pedestrian Paths on Sam Ratulangi Tondano Road

Status Ongoing Hong Kong Journal of Social Science dalam data Exitlist Scopus :

Sourced ID	Source Title (Medline-sourced journals are indicated in Green)	Print-ISSN	E-ISSN	Active or Inactive	Coverage	Titles discontinued by Scopus due to quality issues	Artic sour ISO I
16183	Hong Kong Journal of Emergency Medicine	10249079	23095407	Active	2004-ongoing		ENG
16184	Hong Kong Journal of Nephrology	15615413	18764371	Inactive	2002-2016		ENG
16185	Hong Kong Journal of Occupational Therapy	15691861		Active	2002-ongoing		ENG
16186	Hong Kong Journal of Paediatrics	10139923	23095393	Active	2005-ongoing		ENG
16187	Hong Kong Journal of Psychiatry	10262121		Inactive	1997-2009		
16188	Hong Kong Journal of Radiology	22236619		Active	2011-ongoing		ENG
16189	Hong Kong Journal of Social Sciences	10213619		Active	2016-ongoing, 2010-2014		ENG
16190	Hong Kong Law Journal	03780600		Inactive	2016-2017, 2010-2014, 1985		ENG
16191	Hong Kong Medical Journal	10242708		Active	1995-ongoing		ENG
16192	Hong Kong monthly digest of statistics	0300418X		Inactive	1990-1999, 1982		
16193	Hong Kong Nursing Journal	00733253		Inactive	2006, 1968-1989, 1965-1966		
16194	Hong Kong Physiotherapy Journal	10137025	1876441X	Active	2000-ongoing		ENG
16195	Hong Kong Practitioner	10273948		Active	1997-ongoing		ENG
16196	Hongwai Jishu/Infrared Technology	10018891		Inactive	1998, 1991-1995		
16197	Hongwai Yanjiu, A-ji/Chinese Journal of Infrared Research A	10019464		Inactive	1985-1989		
16198	Hongwai Yu Haomibo Xuebao/Journal of Infrared and Millimeter Waves	10019014		Active	1991-ongoing		CHI
16199	HOPOS	21525188	21566240	Active	2015-ongoing		ENG
16200	Hoppe-Seyler's Zeitschrift für Physiologische Chemie	00184888		Inactive	1950-1985		
16201	Horizon, Fenomenologiceskie Issledovania	22265260	23116986	Active	2012-ongoing		ENG
16202	Horizons	03609669	20508557	Active	1974-ongoing, 1970		ENG
16203	Horizons in Biblical Theology	01959085	18712207	Active	2007-ongoing, 1994-2005, 1986-1988, 1979-1982		ENG
16204	Horizontes Antropologicos	01047183		Active	2006-ongoing		POR
16205	Hormone and Metabolic Research	00185043	14394286	Active	1969-ongoing		ENG

Tondano, 30 Mei 2023

Pengusul,

Dr. Abdul Rahman Djalapanga, M.Si
19600123196021001



KEMENTERIAN PENDIDIKAN, KEBUDAYAAN,
RISET DAN TEKNOLOGI
UNIVERSITAS NEGERI MANADO
PROGRAM PASCASARJANA

Kampus Pendidikan UNIMA Tomohon Telp. (0431) 822315 Website: www.unma.ac.id email: pps@unma.ac.id

SURAT KEPUTUSAN
REKTOR UNIVERSITAS NEGERI MANADO
PROGRAM PASCASARJANA

Nomor : 273 /UN41.7/PPs/2022

Tentang

PEMBENTUKAN PANITIA UJIAN/KOMISI PENGUJI UJIAN SEMINAR/ UJIAN HASIL PENELITIAN
DISERTASI PADA PROGRAM STUDI (S3) MANAJEMEN PENDIDIKAN
PROGRAM PASCASARJANA UNIVERSITAS NEGERI MANADO
s.n. Maureen Langie/ NIM. 14870009

REKTOR UNIVERSITAS NEGERI MANADO

- Menimbang : 1. bahwa dalam rangka memenuhi salah satu syarat untuk menempuh ujian Akhir Program / Gelar Doktor Pendidikan pada Program Pascasarjana Universitas Negeri Manado, perlu dilaksanakan Ujian Seminar Ujian Hasil Penelitian Disertasi;
2. bahwa untuk maksud tersebut pada butir 1 di atas, perlu dibentuk sebuah Panitia Ujian/Komisi Penguji Ujian Seminar Ujian Hasil Penelitian Disertasi;
3. bahwa sehubungan dengan butir 1 dan 2 di atas, perlu diterbitkan surat keputusannya.
- Mengingat : 1. Undang-Undang Nomor: 20 Tahun 2003 tentang Sistem Pendidikan Nasional;
2. Undang-Undang Nomor: 14 Tahun 2005 tentang Guru dan Dosen;
3. Undang-Undang Nomor: 12 Tahun 2012 tentang Pendidikan Tinggi;
4. Peraturan Pemerintah RI Nomor 4 Tahun 2014 tentang Penyelenggaraan Pendidikan Tinggi dan Pengelolaan Perguruan Tinggi;
5. Permendibud Nomor 3 Tahun 2020 tentang Standar Nasional Pendidikan Tinggi.
6. Keputusan Presiden RI Nomor: 127 Tahun 2000 tentang Konversi IKIP menjadi UNIMA
7. Keputusan Mendiknas RI Nomor: 170/O/2003 tentang Statuta UNIMA;
8. Keputusan Mendiknas RI Nomor: 018/O/2005 tentang Perubahan Keputusan Mendiknas Nomor: 109/O/2001 tentang Struktur Organisasi Tata Kerja UNIMA;
9. Keputusan Menteri Pendidikan dan Kebudayaan Republik Indonesia Nomor 75037/MPK/RHS/KP/2020 tentang Pengangkatan Rektor Universitas Negeri Manado Periode 2020-2024;
10. Surat Keputusan Dirjen DIKTI Nomor: 455/E/O/2013 Tanggal 27 September 2013 Tentang Izin Penyelenggaraan Program Studi S-3 Manajemen Pendidikan pada Universitas Negeri Manado;
11. Surat Keputusan Rektor Universitas Negeri Manado Nomor: 1492/UN41/KP/2020 tanggal 30 November 2020 tentang Pengangkatan Direktur Program Pascasarjan UNIMA
- Memperhatikan : Permohonan Ketua Program Studi (S3) Manajemen Pendidikan Program Pascasarjana Universitas Negeri Manado tentang Permohonan Ujian Seminar Ujian Hasil Penelitian Disertasi Nomor : 005/UN41.7/PS.S3.MP/2022 tanggal 27 Januari 2022 untuk menerbitkan Surat Keputusan menguji atas nama Maureen Langie/ NIM. 14870009

MEMUTUSKAN

- Menetapkan :
Pertama : Membentuk Panitia Penyelenggara Panitia Ujian/Komisi Penguji Ujian Seminar Ujian Hasil Penelitian Disertasi atas nama Maureen Langie/ NIM. 14870009

I. Panitia Inti :

1. Ketua : Direktur PPs UNIMA
Prof. Dr. Philotheus E.A. Tuerah, M.Si, DEA
2. Wakil Ketua I : Asisten Direktur I PPs UNIMA
Dr. Sjeddie R. Watung, MAP
3. Wakil Ketua II : Asisten Direktur II PPs UNIMA
Dr. Viktory N. J. Rotty, M. Teol, M. Pd
4. Wakil Ketua III : Asisten Direktur III PPs UNIMA
Dr. Olivia Lalamentik, M.Si

II. Panitia Pelaksana :

1. Ketua : Ketua Program Studi (S3) Manajemen Pendidikan
Prof. Dr. Harol R. Lumapow, M. Pd
2. Sekretaris : Sekretaris Program Studi (S3) Manajemen Pendidikan
Dr. Jeffry S.J. Lengkong, M. Pd

III. Sekretariat

1. Meiske Bella, SE. Kormin Pendidikan & Kemahasiswaan PPs UNIMA
2. Lidya Tengker, SE, Kasubag Kepegawaian, Keuangan, Umum & Perlengkapan PPs UNIMA
3. Ronald Sekeh, Pengelola Pada Subag. Akademik & Kemah. PPs UNIMA
4. Yully Raming & Annie Worang Pengelola Prodi S3 Manajemen Pendidikan. PPs UNIMA

- Kedua : Tugas panitia ialah mempersiapkan dan melaksanakan Ujian Seminar/Ujian Hasil Penelitian Disertasi yang diikuti oleh **Maureen Langie/ NIM. 14870009**, mahasiswa Program Studi (S3) Manajemen Pendidikan, sebagaimana yang disebutkan dalam lampiran Surat Keputusan ini serta melaporkan kepada Direktur Program Pascasarjana Unima Ujian Seminar Hasil yang dimaksud.
- Ketiga : Biaya penyelenggaraan Ujian Seminar Ujian Hasil Penelitian Disertasi ini dibebankan kepada mata anggaran yang sesuai.
- Keempat : Keputusan ini mulai berlaku sejak tanggal ditetapkan dengan ketentuan bahwa, apabila di kemudian hari terdapat kekeliruan dalam Surat Keputusan ini akan diperbaiki sebagaimana mestinya.

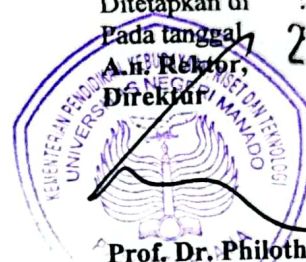
Ditetapkan di : Tomohon

Pada tanggal

28 JAN 2022

A. H. Rektor,

Direktur



Prof. Dr. Philotheus E. A. Tuerah, M.Si, DEA
NIP. 19601219 198503 1 003

Tembusan :

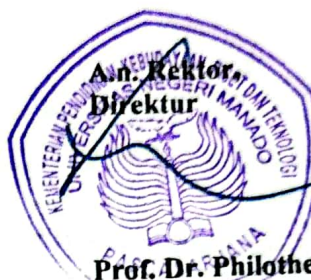
1. Rektor UNIMA (sebagai laporan)
2. Asisten Direktur I, II, dan III PPs UNIMA
3. Ketua Program Studi (S3) Manajemen Pendidikan
4. Para personalia Panitia Ujian Seminar Ujian Hasil Penelitian Disertasi
5. Mahasiswa Calon peserta Ujian
6. Arsip

Lampiran Surat Keputusan Rektor Universitas Negeri Manado Program Pascasarjana

Nomor : 275 /LN/41.7/PPs/2022

Tanggal : 27 JAN 2022

NO	N A M A / N I M	JUDUL DISERTASI	KOMISI PENGUJI
1.	Maureen Langie/ NIM. 14870009	Pengaruh Perilaku Kepemimpinan Vokasional, Iklim Organisasi dan Kepercayaan Kolektif Terhadap Kepuasan Kerja Dosen di Politeknik Negeri Manado	1. Prof. Dr. Deitje A. Katuuk, M.Pd (Promotor) 2. Prof. Dr. Harol R. Lumapow, M.Pd (Co-1) 3. Prof. Dr. Philotheus E.A. Tuerah, M.Si, DEA 4. Prof. Dr. Herry Sumual, M.Si 5. Prof. Dr. Orbanus Naharia, M.Si 6. Dr. Jeffry S.I Lengkong, M.Pd (Co-2) 7. Dr. Abdul Rahman Dilapanga, M.Si



Prof. Dr. Philotheus E. A. Tuerah, M.Si, DEA
NIP. 19601219 198503 1 003



KEMENTERIAN PENDIDIKAN DAN KEBUDAYAAN
UNIVERSITAS NEGERI MANADO

PROGRAM PASCASARJANA

Kampus Pascasarjana UNIMA Tomohon Telp. (0431) 3101817 Fax. (0431) 3101817

Website : www.pps.unima.ac.id email : pps@unima.ac.id

SURAT KEPUTUSAN
REKTOR UNIVERSITAS NEGERI MANADO

Nomor : 455 /UN41.7/PPs/2021

Tentang

PEMBENTUKAN PANITIA UJIAN SEMINAR PROPOSAL DISERTASI
PADA PROGRAM STUDI S-3 MANAJEMEN PENDIDIKAN
PROGRAM PASCASARJANA UNIVERSITAS NEGERI MANADO

a.n. Taufik Bilfaqih/ NIM. 19814021

REKTOR UNIVERSITAS NEGERI MANADO

- Menimbang** :
1. Bahwa ujian seminar proposal disertasi merupakan salah satu syarat akademik bagi mahasiswa program studi S.3 Manajemen Pendidikan yang hendak melaksanakan penelitian dalam rangka penulisan disertasi /karya ilmiah penelitian;
 2. Bahwa untuk maksud tersebut pada butir I diatas , perlu dibentuk sebuah panitia ujian seminar proposal disertasi
 3. Bahwa sehubungan dengan butir 1 dan 2 di atas perlu diterbitkan surat keputusannya
- Mengingat** :
1. Undang-Undang Nomor: 20 Tahun 2003 tentang Sistem Pendidikan Nasional;
 2. Undang-Undang Nomor: 14 Tahun 2005 tentang Guru dan Dosen;
 3. Undang-Undang Nomor: 12 Tahun 2012 tentang Pendidikan Tinggi;
 4. Peraturan Pemerintah RI Nomor 4 Tahun 2014 tentang Penyelenggaraan Pendidikan Tinggi dan Pengelolaan Perguruan Tinggi
 5. Permendibud Nomor 3 Tahun 2020 tentang Standar Nasional Pendidikan Tinggi.
 6. Keputusan Presiden RI Nomor: 127 Tahun 2000 tentang Konversi IKIP menjadi UNIMA
 7. Keputusan Mendiknas RI Nomor: 170/O/2003 tentang Statuta UNIMA;
 8. Keputusan Mendiknas RI Nomor: 018/O/2005 tentang Perubahan Keputusan Mendiknas Nomor: 109/O/2001 tentang Struktur Organisasi Tata Kerja UNIMA;
 9. Keputusan Menteri Pendidikan dan Kebudayaan Republik Indonesia Nomor 75037/MPK/RHS/KP/2020 tentang Pengangkatan Rektor Universitas Negeri Manado Periode 2020-2024;
 10. Surat Keputusan Dirjen DIKTI Nomor: 455/E/O/2013 Tanggal 27 September 2013 Tentang Izin Penyelenggaraan Program Studi S-3 Manajemen Pendidikan pada Universitas Negeri Manado;
 11. Surat Keputusan Rektor Universitas Negeri Manado Nomor: 1492/UN41/KP/2020 tanggal 30 November 2020 tentang Pengangkatan Direktur Program Pascasarjana UNIMA
- Memperhatikan** :
- Permohonan Ketua Program Studi (S3) Manajemen Pendidikan Program Pascasarjana Unima Tentang Permohonan ujian Seminar Proposal Disertasi Nomor : 023/ UN41.7/PS.S3.MP/2021 tanggal 26 Maret 2021 untuk menerbitkan Surat Keputusan Mengujui saudara, **Taufik Bilfaqih/ NIM. 19814021**

MEMUTUSKAN

- Menetapkan** :
- Pertama** : Membentuk Panitia Penyelenggara Ujian Seminar Proposal disertasi atas nama , **Taufik Bilfaqih/ NIM. 19814021**

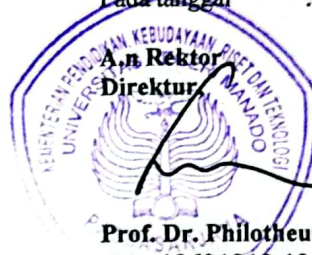
I. Panitia Inti :

- | | |
|--------------------|---|
| 1. Ketua | : Direktur PPs Unima
Prof. Dr. Philotheus E.A. Tuerah, M.Si, DEA |
| 2. Wakil Ketua I | : Asisten Direktur I PPs Unima
Dr. Sjeddie R. Watung, MAP |
| 3. Wakil Ketua II | : Asisten Direktur II PPs Unima
Dr. Viktory N.J. Rotty, M.Teol, M.Pd |
| 4. Wakil Ketua III | : Asisten Direktur III PPs Unima
Dr. Olivia J. Lalamentik, M.Si |
| 5. Anggota | : Prof. Dr. Harol R. Lumapow, M.Pd
Dr. Jeffry S. J. Lengkong, M.Pd |

- II. Sekretariat :
1. Meiske Bella, S.Pd, Kasubag. Akademik PPs UNIMA
 2. Feibe Sambuaga, S.Pd, Kasubag. Umum & Perlengkapan PPs UNIMA
 3. Lidya Tengker, SE, Kasubag Kepegawaian & Keuangan PPs UNIMA
 4. Dolfarie F. Muntu, SH, Kasubag. Mahasiswa PPs UNIMA
 5. Ronald Sekeh, Pengelola Pada Subag. Akademik & Kemah. PPs UNIMA
 6. Annie Worang Pengelola Program Studi S3 Manajemen Pendidikan PPs UNIMA

- Ketiga : Tugas panitia ialah mempersiapkan dan melaksanakan Ujian Seminar Proposal Disertasi yang di ikuti **Taufik Bilfaqih/ NIM. 19814021** Mahasiswa Program Studi (S3) Manajemen Pendidikan, sebagaimana disebutkan dalam lampiran Surat Keputusan ini.
- Keempat : Biaya penyelenggaraan seminar ini dibebankan kepada mata anggaran yang sesuai.
- Kelima : Keputusan ini mulai berlaku sejak tanggal ditetapkan dengan ketentuan bahwa, apabila di kemudian hari terdapat kekeliruan dalam Surat Keputusan ini akan diperbaiki sebagaimana mestinya.

Ditetapkan di : Tomohon
Pada tanggal : 29 MAR 2021



Prof. Dr. Philotheus E.A. Tuerah, M.Si, DEA
NIP. 19601219 198503 1 003

Tembusan

1. Rektor Unima (Sebagai laporan)
2. Asisten Direktur I, II, dan III PPs UNIMA
3. Ketua Program Studi (S3) Manajemen Pendidikan
4. Para Personalia Panitia Ujian Seminar Proposal Akademik
5. Mahasiswa Calon Peserta Ujian
6. Arsip.

Lampiran Surat Rektor UNIMA
Nomor : 755 /UN41.7/PPs/2021
Tanggal :

29 MAR 2021

No	NAMA / MAHASISWA/NIM	Judul Proposal	Komisi Penguji
1.	Taufik Bilfaqih/ NIM. 19814021	Mikro-Politik Dalam Sekolah Penggunaan Keterampilan Politik Kepala Sekolah Pada Dua SMA di Kota Manado	1.Prof. Dr. Philotheus E.A. Tuerah,M.Si, DEA 2.Dr. Jeffry S. J. Lengkong,M.Pd* 3.Prof. Dr. Harol R. Lumapow,M.Pd 4.Prof. Dr. Fientje J.A. Oentoe,M.Pd 5.Prof. Dr. Meggi Sumual,M.Si 6. Dr. Abdul Rahman Dillapanga,M.Si 7. Dr. Viktory N. J.Rotty,M.Teol,M.Pd

a.n. Rektor
Direktor,



Prof. Dr. Philotheus E.A. Tuerah,M.Si, DEA
NIP. 19601219 198503 1 003



KEMENTERIAN PENDIDIKAN, KEBUDAYAAN
RISET DAN TEKNOLOGI
UNIVERSITAS NEGERI MANADO
PROGRAM PASCASARJANA

Kampus Pascasarjana UNIMA Tomohon Telp. (0431) 822335. Website: www.pps.unima.ac.id email : pps@unima.ac.id

SURAT KEPUTUSAN
REKTOR UNIVERSITAS NEGERI MANADO
PROGRAM PASCASARJANA
Nomor 3394/UN41.7/PPs/2021
Tentang

PEMBENTUKAN PANITIA UJIAN/KOMISI PENGUJI UJIAN SEMINAR/ UJIAN HASIL PENELITIAN
DISERTASI PADA PROGRAM STUDI (S3) MANAJEMEN PENDIDIKAN
PROGRAM PASCASARJANA UNIVERSITAS NEGERI MANADO
a.n. Djonny Pabisa/ NIM. 15814001

REKTOR UNIVERSITAS NEGERI MANADO

- Menimbang : 1. bahwa dalam rangka memenuhi salah satu syarat untuk menempuh ujian Akhir Program / Gelar Doktor Pendidikan pada Program Pascasarjana Universitas Negeri Manado, perlu dilaksanakan Ujian Seminar Ujian Hasil Penelitian Disertasi;
2. bahwa untuk maksud tersebut pada butir 1 di atas, perlu dibentuk sebuah Panitia Ujian/Komisi Penguji Ujian Seminar Ujian Hasil Penelitian Disertasi;
3. bahwa sehubungan dengan butir 1 dan 2 di atas, perlu diterbitkan surat keputusannya.
- Mengingat : 1. Undang-Undang Nomor: 20 Tahun 2003 tentang Sistem Pendidikan Nasional;
2. Undang-Undang Nomor: 14 Tahun 2005 tentang Guru dan Dosen;
3. Undang-Undang Nomor: 12 Tahun 2012 tentang Pendidikan Tinggi;
4. Peraturan Pemerintah RI Nomor 4 Tahun 2014 tentang Penyelenggaraan Pendidikan Tinggi dan Pengelolaan Perguruan Tinggi
5. Permendibud Nomor 3 Tahun 2020 tentang Standar Nasional Pendidikan Tinggi.
6. Keputusan Presiden RI Nomor: 127 Tahun 2000 tentang Konversi IKIP menjadi UNIMA
7. Keputusan Mendiknas RI Nomor: 170/O/2003 tentang Statuta UNIMA;
8. Keputusan Mendiknas RI Nomor: 018/O/2005 tentang Perubahan Keputusan Mendiknas Nomor: 109/O/2001 tentang Struktur Organisasi Tata Kerja UNIMA;
9. Keputusan Menteri Pendidikan dan Kebudayaan Republik Indonesia Nomor 75037/MPK/RHS/KP/2020 tentang Pengangkatan Rektor Universitas Negeri Manado Periode 2020-2024;
10. Surat Keputusan Dirjen DIKTI Nomor: 455/E/O/2013 Tanggal 27 September 2013 Tentang Izin Penyelenggaraan Program Studi S-3 Manajemen Pendidikan pada Universitas Negeri Manado;
11. Surat Keputusan Rektor Universitas Negeri Manado Nomor: 1492/UN41/KP/2020 tanggal 30 November 2020 tentang Pengangkatan Direktur Program Pascasarjan UNIMA
- Memperhatikan : Permohonan Ketua Program Studi (S3) Manajemen Pendidikan Program Pascasarjana Universitas Negeri Manado tentang Permohonan Ujian Seminar Ujian Hasil Penelitian Disertasi Nomor : 053/UN41.7/PS.S3.MP/2021 tanggal 02 September 2021 untuk menerbitkan Surat Keputusan menguji atas nama Djonny Pabisa/ NIM. 15814001

MEMUTUSKAN

- Menetapkan :
Pertama : Membentuk Panitia Penyelenggara Panitia Ujian/Komisi Penguji Ujian Seminar Ujian Hasil Penelitian Disertasi atas nama Djonny Pabisa/ NIM. 15814001

I. Panitia Inti :

1. Ketua : Direktur PPs UNIMA
Prof. Dr. Philotheus E.A. Tuerah, M.Si, DEA
2. Wakil Ketua I : Asisten Direktur I PPs UNIMA
Dr. Sjeddie R. Watung, MAP
3. Wakil Ketua II : Asisten Direktur II PPs UNIMA
Dr. Viktory N. J. Rotty, M. Teol, M. Pd
4. Wakil Ketua III : Asisten Direktur III PPs UNIMA
Dr. Olivia Lalamentik, M.Si

II. Panitia Pelaksana :

1. Ketua : Ketua Program Studi (S3) Manajemen Pendidikan
Prof. Dr. Harol R. Lumapow, M. Pd
2. Sekretaris : Sekretaris Program Studi (S3) Manajemen Pendidikan
Dr. Jeffry S.J. Lengkong, M. Pd

III. Sekretariat

1. Meiske Bella, SE. Kormin. Pendidikan & Kemahasiswaan PPs UNIMA
2. Lidya Tengker, Kormin. Umum, Perlengkapan, Keu & Kepeg. PPs UNIMA
3. Ronald Sekeh, Pengelola Pada Subag. Akademik & Kemah. PPs UNIMA
4. Annie Worang Pengelola Prodi S3 Manajemen Pendidikan. PPs UNIMA

- Kedua : Tugas panitia ialah mempersiapkan dan melaksanakan Ujian Seminar/Ujian Hasil Penelitian Disertasi yang diikuti oleh **DJonny Pabisa/ NIM. 15814001**, mahasiswa Program Studi (S3) Manajemen Pendidikan, sebagaimana yang disebutkan dalam lampiran Surat Keputusan ini serta melaporkan kepada Direktur Program Pascasarjana Unima Ujian Seminar Hasil yang dimaksud.
- Ketiga : Biaya penyelenggaraan Ujian Seminar Ujian Hasil Penelitian Disertasi ini dibebankan kepada mata anggaran yang sesuai.
- Keempat : Keputusan ini mulai berlaku sejak tanggal ditetapkan dengan ketentuan bahwa, apabila di kemudian hari terdapat kekeliruan dalam Surat Keputusan ini akan diperbaiki sebagaimana mestinya.

Ditetapkan di : Tomohon

Pada tanggal :

06 SEP 2021

A.n. Rektor
Direktur

Prof. Dr. Philotheus E. A. Tuerah, M.Si, DEA
NIP. 19601219 198503 1 003

Tembusan :

1. Rektor UNIMA (sebagai laporan)
2. Asisten Direktur I, II, dan III PPs UNIMA
3. Ketua Program Studi (S3) Manajemen Pendidikan
4. Para personalia Panitia Ujian Seminar Ujian Hasil Penelitian Disertasi
5. Mahasiswa Calon peserta Ujian
6. Arsip

NO	NAMA/NIM	JUDUL DISERTASI	KOMISI PENGUJI
1.	Djonny Pabisa/ NIM. 15814001	Manajemen Pendidikan Kepamongprajaan Pada Institut Pemerintahan Dalam Negeri Kampus Sulawesi Utara di Minahasa	1. Prof.Dr. Joulanda A.M. Rawis, M.Pd (Promotor) 2. Prof. Dr. Henny Tambingon, M.Si (Co-1) 3. Prof. Dr. Philotheus E.A. Tuerah, M.Si, DEA 4. Prof. Dr. Harol R. Lumapow, M.Pd 5. Prof. Dr. Lexi Lumingkewas, M.Si 6. Dr. Abdul Rahman DiIapanga, M.Si 7. Dr. Jeffry S.J. Lengkong, M.Pd (Co-2)



Prof. Dr. Philotheus E. A. Tuerah, M.Si, DEA
NIP. 19601219 198503 1 003



KEMENTERIAN PENDIDIKAN, KEBUDAYAAN
RISET DAN TEKNOLOGI
UNIVERSITAS NEGERI MANADO
PROGRAM PASCASARJANA

Kampus Pascasarjana UNIMA Tomohon Telp. (0431) 822335, Website: www.psa.unima.ac.id email : pps@unima.ac.id

SURAT KEPUTUSAN
REKTOR UNIVERSITAS NEGERI MANADO
Nomor : 1694/UN41.7/PPs/2021

Tentang

PEMBENTUKAN PANITIA UJIAN SEMINAR PROPOSAL DISERTASI
PADA PROGRAM STUDI S-3 MANAJEMEN PENDIDIKAN
PROGRAM PASCASARJANA UNIVERSITAS NEGERI MANADO
a.n. Mardy S. Rattu/NIM. 19814010

REKTOR UNIVERSITAS NEGERI MANADO

- Menimbang** :
1. Bahwa ujian seminar proposal disertasi merupakan salah satu syarat akademik bagi mahasiswa program studi S.3 Manajemen Pendidikan yang hendak melaksanakan penelitian dalam rangka penulisan disertasi / karya ilmiah penelitian,
 2. Bahwa untuk maksud tersebut pada butir 1 diatas , perlu dibentuk sebuah panitia ujian seminar proposal disertasi
 3. Bahwa selubungandengan butir 1 dan 2 di atas perlu diterbitkan surat keputusannya
- Mengingat** :
1. Undang-Undang Nomor: 20 Tahun 2003 tentang Sistem Pendidikan Nasional;
 2. Undang-Undang Nomor: 14 Tahun 2005 tentang Guru dan Dosen;
 3. Undang-Undang Nomor: 12 Tahun 2012 tentang Pendidikan Tinggi;
 4. Peraturan Pemerintah RI Nomor 4 Tahun 2014 tentang Penyelenggaraan Pendidikan Tinggi dan Pengelolaan Perguruan Tinggi
 5. Permendikbud Nomor 3 Tahun 2020 tentang Standar Nasional Pendidikan Tinggi.
 6. Keputusan Presiden RI Nomor: 127 Tahun 2000 tentang Konversi IKIP menjadi UNIMA
 7. Keputusan Mendiknas RI Nomor: 170/O/2003 tentang Statuta UNIMA;
 8. Keputusan Mendiknas RI Nomor: 018/O/2005 tentang Perubahan Keputusan Mendiknas Nomor: 109/O/2001 tentang Struktur Organisasi Tata Kerja UNIMA;
 9. Keputusan Menteri Pendidikan dan Kebudayaan Republik Indonesia Nomor 75037/MPK/KHS/KP/2020 tentang Pengangkatan Rektor Universitas Negeri Manado Periode 2020-2024;
 10. Surat Keputusan Dirjen DIKTI Nomor: 455/E/O/2013 Tanggal 27 September 2013 Tentang Izin Penyelenggaraan Program Studi S-3 Manajemen Pendidikan pada Universitas Negeri Manado;
 11. Surat Keputusan Rektor Universitas Negeri Manado Nomor: 1492/UN41/KP/2020 tanggal 30 November 2020 tentang Pengangkatan Direktur Program Pascasarjana UNIMA
- Memperhatikan** :
- Permohonan Ketua Program Studi (S3) Manajemen Pendidikan Program Pascasarjana Unima Tentang Permohonan ujian Seminar Proposal Disertasi Nomor : 047/ UN41.7/PS.S3.MP/2021 tanggal 28 Juni 2021 untuk menerbitkan Surat Keputusan Menguji saudara : Mardy S. Rattu/NIM. 19814010

MEMUTUSKAN

- Menetapkan** :
- Pertama** : Membentuk Panitia Penyelenggara Ujian Seminar Proposal disertasi atas nama , Mardy S. Rattu/NIM. 19814010

I Panitia Inti :

- | | |
|--------------------|---|
| 1. Ketua | : Direktur PPs Unima
Prof. Dr. Philotheus E.A. Tuerah, M.Si, DEA |
| 2. Wakil Ketua I | : Asisten Direktur I PPs Unima
Dr. Sjeddie R. Watung, MAP |
| 3. Wakil Ketua II | : Asisten Direktur II PPs Unima
Dr. Viktory N.J. Rotty, M.Tsot, M.Pd |
| 4. Wakil Ketua III | : Asisten Direktur III PPs Unima
Dr. Olivia J. Lalamentik, M.Si |
| 5. Anggota | : Prof. Dr. Harol B. Lunapow, M.Pd
Dr. Jeffrey S. J. Lengkong, M.Pd |

- II. Sekretariat :
1. Meiske Bella, S.Pd, Kormin Pendidikan & Kemahasiswaan PPs UNIMA
 2. Lidya Tengker, SE Kormin. Umum, Perlengkapan, Keu & Kepeg PPs UNIMA
 3. Ronald Sekeh, Pengelola Pada Subag. Akademik & Kemah. PPs UNIMA
 4. Annie Worang Pengelola Program Studi S3 Manajemen Pendidikan PPs UNIMA

- Ketiga : Tugas panitia ialah mempersiapkan dan melaksanakan Ujian Seminar Proposal Disertasi yang di ikuti **Mardy S. Rattu/NIM. 19814010** Mahasiswa Program Studi (S3) Manajemen Pendidikan, sebagaimana disebutkan dalam lampiran Surat Keputusan ini.
- Keempat : Biaya penyelenggaraan seminar ini dibebankan kepada mata anggaran yang sesuai.
- Kelima : Keputusan ini mulai berlaku sejak tanggal ditetapkan dengan ketentuan bahwa, apabila di kemudian hari terdapat kekeliruan dalam Surat Keputusan ini akan diperbaiki sebagaimana mestinya.

Ditetapkan di : Tomohon
Pada tanggal :

02 JUL 2021



Prof. Dr. Philotheus E.A. Tuerah, M.Si, DEA
NIP. 19601219 198503 1 003

Tembusan

1. Rektor Unima (Sebagai laporan)
2. Asisten Direktur I, II, dan III PPs UNIMA
3. Ketua Program Studi (S3) Manajemen Pendidikan
4. Para Personalia Panitia Ujian Seminar Proposal Akademik
5. Mahasiswa Calon Peserta Ujian
6. Arsip.

Lampiran Surat Rektor UNIMA
Nomor : 1694/UN41.7/PPs/2021
Tanggal : 02 JUL 2021

No	NAMA / MAHASISWA/NIM	Judul Proposal	Komisi Penguji
1.	Mardy S. Rattu/NIM. 19814010	Manajemen Keuangan di Institusi Pendidikan Pada Era Digitalisasi	1. Prof. Dr. Joulanda A.M. Rawis, M.Pd* 2. Prof. Dr. Deitje A. Katuuk, M.Pd 3. Prof. Dr. Philotheus E.A. Tuerah, M.Si, DEA 4. Prof. Dr. Harol R. Lumapow, M.Pd 5. Prof. Dr. Lexi Lumingkewas, M.Si 6. Dr. Jeffry S.J. Lengkong, M.Pd 7. Dr. Abdul Rahman Dilapanga, M.Si



a.n. Rektor
Direktur

Prof. Dr. Philotheus E.A. Tuerah, M.Si, DEA
NIP. 19601219 198503 1 003



KEMENTERIAN PENDIDIKAN DAN KEBUDAYAAN
UNIVERSITAS NEGERI MANADO
PROGRAM PASCASARJANA

Kampus C UNIMA, Tomohon 95115 Telp. (0431) 822335 Fax. (0431) 822335
Website : www.pasca-unima.ac.id email : pps@unima.ac.id

SURAT KEPUTUSAN
REKTOR UNIVERSITAS NEGERI MANADO
PROGRAM PASCASARJANA

Nomor : 016/UN41.7/PPs/2021

Tentang

PEMBENTUKAN PANITIA UJIAN/KOMISI PENGUJI UJIAN SEMINAR/ UJIAN HASIL PENELITIAN
DISERTASI PADA PROGRAM STUDI (S3) MANAJEMEN PENDIDIKAN
PROGRAM PASCASARJANA UNIVERSITAS NEGERI MANADO
a.n. Ridwan La Tjadi/ NIM. 17814006

REKTOR UNIVERSITAS NEGERI MANADO

- Menimbang : 1. bahwa dalam rangka memenuhi salah satu syarat untuk menempuh ujian Akhir Program / Gelar Doktor Pendidikan pada Program Pascasarjana Universitas Negeri Manado, perlu dilaksanakan Ujian Seminar Ujian Hasil Penelitian Disertasi;
2. bahwa untuk maksud tersebut pada butir 1 di atas, perlu dibentuk sebuah Panitia Ujian/Komisi Penguji Ujian Seminar Ujian Hasil Penelitian Disertasi;
3. bahwa sehubungan dengan butir 1 dan 2 di atas, perlu diterbitkan surat keputusannya.
- Mengingat : 1. Undang-Undang Nomor: 20 Tahun 2003 tentang Sistem Pendidikan Nasional;
2. Undang-Undang Nomor: 14 Tahun 2005 tentang Guru dan Dosen;
3. Undang-Undang Nomor: 12 Tahun 2012 tentang Pendidikan Tinggi;
4. Peraturan Pemerintah RI Nomor 4 Tahun 2014 tentang Penyelenggaraan Pendidikan Tinggi dan Pengelolaan Perguruan Tinggi
5. Permendibud Nomor 3 Tahun 2020 tentang Standar Nasional Pendidikan Tinggi.
6. Keputusan Presiden RI Nomor: 127 Tahun 2000 tentang Konversi IKIP menjadi UNIMA
7. Keputusan Mendiknas RI Nomor: 170/O/2003 tentang Statuta UNIMA;
8. Keputusan Mendiknas RI Nomor: 018/O/2005 tentang Perubahan Keputusan Mendiknas Nomor: 109/O/2001 tentang Struktur Organisasi Tata Kerja UNIMA;
9. Keputusan Menteri Pendidikan dan Kebudayaan Republik Indonesia Nomor 75037/MPK/RHS/KP/2020 tentang Pengangkatan Rektor Universitas Negeri Manado Periode 2020-2024;
10. Surat Keputusan Dirjen DIKTI Nomor: 455/E/O/2013 Tanggal 27 September 2013 Tentang Izin Penyelenggaraan Program Studi S-3 Manajemen Pendidikan pada Universitas Negeri Manado;
11. Surat Keputusan Rektor Universitas Negeri Manado Nomor: 1492/UN41/KP/2020 tanggal 30 November 2020 tentang Pengangkatan Direktur Program Pascasarjan UNIMA
- Memperhatikan : Permohonan Ketua Program Studi (S3) Manajemen Pendidikan Program Pascasarjana Universitas Negeri Manado tentang Permohonan Ujian Seminar Ujian Hasil Penelitian Disertasi Nomor : 016/UN41.7/PS.S3.MP/2021 tanggal 02 Maret 2021 untuk menerbitkan Surat Keputusan menguji atas nama Ridwan La Tjadi/ NIM. 17814006

MEMUTUSKAN

- Menetapkan :
Pertama : Membentuk Panitia Penyelenggara Panitia Ujian/Komisi Penguji Ujian Seminar Ujian Hasil Penelitian Disertasi atas nama Ridwan La Tjadi/ NIM. 17814006

I. Panitia Inti :

1. Ketua : Direktur PPs UNIMA
Prof. Dr. Philotheus E.A. Tuerah, M.Si, DEA
2. Wakil Ketua I : Asisten Direktur I PPs UNIMA
Dr. Sjeddie R. Watung, MAP
3. Wakil Ketua II : Asisten Direktur II PPs UNIMA
Dr. Viktory N. J. Rotty, M. Teol, M. Pd
4. Wakil Ketua III : Asisten Direktur III PPs UNIMA
Dr. Olivia Lalamentik, M.Si

II. Panitia Pelaksana :

1. Ketua : Ketua Program Studi (S3) Manajemen Pendidikan
Prof. Dr. Harol R. Lumapow, M. Pd
2. Sekretaris : Sekretaris Program Studi (S3) Manajemen Pendidikan
Dr. Jeffry S.J. Lengkong, M. Pd

III. Sekretariat

1. Meiske Bella, SE. Kasubag. Pendidikan PPs UNIMA
2. Diana F. Sambuaga, S.Pd, Kasubag. Umum & Perlengkapan PPs UNIMA
3. Lidya Tengker, SE, Kasubag Kepegawaian & Keuangan PPs UNIMA
4. Dolfaire Muntu, SH, Kasubag. Mahasiswa PPs UNIMA
5. Ronald Sekeh, Pengelola Pada Subag. Akademik & Kemah. PPs UNIMA
6. Annie Worang Pengelola Prodi S3 Manajemen Pendidikan. PPs UNIMA

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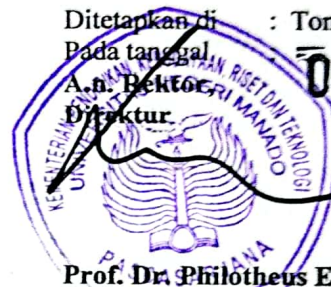
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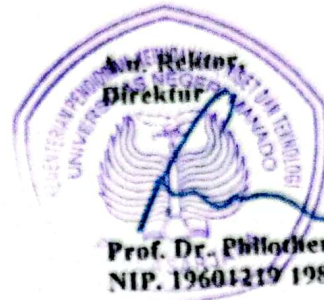
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Lampiran Surat Keputusan Rektor Universitas Negeri Manado Program Pascasarjana

Nomor : 225 /UN417/PPs/2021

Tanggal : 03 MAR 2021

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Evaluation of Transparency in the Governance of Regional Drinking Water Companies in Minahasa Regency

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Article Info

Article History;
Received: 20 Mei 2022
Revised: Agust 2022
Accepted: June 2023

Abstract: This study aims to evaluate the implementation of the principle of Transparency in the Regional Drinking Water Company (PDAM) of Minahasa Regency whether it is in accordance with Government Regulation Number 54 of 2017 article 92 concerning Good Corporate Governance based on the GCG policy instrument by the National Committee on Governance Policy in 2006.

The research method uses a type of descriptive qualitative research, and data collection techniques: interviews, observation, and documentation. In-depth interviews were conducted with logical questions based on guidelines, interviews were conducted with strong intimacy, and researchers appreciated the value of interviews as a data collection tool. Data analysis techniques: qualitative data analysis with data reduction, presentation, and data verification. The results of the research show that transparency is not optimal. Recommendations for Regional Heads as Capital Owners (KPM) and PDAM Management Transparency need to be optimized by maximizing the right technology and policies.

Keyword: *Evaluation Implementation; Transparency; GCG.*

INTRODUCTION

Good corporate governance is a policy instrument in order to create prosperity, integrity and social cohesiveness of society which is necessary for political economy and administrative authority for various levels of state affairs. Good governance rests on three pillars, namely the government, the private sector and Public. In the era of regional autonomy, the government has provided broad opportunities for regional governments to improve the welfare of their people.

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Local governments can regulate several aspects of life in their area, including economic, educational, health, social and cultural aspects. In the economic aspect, regional governments have the authority to form a Regional Owned Enterprise (BUMD). In essence, BUMDs have a strategic role in the current era of regional autonomy, apart from providing benefits for the economic development of a region and to obtain profits and/or profits, they must also be able to play a role in organizing public benefits in the form of providing quality goods and/or services to fulfill the people's needs according to the conditions. , regional characteristics and potential based on good corporate governance (Peraturan Pemerintah No. 54 Tahun 2017 Tentang BUMD, 2017). The management concept of non-persero BUMD (regional company/regional public company) is made possible by the BUMD management model with an "independent self-management" system. This management concept uses a system of supervision or coaching in a responsible and intensive manner. BUMD management is carried out with direct supervision and guidance by policy makers who are carried out by the regional head as the highest authority in the regional government. The authority of the Regional Government as the authority holder can carry out "policy intervention" in a positive context related to the performance of BUMD through the supervisory board. Law Number 23 of 2014 concerning Regional Government states that in the management of BUMD one of them must contain elements of good corporate governance. The Management System consists of 5 principles namely Transparency, Accountability, Responsiveness, Independence, Fairness (TARIF) (Pemerintah Republik Indonesia, 2014).

Research from Basri found that the GCG principles applied by the company had a positive effect on the quality of service at the state electricity company with the exception of the principle of independence. These findings imply that in order to continue to provide good service quality for customers, companies must further increase the application of GCG principles in all aspects of the company's activities (Basri et al., 2017).

Minister of Home Affairs Tjahjo Kumolo (2014-2019) noted that the performance of Regional Companies currently known as Regional Owned Enterprises (BUMD) until the end of 2019 was still poor, this condition was reflected in the financial condition of BUMDs, the Ministry of Home Affairs notes that there are 1,097 BUMDs throughout Indonesia with total assets reached IDR 340.118 trillion, but unfortunately of the thousands of BUMDs, the amount of profit generated was only IDR 10.372 trillion or an average profit to asset ratio of 3.0 percent. Tjahjo Kumolo said the small amount of profit occurred because many BUMDs were losing money. One of these BUMDs is the Regional Drinking Water Company (PDAM). There are 999 PDAMs in Indonesia and 70% of PDAMs are losing money. even though so far the government has disbursed Rp. 5 trillion in subsidies for these loss-making PDAMs (CNN-Indonesia, 2019). The low level of return on assets (ROA) shows that the management of BUMD is not optimal, both from a financial and performance perspective.

The same thing happened in the PDAM of Minahasa Regency, which has been entangled in various problems since 2011 until now, as can be seen from the 2018 performance evaluation report by the Agency for Increasing the Implementation of Drinking Water Supply Systems (BPPSPAM) ranked 111th with a performance value of 1.49 in the Sick category out of 115 BUMDs in Region III (Kalimantan and Sulawesi), it is far from its neighbor PDAM Duasudara Bitung City at rank 35 with a performance value of 3.05 in the Healthy category. Nationally PDAM Minahasa Regency is in position 372 out of 380 total number of BUMDs providing

SPAM, whereas when viewed from the perspective of the number of PDAM Minahasa Regency customers which total 10,829 Subscription Connections (SL) are in the 10,000-20,000 (SL) category, the position of PDAM Minahasa Regency is in basic position, namely 99 out of 99 BUMDs implementing SPAM (Kementerian-Pekerjaan-Umum-dan-Perumahan-Rakyat, 2019).

Table 1. Performance of PDAM Minahasa Regency 2011-2019

Performance PDAM Minahasa Regency	Year								
	2011	2012	2013	2014	2015	2016	2017	2018	2019
Finance	0,42	0,36	0,36	0,42	0,47	0,31	0,31	0,31	0,49
Service Area	0,9	0,48	0,4	0,6	0,4	0,40	0,60	0,40	0,40
Field of Operation	0,76	0,85	0,85	0,8	0,76	0,84	0,69	0,63	0,42
HR field	0,15	0,15	0,15	0,15	0,15	0,15	0,15	0,15	0,36
Total Performance	2,23	1,84	1,76	1,94	1,78	1,7	1,75	1,49	1,67
Category*	Unhealthy	Sick	Sick	Sick	Sick	Sick	Sick	Sick	Sick

*Source: Data processed from reports on performance audit results of the Agency for Improvement of Drinking Water Supply System Implementation, Ministry of Public Works and Public Housing (Kementerian-Pekerjaan-Umum-dan-Perumahan-Rakyat, 2019). *Assessment is divided into 3 categories, namely Healthy with a score of > 2.8, Unhealthy with a score of 2.2-2.8 and Sick with a score of <2.2.*

As a BUMD engaged in the clean water supply sector, PDAM Minahasa Regency is expected to be managed optimally and get a healthy title to meet social needs in the form of clean water to the community and increase dividends for Regional Original Revenue (PAD) of Minahasa Regency. Based on this, the researcher wants to explore and study (1). How is the transparency of PDAM Minahasa Regency?.

Initially, good corporate governance emerged closely related to principal-agency theory, namely to avoid conflicts between principals and agents. Conflicts arising from differences in interests must be managed so as not to cause harm to the parties (stakeholders).

A corporation that is formed and is a separate separate entity is a legal subject, so that the existence of the corporation and interested parties (stakeholders) must be protected through the implementation of GCG. In addition to the Agency Theory model approach and Stakeholders Theory as above, studies of GCG problems by academics and practitioners are also based on Stewardship Theory, as well as Management Theory (BPKP, 2021). According to the BPKP website, GCG is "Commitments, rules of the game, and practices of conducting business in a healthy and ethical manner" (BPKP, 2021). According to the Big Indonesian Dictionary, principles are truths that form the basis of thinking, acting and so on (Badan Pengembangan dan Pembinaan Bahasa, 2016), based on Government Regulations No. 54 of 2017 concerning Regional Owned Enterprises (BUMD) Good Corporate Governance is a management system that directs and controls companies to produce sustainable economic benefits and balanced

relations between stakeholders. There are several institutions that put forward the principle - GCG principles include the Organization for Economic Co-operation and Development (OECD), the Center for Good Corporate Governance at Gajah Mada University (CGCG UGM), and the Financial and Development Supervisory Agency (BPKP).

a. Organization for Economic Co-operation and Development (OECD)

The OECD through the ad hoc Taskforce Team issued the "OECD Principles of Corporate Governance", in April 1999, which are not binding on its member countries, namely first, the rights of shareholders (The rights of shareholders). This principle means that the CG framework should protect the rights of shareholders. Second, fair treatment for all shareholders (the equitable treatment of shareholders). This principle means that the CG framework should ensure equal treatment of all shareholders, including minority shareholders. Third, the role of stakeholders in corporate governance (The Role of Stakeholders in Corporate Governance). This principle means that the CG framework should recognize the rights of stakeholders in accordance with the provisions of the law and encourage active cooperation between companies and stakeholders in creating prosperity, employment and corporate sustainability. Fourth, the obligation of disclosure (disclosure) and transparency (transparency). This principle means that the CG framework should ensure that timely and complete disclosure is made of all material issues relating to the company, including the financial condition, performance, ownership and governance of the company. Fifth, the responsibilities of the Board of Directors and Commissioners (the responsibilities of the board). This principle means that the CG framework should ensure the company's strategic policies, the effectiveness of management oversight by the Board of Commissioners and Directors and the accountability of the Board of Commissioners and Directors to the company and shareholders (OECD, 2004).

b. Center for Good Corporate Governance at Gajah Mada University (CGCG UGM).

Warsono, who is better known in his book CGCG UGM's corporate governance rating model, stated that there are 5 basic principles of corporate governance namely Transparency, Accountability and Responsibility, Responsiveness, Independence, and Fairness.

Transparency, In carrying out their functions, all participants in the company must convey material information in accordance with the actual substance, and make this information easily accessible and understandable to other interested parties.

Accountability and Responsibility, In carrying out its functions, all participants in the company must account for the mandate received in accordance with applicable laws, regulations, moral/ethical standards and best practices, and anticipate the accountability required if the proposed accountability is rejected.

Responsiveness, In carrying out its functions, each participant in the company must respond to requests and feedback from interested parties and respond to various changes in the business world that can significantly affect the company.

Independence, In carrying out its functions, every participant in the company must free themselves from the interests of other parties that have the potential to create a conflict of interest, and carry out their functions according to adequate competence.

Fairness (justice), In carrying out its functions, each participant in the company must treat other parties somewhat based on generally accepted provisions (Pamungkas & Marsono, 2012).

c. Governance Policy National Committee

Every company must ensure that the principles of GCG are applied to every aspect of the business and at all levels of the company. The principles of GCG namely transparency, accountability, responsibility, independence as well as fairness and equality are needed to achieve corporate sustainability by taking into account stakeholders.

1. Transparency

What is meant by the principle of "transparency" is openness in carrying out the decision-making process and openness in disclosing relevant information about the company.

Basic principles

To maintain objectivity in conducting business, companies must provide material and relevant information in a way that is easily accessible and understandable to stakeholders. Companies must take the initiative to disclose not only issues required by laws and regulations but also important matters for decision making by shareholders, creditors and other stakeholders.

Main Implementation Guidelines

1.1. Companies must provide information in a timely, adequate, clear, accurate and comparable manner and easily accessible to stakeholders according to their rights.

1.2. Information that must be disclosed includes, but is not limited to, vision, mission, business objectives and company strategy, financial condition, composition and compensation of management, controlling shareholders, share ownership by members of the Board of Directors and members of the Board of Commissioners and their family members in companies and other companies, risk management systems, monitoring and internal control systems, GCG systems and implementation and levels of compliance, and important events that may affect the condition of the company.

1.3. The principle of openness adopted by the company does not reduce the obligation to comply with the provisions of corporate confidentiality by laws and regulations, professional secrets and personal rights.

1.4. Company policies must be written and proportionately communicated to stakeholders.

(Komite Nasional Kebijakan Governance, 2006).

BUMD establishment aims to: a. provide benefits for regional economic development; b. organizing public benefits in the form of providing quality goods and/or services to fulfill the people's livelihood in accordance with the conditions, characteristics and potential of the area concerned based on good corporate governance; and c. earn profits and/or profits (Peraturan Pemerintah No. 54 Tahun 2017 Tentang BUMD, 2017).

RESEARCH METHOD

This research uses a qualitative descriptive research design which aims to describe, and summarize various conditions, various situations, or various phenomena of social reality that exist in society which are the object of research, and seeks to draw that reality to the surface as a characteristic, character, trait, model, signs, or descriptions of certain conditions, situations, or phenomena (Bungin, 2011). The qualitative research method is a research method based on the

philosophy of postpositivism, used to research on natural object conditions, where the researcher is the key instrument, sampling of data sources is carried out purposively and snowball, data collection techniques are triangulation (combined), data analysis is inductive /qualitative, and the results of qualitative research emphasize meaning rather than generalization (Sugiyono, 2010) Conducted through developing trust through consistent use of the advice given by Benny and Hughes to understand the importance of interviews in data collecting (Tumbel et al., 2023).

Basically qualitative research does not start from something empty, but is done based on one's perception of a problem. Problems in qualitative research are temporary, tentative, and will develop or change after the researcher is in the field (Sugiyono, 2005). Even so, it is necessary to make a limitation so that the research will be more focused. The limitation of the problem in qualitative research is called focus, which contains the main issues that are still general in nature. The intent in formulating a research problem by utilizing the focus is first, the determination of the focus can limit the study; second, the determination of the focus serves to meet the inclusion-exclusion criteria or inclusion-exclusion criteria of new information obtained in the field (Moleong, 2014). Basically the focus of the problem is determined based on the formulation of the problem that has been determined, although the focus can be reduced/increased according to conditions encountered in the field. Spradley in (Sugiyono, 2005), put forward 4 alternatives to set the focus viz

- (1) determine the focus on the problems suggested by informants,
- (2) determine the focus based on certain domains,
- (3) establish a focus that has value findings for the development of science and technology,
- (4) determine the focus based on problems related to existing theories.

The effectiveness of GCG implementation is reflected in the governance outcomes that have been obtained, from the performance results audited by BPPSPAM which the author has described from 2011 to 2019 which was relatively stagnant in the criteria for illness. In order to limit the research so that it does not get stuck in general and broad fields that are less relevant and end up being biased, also considering the limitations that the authors have, the authors only focus, describe, analyze and interpret specifically regarding the Evaluation of the implementation of the principle of Transparency in PDAM Minahasa Regency.

RESULT AND DICUSSION

From this, it is known that written and non-verbal communication from the leadership of the company, in this case, the supervisory board and directors, is going well, and the director's high commitment to repairing a diseased company is not sick anymore.

Table.2 Description Results

Principle of Transparency (Information Disclosure)	
Indicator	Findings
Convenience and Availability of Information	<ul style="list-style-type: none"> - reports (hardcopy) of receipts and expenditures as well as profit and loss calculations from the Company to the local government submitted every quarter of the current budget year, - obligation of PDAM to report quarterly to local government as capital owner.
Information Clarity	<ul style="list-style-type: none"> - the Strategic Plan (RENSTRA) and the Company's Budget Work Plan (RKAP) already contain information about the Company's vision, mission, strategic business objectives, financial condition, management, balance sheets and other information relating to the Company's operations and administration, and information submitted in the form of reports and stakeholders.
Information Disclosure and Corporate Confidentiality	<ul style="list-style-type: none"> - Information can be accessed/disclosed to stakeholders according to their respective portions, in the sense that there are limitations to specific stakeholders according to their respective interests and contributions - There are limitations to disclosure of information in the form of reports to local government/internal Company officials and non-government/external companies. There are confidential matters that cannot be accessed by external parties and may only be internal, for example, financial reports and employee data concerning employee personal rights. However, after further investigation, it was found that the informants did not know for sure what the company's secrets were that could only be consumed internally or that could be disclosed to the public and that the company seemed afraid of being audited by consumers or external parties.
Policy Submission/Communication	<ul style="list-style-type: none"> - Company policies are always communicated to stakeholders through the supervisory board besides that there is a supervisory board which also has a role in supervising and assisting the directors in managing the Company and bridging local governments with PDAMs. - an integral part of the report, namely the results of a performance audit by the BPKP and it is there every year and is always communicated to stakeholders and according to JT the company cannot assess its own performance. - Written and non-verbal communication from the leadership of the company, in this case, the board of

directors and supervisors, is going well, and the director's high commitment is to improve the company that is sick so it isn't sick anymore

Source: interview data.

Discussion of Research Results

The regulation regarding BUMD was first regulated based on Law Number 5 of 1962 concerning Regional Companies. Then further regulated through Permendagri Number 3 of 1998 concerning the Legal Form of Regional Owned Enterprises. After Law Number 23 of 2014 concerning Regional Government was promulgated, Law Number 5 of 1962 concerning Regional Companies was revoked and declared no longer valid.

After 3 years Law 23 was promulgated, Government Regulation Number 54 of 2017 concerning Regional Owned Enterprises was issued, which regulated more specifically the classification of the legal form of BUMD, which was changed from Regional Company (PD) or Limited Liability Company (PT) to Regional Public Company or Regional Public Company, a mechanism for regional capital participation, and share ownership. PDAM Minahasa Regency is classified as a business entity that is wholly owned by 1 district. And the management must be based on good corporate governance which is defined in PP 54 as: a management system that directs and controls the company so as to produce sustainable economic benefits and balanced relations between stakeholders (Peraturan Pemerintah No. 54 Tahun 2017 Tentang BUMD, 2017). And specifically divided into 5 principles of governance in article 92 namely transparency, accountability, responsibility (responsibility), independence (independence) and also fairness (fairness).

Transparency.

Transparency has an operational definition in PP 54 Article 92 Paragraph (2) Letter a, namely openness in carrying out the decision-making process and openness in disclosing relevant information about the Company. In Transparency there are 4 more specific indicators as a reference for researchers to be discussed as follows:

1. Ease of Access and Availability of Information

Has the main objective, namely the company must provide information in a timely, adequate, clear, accurate and comparable manner and easily accessible to stakeholders in accordance with their rights (Komite Nasional Kebijakan Governance, 2006). Findings in the field PDAM Minahasa Regency already has information in the form of reports (hardcopy) of receipts and expenditures as well as profit and loss calculations from the Company to the local government submitted quarterly for the current budget year, this is an obligation/obligation of the PDAM to report quarterly to the local government as the owner capital. Researchers' analysis in terms of

ease of access and availability of company information for stakeholders has been carried out regularly according to regional regulation number 7 concerning PDAM Minahasa Regency:

"Article 30 letter f: the director compiles and submits quarterly reports on all operational and financial activities of the company, and letter g: compiles annual financial reports consisting of a balance sheet and profit and loss and management report signed by the adult and submitted to the regent. Article 20 letter f: the supervisory board evaluates quarterly reports and annual reports submitted by the director for approval by the regent".

Thus this is an obligation that must be conveyed by the company's organs to the owner of capital (principle) in this case the local government. From the findings it is known that what the company has done is in accordance with existing rules, but there are deficiencies in terms of the availability of information to the public as one of the stakeholders which is still low. So that the public as users still find it difficult to access information even though the information exists, even though the Central Government policy contained in the Law of the Republic of Indonesia Number 14 of 2008 concerning Public Information Disclosure very clearly classifies BUMD as a Public Agency, what is meant by a public body according to Article 1 number 3 UU KIP namely:

"Public bodies are executive, legislative, judiciary and other bodies whose main functions and duties are related to the administration of the state, which some or all of the funds are sourced from the State Revenue and Expenditure Budget and/or Regional Revenue and Expenditure Budget (APBN and/or APBD)), or non-governmental organizations as long as part or all of the funds come from APBN and/or APBD, donations from the community, and/or foreign countries" (Undang-Undang Republik Indonesia Nomor 14 Tahun 2008 Tentang Keterbukaan Informasi Publik, 2008).

Thus the Minahasa Regency PDAM is a BUMD which is a Public Agency because the ownership of shares and assets is fully owned by the Regional Government in this case the Minahasa Regency and referring to Article 14 of the KIP Law:

"Public Information that must be provided by State-Owned Enterprises (BUMN), Regional-Owned Enterprises (BUMD) and/or other state-owned enterprises are:

- a. name and place of domicile, purpose and objective as well as the type of business activity, period of establishment, and capital, as stated in the articles of association;
- b. full names of shareholders, members of the board of directors and members of the board of commissioners of the company;
- c. audited annual reports, financial statements, income statement balance sheets, and corporate social responsibility reports;
- d. results of assessments by external auditors, credit rating agencies and other rating agencies;
- e. system and allocation of remuneration funds for commissioners/supervisory boards and directors;
- f. mechanism for determining directors and commissioners/supervisory board;
- g. legal cases based on open law as public information;
- h. guidelines for the implementation of good corporate governance based on the principles of transparency, accountability, responsibility, independence and fairness;
- i. announcement of the issuance of debt securities;
- j. replacement of the accountant who audited the company;

- k. changes in the company's fiscal year;
- l. government assignment activities and/or public service obligations or subsidies;
- m. mechanism for the procurement of goods and services; and/or
- n. other information determined by law relating to State Owned Enterprises/Regional Owned Enterprises.

The right to obtain information is very important because the more open state administration is to public scrutiny, the more accountable state administration will be. Everyone's right to obtain information is also relevant to improving the quality of community involvement in the public decision-making process. Community participation or involvement means little without guarantees of public information disclosure.

Thus the information is already available to stakeholders, but it is not easy to obtain information that is the right of the public because the documents available are only in hard copy form and there are no supporting facilities for publication, for example the official website of PDAM Minahasa Regency.

2. Clarity of Information

Has the main objective, namely the information that must be disclosed includes, but is not limited to, the vision, mission, business objectives and corporate strategy, financial condition, management composition and compensation, controlling shareholders, share ownership by members of the Board of Directors and members of the Board of Commissioners and their family members in companies and other companies, risk management systems, monitoring and internal control systems, GCG systems and implementation and levels of compliance, and important events that may affect the condition of the company (Komite Nasional Kebijakan Governance, 2006). Findings in the field in the Company's Business Plan and Work Plan and Budget (RKAP) already consist of information on the Company's vision, mission, strategic business objectives, financial condition, management, balance sheet and other matters relating to the Company's operations and administration, and other information submitted in the form of a report to stakeholders. Thus, in terms of clarity, the company's information has been disclosed through the Business Plan and RKA documents, which contain the vision, mission, business objectives, corporate strategy, and financial condition, but there is information that is not explained, namely the control system and good corporate governance, even though the explanation of Article 2 paragraph 2a Regulation of the Minister of Home Affairs No. 118 of 2018 concerning Business Plans, Work Plans and Budgets, Cooperation, Reporting and Evaluation of Regional-Owned Enterprises states that in preparing a Business Plan must pay attention to the principles of good company, which form the basis for preparing the Business Plan (Peraturan Menteri Dalam Negeri Republik Indonesia Nomor 118 Tahun 2018 Tentang Rencana Bisnis, Rencana Kerja Dan Anggaran, Kerja Sama, Pelaporan Dan Evaluasi Badan Usaha Milik Daerah, 2018)

3. Disclosure of Company Information and Confidentiality

Has the main objective, namely the principle of openness adopted by the company does not reduce the obligation to comply with the provisions of corporate secrecy in accordance with laws and regulations, office secrets, and personal rights (Komite Nasional Kebijakan Governance, 2006). Findings in the field The information disclosed is limited to stakeholders

according to their respective interests and contributions. There are things that are confidential and cannot be accessed by external parties, only internal ones, for example financial reports and data regarding employee personal rights. However, after further investigation, it was found that the informants did not know what data could be disclosed to the public and which were company secrets. And here PDAM is guided by the Law on Public Information Disclosure article 6 regarding information that cannot be provided to the public, namely information: a. Information that can harm the state; b. Information relating to the interests of business protection from the unfair business competition; c. Information relating to personal rights; d. Information relating to job secrets; e. The requested public information has not been mastered or documented. From the findings it is known that PDAM does not yet understand the details of things that can be disclosed and become confidential because there has been no public request.

4. Submission of Policy

It has the main objective, namely that company policies must be written and proportionately communicated to stakeholders (Komite Nasional Kebijakan Governance, 2006). Findings in the field of company policies are always communicated to stakeholders through the supervisory board. Besides that, the supervisory board also plays a role in supervising and assisting the directors in managing the company and bridging local governments with PDAMs. Thus in terms of submitting policies from the Company, it is in accordance with the Regulation of the Minister of Home Affairs no. 118 of 2018 in chapter III articles 11-16 which regulates the mechanism for submitting business plans and work plans and the Company's budget (Peraturan Menteri Dalam Negeri Republik Indonesia Nomor 118 Tahun 2018 Tentang Rencana Bisnis, Rencana Kerja Dan Anggaran, Kerja Sama, Pelaporan Dan Evaluasi Badan Usaha Milik Daerah, 2018).

Table. 3 Discussion Summary

Transparency Indicator	Discussion result
Convenience and Availability of Information	Thus the information is already available to stakeholders, but it is not easy to obtain information that belongs to the public because the available documents are only in hard copy form and there are no supporting facilities for publication, for example, the official website of PDAM Minahasa Regency.
Information Clarity	The information available is incomplete
Information Disclosure and Corporate Confidentiality	Lack of understanding of the rules
Policy Submission/Communication	It's been running well and in accordance with the rules

Source: Analysis of Research Result

In general, the implementation of the Transparency Principle has been carried out by existing regulations, but there are still obstacles to the absence of supporting facilities, namely the official PDAM website, incomplete information, lack of understanding of regulations.

When interpreted with the theory of transparency according to David Heald in Amitai Etzioni “Transparency is generally defined as the principle of enabling the public to gain information about the operations and structures of a given entity. Transparency is often considered synonymous with openness and disclosure, although one can find some subtle differences among these terms”(Etzioni, 2016).

Which means transparency is generally defined as the principle that allows the public to obtain information about the operation and structure of a particular entity. Transparency is often considered to be synonymous with openness and disclosure, although one can find some subtle differences between these terms. And that is in accordance with the definition of Transparency in Government Regulation No. 54 of 2017 concerning Regional Owned Enterprises, namely openness in carrying out decision-making processes and openness in disclosing relevant information about the company.

The principle of transparency has been carried out in accordance with existing regulations, but there are still obstacles in the absence of supporting facilities, namely the official PDAM website, incomplete information, lack of understanding of regulations.

CONCLUSION

The results of interviews, observations, and document reviews by researchers concluded in the implementation of good corporate governance as follows:

In general, the implementation of the Transparency Principle has been carried out in accordance with existing regulations, but there are still obstacles in the absence of supporting facilities, namely the official PDAM website, incomplete information, lack of understanding of PDAM Minahasa Regency organs regarding regulations.

Practical advice PDAM is obliged to create information delivery media in the form of websites or social media and open information to the public and government as well as make socialization and understanding to all implementing employees or what Lipsky calls street level bureaucrats (Lipsky, 2010)so that they can work according to the Standard Operating Procedures PDAM organs have been prepared. The limitations of this study include 4 other indicators of corporate governance that have not been examined, this can be used as reference material for further research. While the research suggestion is that other researchers can start with accountability indicators so that research can be structured and logical.

ACKNOWLEDGEMENT

We thank the director and staff of PDAM Kabupaten Minahasa, dean of the Faculties of Social Sciences and Law Universitas Negeri Manado, as well as other parties who have contributed to the realization of research.

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Evaluation of Transparency in the Governance of Regional Drinking Water Companies in Minahasa Regency

by Abdul Rahman Dilapanga

Submission date: 26-Sep-2023 12:49PM (UTC+0700)

Submission ID: 2177266741

File name: YMER220642.pdf (753.02K)

Word count: 5993

Character count: 34329

Evaluation of Transparency in the Governance of Regional Drinking Water Companies in Minahasa Regency

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Article Info

Article History;

Received: 20 Mei 2022

Revised: Agust 2022

Accepted: June 2023

Abstract: This study aims to evaluate the implementation of the principle of Transparency in the Regional Drinking Water Company (PDAM) of Minahasa Regency whether it is in accordance with Government Regulation Number 54 of 2017 article 92 concerning Good Corporate Governance based on the GCG policy instrument by the National Committee on Governance Policy in 2006.

The research method uses a type of descriptive qualitative research, and data collection techniques: interviews, observation, and documentation. In-depth interviews were conducted with logical questions based on guidelines, interviews were conducted with strong intimacy, and researchers appreciated the value of interviews as a data collection tool. Data analysis techniques: qualitative data analysis with data reduction, presentation, and data verification. The results of the research show that transparency is not optimal. Recommendations for Regional Heads as Capital Owners (KPM) and PDAM Management Transparency need to be optimized by maximizing the right technology and policies.

Keyword: Evaluation Implementation; Transparency; GCG.

INTRODUCTION

Good corporate governance is a policy instrument in order to create prosperity, integrity and social cohesiveness of society which is necessary for political economy and administrative authority for various levels of state affairs. Good governance rests on three pillars, namely the government, the private sector and Public. In the era of regional autonomy, the government has provided broad opportunities for regional governments to improve the welfare of their people.

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Local governments can regulate several aspects of life in their area, including economic, educational, health, social and cultural aspects. In the economic aspect, regional governments have the authority to form a Regional Owned Enterprise (BUMD). In essence, BUMDs have a strategic role in the current era of regional autonomy, apart from providing benefits for the economic development of a region and to obtain profits and/or profits, they must also be able to play a role in organizing public benefits in the form of providing quality goods and/or services to fulfill the people's needs according to the conditions. , regional characteristics and potential based on good corporate governance (Peraturan Pemerintah No. 54 Tahun 2017 Tentang BUMD, 2017). The management concept of non-persero BUMD (regional company/regional public company) is made possible by the BUMD management model with an "independent self-management" system. This management concept uses a system of supervision or coaching in a responsible and intensive manner. BUMD management is carried out with direct supervision and guidance by policy makers who are carried out by the regional head as the highest authority in the regional government. The authority of the Regional Government as the authority holder can carry out "policy intervention" in a positive context related to the performance of BUMD through the supervisory board. Law Number 23 of 2014 concerning Regional Government states that in the management of BUMD one of them must contain elements of good corporate governance. The Management System consists of 5 principles namely Transparency, Accountability, Responsiveness, Independence, Fairness (TARIF) (Pemerintah Republik Indonesia, 2014).

Research from Basri found that the GCG principles applied by the company had a positive effect on the quality of service at the state electricity company with the exception of the principle of independence. These findings imply that in order to continue to provide good service quality for customers, companies must further increase the application of GCG principles in all aspects of the company's activities (Basri et al., 2017).

Minister of Home Affairs Tjahjo Kumolo (2014-2019) noted that the performance of Regional Companies currently known as Regional Owned Enterprises (BUMD) until the end of 2019 was still poor, this condition was reflected in the financial condition of BUMDs, the Ministry of Home Affairs notes that there are 1,097 BUMDs throughout Indonesia with total assets reached IDR 340.118 trillion, but unfortunately of the thousands of BUMDs, the amount of profit generated was only IDR 10.372 trillion or an average profit to asset ratio of 3.0 percent. Tjahjo Kumolo said the small amount of profit occurred because many BUMDs were losing money. One of these BUMDs is the Regional Drinking Water Company (PDAM). There are 999 PDAMs in Indonesia and 70% of PDAMs are losing money. even though so far the government has disbursed Rp. 5 trillion in subsidies for these loss-making PDAMs (CNN-Indonesia, 2019). The low level of return on assets (ROA) shows that the management of BUMD is not optimal, both from a financial and performance perspective.

The same thing happened in the PDAM of Minahasa Regency, which has been entangled in various problems since 2011 until now, as can be seen from the 2018 performance evaluation report by the Agency for Increasing the Implementation of Drinking Water Supply Systems (BPPSPAM) ranked 111th with a performance value of 1.49 in the Sick category out of 115 BUMDs in Region III (Kalimantan and Sulawesi), it is far from its neighbor PDAM Duasudara Bitung City at rank 35 with a performance value of 3.05 in the Healthy category. Nationally PDAM Minahasa Regency is in position 372 out of 380 total number of BUMDs providing

SPAM, whereas when viewed from the perspective of the number of PDAM Minahasa Regency customers which total 10,829 Subscription Connections (SL) are in the 10,000-20,000 (SL) category, the position of PDAM Minahasa Regency is in basic position, namely 99 out of 99 BUMDs implementing SPAM (Kementerian-Pekerjaan-Umum-dan-Perumahan-Rakyat, 2019).

Table 1. Performance of PDAM Minahasa Regency 2011-2019

Performance PDAM Minahasa Regency	Year								
	2011	2012	2013	2014	2015	2016	2017	2018	2019
Finance	0,42	0,36	0,36	0,42	0,47	0,31	0,31	0,31	0,49
Service Area	0,9	0,48	0,4	0,6	0,4	0,40	0,60	0,40	0,40
Field of Operation	0,76	0,85	0,85	0,8	0,76	0,84	0,69	0,63	0,42
HR field	0,15	0,15	0,15	0,15	0,15	0,15	0,15	0,15	0,36
Total Performance	2,23	1,84	1,76	1,94	1,78	1,7	1,75	1,49	1,67
Category*	Unhealthy	Sick	Sick	Sick	Sick	Sick	Sick	Sick	Sick

Source: Data processed from reports on performance audit results of the Agency for Improvement of Drinking Water Supply System Implementation, Ministry of Public Works and Public Housing (Kementerian-Pekerjaan-Umum-dan-Perumahan-Rakyat, 2019). *Assessment is divided into 3 categories, namely Healthy with a score of > 2.8, Unhealthy with a score of 2.2-2.8 and Sick with a score of <2.2.

As a BUMD engaged in the clean water supply sector, PDAM Minahasa Regency is expected to be managed optimally and get a healthy title to meet social needs in the form of clean water to the community and increase dividends for Regional Original Revenue (PAD) of Minahasa Regency. Based on this, the researcher wants to explore and study (1). How is the transparency of PDAM Minahasa Regency?

Initially, good corporate governance emerged closely related to principal-agent theory, namely to avoid conflicts between principals and agents. Conflicts arising from differences in interests must be managed so as not to cause harm to the parties (stakeholders).

A corporation that is formed and is a separate separate entity is a legal subject, so that the existence of the corporation and interested parties (stakeholders) must be protected through the implementation of GCG. In addition to the Agency Theory model approach and Stakeholders Theory as above, studies of GCG problems by academics and practitioners are also based on Stewardship Theory, as well as Management Theory (BPKP, 2021). According to the BPKP website, GCG is "Commitments, rules of the game, and practices of conducting business in a healthy and ethical manner" (BPKP, 2021). According to the Big Indonesian Dictionary, principles are truths that form the basis of thinking, acting and so on (Badan Pengembangan dan Pembinaan Bahasa, 2016), based on Government Regulations No. 54 of 2017 concerning Regional Owned Enterprises (BUMD) Good Corporate Governance is a management system that directs and controls companies to produce sustainable economic benefits and balanced

relations between stakeholders. There are several institutions that put forward the principle - GCG principles include the Organization for Economic Co-operation and Development (OECD), the Center for Good Corporate Governance at Gajah Mada University (CGCG UGM), and the Financial and Development Supervisory Agency (BPKP).

a. Organization for Economic Co-operation and Development (OECD)

The OECD through the ad hoc Taskforce Team issued the "OECD Principles of Corporate Governance", in April 1999, which are not binding on its member countries, namely first, the rights of shareholders (The rights of shareholders). This principle means that the CG framework should protect the rights of shareholders. Second, fair treatment of all shareholders (the equitable treatment of shareholders). This principle means that the CG framework should ensure equal treatment of all shareholders, including minority shareholders. Third, the role of stakeholders in corporate governance (The Role of Stakeholders in Corporate Governance). This principle means that the CG framework should recognize the rights of stakeholders in accordance with the provisions of the law and encourage active cooperation between companies and stakeholders in creating prosperity, employment and corporate sustainability. Fourth, the obligation of disclosure (disclosure) and transparency (transparency). This principle means that the CG framework should ensure that timely and complete disclosure is made of all material issues relating to the company, including the financial condition, performance, ownership and governance of the company. Fifth, the responsibilities of the Board of Directors and Commissioners (the responsibilities of the board). This principle means that the CG framework should ensure the company's strategic policies, the effectiveness of management oversight by the Board of Commissioners and Directors and the accountability of the Board of Commissioners and Directors to the company and shareholders (OECD, 2004).

b. Center for Good Corporate Governance at Gajah Mada University (CGCG UGM).

Warsono, who is better known in his book CGCG UGM's corporate governance rating model, stated that there are 5 basic principles of corporate governance namely Transparency, Accountability and Responsibility, Responsiveness, Independence, and Fairness.

Transparency, In carrying out their functions, all participants in the company must convey material information in accordance with the actual substance, and make this information easily accessible and understandable to other interested parties.

Accountability and Responsibility, In carrying out its functions, all participants in the company must account for the mandate received in accordance with applicable laws, regulations, moral/ethical standards and best practices, and anticipate the accountability required if the proposed accountability is rejected.

Responsiveness, In carrying out its functions, each participant in the company must respond to requests and feedback from interested parties and respond to various changes in the business world that can significantly affect the company.

Independence, In carrying out its functions, every participant in the company must free themselves from the interests of other parties that have the potential to create a conflict of interest, and carry out their functions according to adequate competence.

Fairness (justice), In carrying out its functions, each participant in the company must treat other parties somewhat based on generally accepted provisions (Pamungkas & Marsono, 2012).

c. Governance Policy National Committee

Every company must ensure that the principles of GCG are applied to every aspect of the business and at all levels of the company. The principles of GCG namely transparency, accountability, responsibility, independence as well as fairness and equality are needed to achieve corporate sustainability by taking into account stakeholders.

1. Transparency

What is meant by the principle of "transparency" is openness in carrying out the decision-making process and openness in disclosing relevant information about the company.

Basic principles

To maintain objectivity in conducting business, companies must provide material and relevant information in a way that is easily accessible and understandable to stakeholders. Companies must take the initiative to disclose not only issues required by laws and regulations but also important matters for decision making by shareholders, creditors and other stakeholders.

Main Implementation Guidelines

1.1. Companies must provide information in a timely, adequate, clear, accurate and comparable manner and easily accessible to stakeholders according to their rights.

1.2. Information that must be disclosed includes, but is not limited to, vision, mission, business objectives and company strategy, financial condition, composition and compensation of management, controlling shareholders, share ownership by members of the Board of Directors and members of the Board of Commissioners and their family members in companies and other companies, risk management systems, monitoring and internal control systems, GCG systems and implementation and levels of compliance, and important events that may affect the condition of the company.

1.3. The principle of openness adopted by the company does not reduce the obligation to comply with the provisions of corporate confidentiality by laws and regulations, professional secrets and personal rights.

1.4. Company policies must be written and proportionately communicated to stakeholders.

(Komite Nasional Kebijakan Governance, 2006).

BUMD establishment aims to: a. provide benefits for regional economic development; b. organizing public benefits in the form of providing quality goods and/or services to fulfill the people's livelihood in accordance with the conditions, characteristics and potential of the area concerned based on good corporate governance; and c. earn profits and/or profits (Peraturan Pemerintah No. 54 Tahun 2017 Tentang BUMD, 2017).

RESEARCH METHOD

This research uses a qualitative descriptive research design which aims to describe, and summarize various conditions, various situations, or various phenomena of social reality that exist in society which are the object of research, and seeks to draw that reality to the surface as a characteristic, character, trait, model, signs, or descriptions of certain conditions, situations, or phenomena (Bungin, 2011). The qualitative research method is a research method based on the

philosophy of postpositivism, used to research on natural object conditions, where the researcher is the key instrument, sampling of data sources is carried out purposively and snowball, data collection techniques are triangulation (combined), data analysis is inductive /qualitative, and the results of qualitative research emphasize meaning rather than generalization (Sugiyono, 2010) Conducted through developing trust through consistent use of the advice given by Benny and H²³hes to understand the importance of interviews in data collecting (Tumbel et al., 2023).

Basically qualitative research does not start from something³⁸ empty, but is done based on one's perception of a problem. Problems in qualitative research are temporary, tentative, and will develop or change after the researcher is in the field (Sugiyono, 2005). Even so, it is necessary to make a limitation so that the research will be more focused. The limitation of the problem in qualitative research is called focus, which contains the main issues that²⁹ are still general in nature. The intent in formulating a research problem by utilizing the focus is first, the determination of the focus can limit the study; second, the determination of the focus serves to meet the inclusion-exclusion criteria or inclusion-exclusion criteria of new information obtained in the field (Moleong, 2014). Basically the focus of the problem is determined based on the formulation of the problem that has been determined, although the focus can be reduced/increased according to conditions encountered in the field. Spradley in (Sugiyono, 2005), put forward 4 alternatives to set the focus viz

- (1) determine the focus on the problems suggested by informants,
- (2) determine the focus based on certain domains,
- (3) establish a focus that has value findings for the development of science and technology,
- (4) determine the focus based on problems related to existing theories.

The effectiveness of GCG implementation is reflected in the governance outcomes that have been obtained, from the performance results audited by BPPSPAM which the author has described from 2011 to 2019 which was relatively stagnant in the criteria for illness. In order to limit the research so that it does not get stuck in general and broad fields that are less relevant and end up being biased, also considering the limitations that the authors have, the author³ only focus, describe, analyze and interpret specifically regarding the Evaluation of the implementation of the principle of Transparency in PDAM Minahasa Regency.

RESULT AND DICUSSION

From this, it is known that written and non-verbal communication from the leadership of the company, in this case, the supervisory board and directors, is going well, and the director's high commitment to repairing a diseased company is not sick anymore.

Table.2 Description Results**Principle of Transparency (Information Disclosure)**

Indicator	Findings
Convenience and Availability of Information	<ul style="list-style-type: none"> - reports (hardcopy) of receipts and expenditures as well as profit and loss calculations from the Company to the local government submitted every quarter of the current budget year, - obligation of PDAM to report quarterly to local government as capital owner.
Information Clarity	<ul style="list-style-type: none"> - the Strategic Plan (RENSTRA) and the Company's Budget Work Plan (RKAP) already contain information about the Company's vision, mission, strategic business objectives, financial condition, management, balance sheets and other information relating to the Company's operations and administration, and information submitted in the form of reports and stakeholders.
Information Disclosure and Corporate Confidentiality	<ul style="list-style-type: none"> - Information can be accessed/disclosed to stakeholders according to their respective portions, in the sense that there are limitations to specific stakeholders according to their respective interests and contributions - There are limitations to disclosure of information in the form of reports to local government/internal Company officials and non-government/external companies. There are confidential matters that cannot be accessed by external parties and may only be internal, for example, financial reports and employee data concerning employee personal rights. However, after further investigation, it was found that the informants did not know for sure what the company's secrets were that could only be consumed internally or that could be disclosed to the public and that the company seemed afraid of being audited by consumers or external parties.
Policy Submission/Communication	<ul style="list-style-type: none"> - Company policies are always communicated to stakeholders through the supervisory board besides that there is a supervisory board which also has a role in supervising and assisting the directors in managing the Company and bridging local governments with PDAMs. - an integral part of the report, namely the results of a performance audit by the BPKP and it is there every year and is always communicated to stakeholders and according to JT the company cannot assess its own performance. - Written and non-verbal communication from the leadership of the company, in this case, the board of

directors and supervisors, is going well, and the director's high commitment is to improve the company that is sick so it isn't sick anymore

Source: interview data.

Discussion of Research Results

The regulation regarding BUMD was first regulated based on Law Number 5 of 1962 concerning Regional Companies. Then further regulated through Perendagri Number 3 of 1998 concerning the Legal Form of Regional Owned Enterprises. After Law Number 23 of 2014 concerning Regional Government was promulgated, Law Number 5 of 1962 concerning Regional Companies was revoked and declared longer valid.

After 3 years Law 23 was promulgated, Government Regulation Number 54 of 2017 concerning Regional Owned Enterprises was issued which regulated more specifically the classification of the legal form of BUMD, which was changed from Regional Company (PD) or Limited Liability Company (PT) to Regional Public Company or Regional Public Company, a mechanism for regional capital participation, and share ownership. PDAM Minahasa Regency is classified as a business entity that is wholly owned by 1 district. And the management must be based on good corporate governance which is defined in PP 54 as: a management system that directs and controls the company so as to produce sustainable economic benefits and balanced relations between stakeholders (Peraturan Pemerintah No. 54 Tahun 2017 Tentang BUMD, 2017). And specifically divided into 5 principles of governance in article 92 namely transparency, accountability, responsibility (responsibility), independence (independence) and also fairness (fairness).

Transparency.

Transparency has an operational definition in PP 54 Article 92 Paragraph (2) Letter a, namely openness in carrying out the decision-making process and openness in disclosing relevant information about the Company. In Transparency there are 4 more specific indicators as a reference for researchers to be discussed as follows:

1. Ease of Access and Availability of Information

Has the main objective, namely the company must provide information in a timely, adequate, clear, accurate and comparable manner and easily accessible to stakeholders in accordance with their rights (Komite Nasional Kebijakan Governance, 2006). Findings in the field PDAM Minahasa Regency already has information in the form of reports (hardcopy) of receipts and expenditures as well as profit and loss calculations from the Company to the local government submitted quarterly for the current budget year, this is an obligation/obligation of the PDAM to report quarterly to the local government as the owner capital. Researchers' analysis in terms of

ease of access and availability of company information for stakeholders has been carried out regularly according to regional regulation number 7 concerning PDAM Minahasa Regency:

"Article 30 letter f: the director compiles and submits quarterly reports on all operational and financial activities of the company, and letter g: compiles annual financial reports consisting of a balance sheet and profit and loss and management report signed by the adult and submitted to the regent. Article 20 letter f: the supervisory board evaluates quarterly reports and annual reports submitted by the director for approval by the regent".

Thus this is an obligation that must be conveyed by the company's organs to the owner of capital (principle) in this case the local government. From the findings it is known that what the company has done is in accordance with existing rules, but there are deficiencies in terms of the availability of information to the public as one of the stakeholders which is still low. So that the public as users still find it difficult to access information even though the information exists, even though the Central Government policy contained in the Law of the Republic of Indonesia Number 14 of 2008 concerning Public Information Disclosure very clearly classifies BUMD as a Public Agency, what is meant by a public body according to Article 1 number 3 UU KIP namely:

"Public bodies are executive, legislative, judiciary and other bodies whose main functions and duties are related to the administration of the state, which some or all of the funds are sourced from the State Revenue and Expenditure Budget and/or Regional Revenue and Expenditure Budget (APBN and/or APBD)), or non-governmental organizations as long as part or all of the funds come from APBN and/or APBD, donations from the community, and/or foreign countries" (Undang-Undang Republik Indonesia Nomor 14 Tahun 2008 Tentang Keterbukaan Informasi Publik, 2008).

Thus the Minahasa Regency PDAM is a BUMD which is a Public Agency because the ownership of shares and assets is fully owned by the Regional Government in this case the Minahasa Regency and referring to Article 14 of the KIP Law:

"Public Information that must be provided by State-Owned Enterprises (BUMN), Regional-Owned Enterprises (BUMD) and/or other state-owned enterprises are:

- a. name and place of domicile, purpose and objective as well as the type of business activity, period of establishment, and capital, as stated in the articles of association;
- b. full names of shareholders, members of the board of directors and members of the board of commissioners of the company;
- c. audited annual reports, financial statements, income statement balance sheets, and corporate social responsibility reports;
- d. results of assessments by external auditors, credit rating agencies and other rating agencies;
- e. system and allocation of remuneration funds for commissioners/supervisory boards and directors;
- f. mechanism for determining directors and commissioners/supervisory board;
- g. legal cases based on open law as public information;
- h. guidelines for the implementation of good corporate governance based on the principles of transparency, accountability, responsibility, independence and fairness;
- i. announcement of the issuance of debt securities;
- j. replacement of the accountant who audited the company;

- k. changes in the company's fiscal year;
- l. government assignment activities and/or public service obligations or subsidies;
- m. mechanism for the procurement of goods and services; and/or
- n. other information determined by law relating to State Owned Enterprises/Regional Owned Enterprises.

The right to obtain information is very important because the more open state administration is to public scrutiny, the more accountable state administration will be. Everyone's right to obtain information is also relevant to improving the quality of community involvement in the public decision-making process. Community participation or involvement means little without guarantees of public information disclosure.

Thus the information is already available to stakeholders, but it is not easy to obtain information that is the right of the public because the documents available are only in hard copy form and there are no supporting facilities for publication, for example the official website of PDAM Minahasa Regency.

2. Clarity of Information

Has the main objective, namely the information that must be disclosed includes, but is not limited to, the vision, mission, business objectives and corporate strategy, financial condition, management composition and compensation, controlling shareholders, share ownership by members of the Board of Directors and members of the Board of Commissioners and their family members in companies and other companies, risk management systems, monitoring and internal control systems, GCG systems and implementation and levels of compliance, and important events that may affect the condition of the company (Komite Nasional Kebijakan Governance, 2006). Findings in the field in the Company's Business Plan and Work Plan and Budget (RKAP) already consist of information on the Company's vision, mission, strategic business objectives, financial condition, management, balance sheet and other matters relating to the Company's operations and administration, and other information submitted in the form of a report to stakeholders. Thus, in terms of clarity, the company's information has been disclosed through the Business Plan and RKA documents, which contain the vision, mission, business objectives, corporate strategy, and financial condition, but there is information that is not explained, namely the control system and good corporate governance, even though the explanation of Article 2 paragraph 2a Regulation of the Minister of Home Affairs No. 118 of 2018 concerning Business Plans, Work Plans and Budgets, Cooperation, Reporting and Evaluation of Regional-Owned Enterprises states that in preparing a Business Plan must pay attention to the principles of good company, which form the basis for preparing the Business Plan (Peraturan Menteri Dalam Negeri Republik Indonesia Nomor 118 Tahun 2018 Tentang Rencana Bisnis, Rencana Kerja Dan Anggaran, Kerja Sama, Pelaporan Dan Evaluasi Badan Usaha Milik Daerah, 2018)

3. Disclosure of Company Information and Confidentiality

Has the main objective, namely the principle of openness adopted by the company does not reduce the obligation to comply with the provisions of corporate secrecy in accordance with laws and regulations, office secrets, and personal rights (Komite Nasional Kebijakan Governance, 2006). Findings in the field The information disclosed is limited to stakeholders

according to their respective interests and contributions. There are things that are confidential and cannot be accessed by external parties, only internal ones, for example financial reports and data regarding employee personal rights. However, after further investigation, it was found that the informants did not know what data could be disclosed to the public and which were company secrets. And here PDAM is guided by the Law on Public Information Disclosure article 6 regarding information that cannot be provided to the public, namely information: a. Information that can harm the state; b. Information relating to the interests of business protection from the unfair business competition; c. Information relating to personal rights; d. Information relating to job secrets; e. The requested public information has not been mastered or documented. From the findings it is known that PDAM does not yet understand the details of things that can be disclosed and become confidential because there has been no public request.

4. Submission of Policy

It has the main objective, namely that company policies must be written and proportionately communicated to stakeholders (Komite Nasional Kebijakan Governance, 2006). Findings in the field of company policies are always communicated to stakeholders through the supervisory board. Besides that, the supervisory board also plays a role in supervising and assisting the directors in managing the company and bridging local governments with PDAMs. Thus in terms of submitting policies from the Company, it is in accordance with the Regulation of the Minister of Home Affairs no. 118 of 2018 in chapter III articles 11-16 which regulates the mechanism for submitting business plans and work plans and the Company's budget (Peraturan Menteri Dalam Negeri Republik Indonesia Nomor 118 Tahun 2018 Tentang Rencana Bisnis, Rencana Kerja Dan Anggaran, Kerja Sama, Pelaporan Dan Evaluasi Badan Usaha Milik Daerah, 2018).

Table. 3 Discussion Summary

Transparency Indicator	Discussion result
Convenience and Availability of Information	Thus the information is already available to stakeholders, but it is not easy to obtain information that belongs to the public because the available documents are only in hard copy form and there are no supporting facilities for publication, for example, the official website of PDAM Minahasa Regency.
Information Clarity	The information available is incomplete
Information Disclosure and Corporate Confidentiality	Lack of understanding of the rules
Policy Submission/Communication	It's been running well and in accordance with the rules

Source: Analysis of Research Result

In general, the implementation of the Transparency Principle has been carried out by existing regulations, but there are still obstacles to the absence of supporting facilities, namely the official PDAM website, incomplete information, lack of understanding of regulations.

When interpreted with the theory of transparency according to David Heald in Amitai Etzioni “Transparency is generally defined as the principle of enabling the public to gain information about the operations and structures of a given entity. Transparency is often considered synonymous with openness and disclosure, although one can find some subtle differences among these terms” (Etzioni, 2016).

Which means transparency is generally defined as the principle that allows the public to obtain information about the operation and structure of a particular entity. Transparency is often considered to be synonymous with openness and disclosure, although one can find some subtle differences between these terms. And that is in accordance with the definition of Transparency in Government Regulation No. 54 of 2017 concerning Regional Owned Enterprises, namely openness in carrying out decision-making processes and openness in disclosing relevant information about the company.

The principle of transparency has been carried out in accordance with existing regulations, but there are still obstacles in the absence of supporting facilities, namely the official PDAM website, incomplete information, lack of understanding of regulations.

CONCLUSION

The results of interviews, observations, and document reviews by researchers concluded in the implementation of good corporate governance as follows:

In general, the implementation of the Transparency Principle has been carried out in accordance with existing regulations, but there are still obstacles in the absence of supporting facilities, namely the official PDAM website, incomplete information, lack of understanding of PDAM Minahasa Regency organs regarding regulations.

Practical advice PDAM is obliged to create information delivery media in the form of websites or social media and open information to the public and government as well as make socialization and understanding to all implementing employees or what Lipsky calls street level bureaucrats (Lipsky, 2010) so that they can work according to the Standard Operating Procedures PDAM organs have been prepared. The limitations of this study include 4 other indicators of corporate governance that have not been examined, this can be used as reference material for further research. While the research suggestion is that other researchers can start with accountability indicators so that research can be structured and logical.

ACKNOWLEDGEMENT

We thank the director and staff of PDAM Kabupaten Minahasa, dean of the Faculties of Social Sciences and Law Universitas Negeri Manado, as well as other parties who have contributed to the realization of research.

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