

# THE INTERNATIONAL JOURNAL OF HUMANITIES & SOCIAL STUDIES

## Neutrality of Civil Servants in Local Leaders Election at District Parigi Moutong, Indonesia

**Edy Suprianto**

Post Graduate Student, FISIP BKU Political Science and Government Study,  
Brawijaya University, Indonesia

**Sanggar Kanto**

Lecturer, Post Graduate Program, FISIP, Brawijaya University, Indonesia

**Sholih Muadi**

Lecturer, Post Graduate Program, FISIP, Brawijaya University, Indonesia

### **Abstract:**

*Neutrality of civil servants in local leader election or district head election has already arranged within Government Regulation No 53 concerning Disciplinary of Civil Servants and Law No 5 year 2014 concerning Aparatur Sipil Negara (ASN – State Apparatus). However, in its practice there were still lots of civil servants involvement in politics during local leader election. Author chose to study in District Parigi Moutong due to blunt civil servants involvement during local leader election 2013 in this area. Objectives of this study were to analyze and describe civil servants involvement phenomenon and role of actors in influencing civil servants to be involved in local leader election in District ParigiMoutong, Central Sulawesi province in 2013.*

*Type of study used in this paper was qualitative method with descriptive phenomenology approach. Study result obtained in this study were that civil servants involvement phenomenon in District Parigi Moutong in 2013 were also involving officials from the existing Satuan Kerja Perangkat Daerah (SKPD). The involving SKPD officials were Local Secretary, Head of Agency, and Sub District Head. Actors involved in civil servants involvement during Local Leaders Election in District ParigiMoutong were incumbent, success team and other pair or non-incumbent. While role of actors in influencing civil servants to involved in local leader election of District Parigi Moutong 2013, according to structuration theory of Anthony Giddens would include practical awareness and discursive awareness.*

**Keywords:** *Neutrality, Civil Servants, and Local Leader Election*

### **1. Introduction**

Neutrality among civil servants to stay uninvolved in political activity during local leader election were already arranged in Government Regulation No 53 year 2010 concerning Disciplinary of Civil Servants and Law No 5 year 2014 concerning Aparatur Sipil Negara (ASN – State Civil Apparatus) has already arranged that civil servants to be neutral from any practical politic activity in election. In article 15<sup>1</sup> of Government Regulation No 53 year 2010, it is explained that civil servant is prohibited to give support toward any candidate of Local Leader/Vice Leader, by involved during campaign activity to support their candidate; using job related facilities in campaign activity; making decision and/or acts which bring advantage or disadvantage toward one of candidate pair during campaign period; also held activity which subtly implying favorable candidate pair before, during and after campaign period which includes meeting, persuading, suggesting, calling or giving goods toward civil servants in his/her working unit, his/her family member and the society member.

In Law No. 5 year 2014<sup>2</sup> concerning Aparatur Sipil Negara (ASN) in Article 2 letter f, it state about neutrality principle. What is meant by this principle is that every member of ASN did not take side toward any influence and did not follow any interest. Other than this, in the same law that is in article 9 subsection 2 it explains that ASN employees should be free from any influence and intervention from all group and political party.

Phenomenon of civil servants involvement in local leader election might occur due to their desire to support their own candidate. In District Dairi, there were two local leader elections which were held in 2009, won by Johny Sitohang Adinegoro and Irwansyah Pasi. In 2013, this pair rerun for District Head/Vice candidate for 2013 until 2018period. Local leader election in District Dairi at October 10, 2013 has won once again by incumbent pair that is Johny Sitohang Adinegoro and Irwansyah Pasi. However, practice that occurs

<sup>1</sup>Government Regulation No. 53 Year 2010 concerning Civil Servant Disciplinary

<sup>2</sup>LawNo. 5 Year 2014 concerning Aparatur Sipil Negara (ASN)

in local leader election at District Dairi with four candidate pair was seen as the unhealthy local leader election. In each set of event before local leader election, there were lots of problems done by candidates and success teams. Some problem would be such as compiling problematic Final Voter List (DPT – Daftar Pemilih Tetap) due to votes inflation and there was civil servant's involvement in the process of Dairi Local Leader Election<sup>3</sup>.

Besides, phenomenon in local leader election at District Dairi in 2013 were also involving civil servant teacher named Ermalina Purba which currently mutated, whereas his husband who works as entrepreneur were involved as member of success team of one of candidate for District Dairi Head/Vice, that is LuhutMatondang and MaraduGadingLingga<sup>4</sup>. Reason why they support this candidate is because they judge this candidate to possess a very critical vision and mission and would be able to brought change for District Dairi. Given that position or title of ErmalinaPurba as a civil servant, this would highly influence and create impact toward her civil servant status. This can be seen from billboard put up in ErmalinaPurba yard which confirm that she support and be part of success team for candidate Luhut Matondang and Maradu GadingLingga.

Compared to the previous study, phenomenon of civil servant involvement studied in this paper is quite different. In this study, author would like to try to deeply comprehend the political practice done by civil servant official in succession of candidate pair during local leader election in District ParigiMoutong of 2013. Civil servant involvement during local leader election of District ParigiMoutong in Central Sulawesi in 2013 has bluntly done and involves local secretary, head of agencies, and sub district head in the area. This is possible due to predetermined instruction from leader as *incumbent* to be the chosen candidate for local leader, and when civil servants didn't comply, they could be mutated or terminated<sup>5</sup>. Besides, civil servant involvement in District ParigiMoutong during Local Leader Election 2013 also closed by burning Local Empowerment (PMD - Pemberdayaan Masyarakat Desa) office done by civil servant staff. The office was burn due to government aid into this office was being distributed to the society using local leader candidate's name<sup>6</sup>.

Looking at problems occur in District ParigiMoutong during local leader election 2013, it can be said that phenomenon in civil service involvement during local leader election 2013 in District ParigiMoutong is influenced by actor's role to involved civil servant in this local leader election. In structuration theory<sup>7</sup> which particularly discuss relationship between actors and structures, whereas actors and structures cannot stand independently and coherent in nature. Relationship between actors and structures was explained in structure duality relationship. According to Giddens<sup>8</sup>, agent or actor can be said as "actor in social practice" and can be seen as individual or as group. When actor has the power and able to influence structures, actor would able to influence civil servant in District ParigiMoutong and make them involved in local leader election 2013. Structures itself, according to Giddens, was meant as rules or resources which in this context would be regulation discuss about civil servants.

Therefore, this study is trying to conduct in depth review to bring meaning in phenomenon of civil servant involvement during local leader election who consciously gives their support toward one of the local leader/vice candidate. This study was conducted to analyze and describe the phenomenon of civil servant involvement and actor's role in influencing civil servants to be involved in Local Leader Election in District ParigiMoutong, Central Sulawesi in 2013.

## 2. Study Method

Study method used in this paper is qualitative study method. Qualitative method study was used to obtain in depth information concerning one's social experience such as attitude, motivation, trust and behavior from this person's point of view.<sup>9</sup> This study used descriptive phenomenology approach based on Husserl philosophy. Phases in descriptive phenomenology approach would be<sup>10</sup> *first, intuiting* phase where author begins to enter totally or become one with the studied phenomenon. To feel what his informants felt, author always emphatically listen all explanation from informant and try to attain clear and detailed information. *Second, bracketing* phase, done so that informant act naturally and free author's assumption. This was done by leaving behind the existing knowledge concerning studied phenomenon. *Third, analyzing* phase, author would identify the essence/core of studied phenomenon by exploring relationship and related elements (keywords, categories, sub theme and theme). *Fourth, describing* phase, where author create broad in-depth and broad narration regarding the phenomenon.

Data analysis used in this study was qualitative data analysis with *interactive model of analysis*. Qualitative data analysis according to Bogdan and Biklen in LexyMoleong<sup>11</sup> is the effort conducted by working with the data, screening it into manageable units, finding

<sup>3</sup>Dairi Pers, No 391 Year VII Date 03-09 November 2013. *Gugatan MK Bertabur Video Kampanye PNS* infinal paper of J.Theodora concerning "Perilaku Politik Guru, Studi Kasus: Perilaku Politik Ermalina Purba sebagai guru PNS di Kelurahan Batang Beruh, Kecamatan Sidikalang dalam Pemilihan Bupati Dairi Tahun 2013". North Sumatera University

<sup>4</sup>Sengketa Pilkada Dairi: Saksi Pemohon dan Pihak Terkait Saling Bantah, in final paper of J.Theodora tentang "Perilaku Politik Guru, Studi Kasus: Perilaku Politik Ermalina Purba sebagai guru PNS di Kelurahan Batang Beruh, Kecamatan Sidikalang dalam Pemilihan Bupati Dairi Tahun 2013". North Sumatera University

<sup>5</sup>Interview with one civil servant of District Parigi Moutong concerning *Civil Servant involvement in local leader election of Parigi Moutong in 2013*, 21 Oktober 2015 time 19.00 WIB.

<sup>6</sup>Interview with one ex-civil servant involved with burning of BPMD office in District Parigi Moutong, 26 Februari 2016 Pukul 13.23 WITA

<sup>7</sup>George Ritzer and Douglas J. Goodman. 2008. *Teori Sosiologi: Dari Teori Sosiologi Klasik Sampai Perkembangan Mutakhir*, translation of Nurhadi. Yogyakarta: Kreasi Wacana. p. 568.

<sup>8</sup>Anthony Giddens. 1984. *Constitution of Society (Outline of the Theory of Structuration)*. Berkeley, LA: University of California Press

<sup>9</sup>Polit, P.F, Beck, C.T & Hugler. 2001. *Essentials of nursing reaserch: Methods appraisal and utilization*. Philadelphia: J.B Lippincott

<sup>10</sup>Asih, I.D. 2004. *Indonesia Student experience of learning at an Indonesian University. School of Nursing and Midwivery Curtin University of Technology*. Master Project.Perth: Unpublished

<sup>11</sup>Moleong, Lexy J. 2007. *Metodologi Penelitian Kualitatif*. Bandung: Remaja Rosda Karya,p. 248

what is important and what to learn, also decided what to tell toward others. Qualitative data analysis with *interactive model of analysis* itself consist of 3 (three) components which are<sup>12</sup> (1) *data condensing*, where data attained from observation process on field would be put into detailed and complete report description. Data condensing was done continuously during the study process, (2) *data display*, where it is meant to facilitate author in seeing the whole picture of certain parts of study data, (3) *conclusion drawing*, regarding this data verification was done continuously during the study process. Phases to draw conclusion initially came from the reduced data categories and displayed toward final conclusion to answer the problem at hand.

Besides, this study also used method in its data collection. According to Bungin, data collection technique is part of data collection instrument which would determine the success or failure of a study.<sup>13</sup> While according to Kriyantono, data collection is a technique or ways that can be used by author to obtain data.<sup>14</sup> In this study, data collection technique used was observation, where data collection was done by the author by directly observing the field toward the studied object. Next technique is in depth interview, this interview is a process to obtain information regarding study objectives through face-to-face interview between interviewer and respondent or interviewee, either with or without interview manual.<sup>15</sup> Reason why author used in depth interview is because of this technique advantages lies in data purity obtained from an informant and unaffected by outer party. Last technique used is documentation, this method was done through data recording or copying in the field. Usually this data would be secondary data or the existing data such as archives, pictures, annual report, meeting results or other documents on the field regarding this study phenomenon.

### 3. Results and Discussion

#### 3.1. Phenomenon in Civil Servant Involvement during Local Leader Election in District ParigiMoutong year 2013

Phenomenon of civil servant involvement during local leader election in District ParigiMoutong in 2013, automatically would bring the involvement of SKPD (satuan kerja perangkat daerah) in this area. SKPD involvement would relate with involvement of local secretary, head of agency and sub district head. The involvement of local secretary (Sekretris daerah) as head of SKPD in this area during local leader election of District ParigiMoutong in 2013 occur in success team of candidate pair. Involvement of local secretary in politic activity did not limited to strategic matter but also in giving direct instruction toward head of agencies and its subordinate so that they choose the same candidate.<sup>16</sup> This strategy was done when local secretary act as head of Baperjakat (Badan Pertimbangan Jabatan dan Kepangkatan), so that civil servant who wants to rise the ladder should pass the test or selection held by Baperjakat. Thus head of Baperjakat has its *bargaining position* toward official candidate being appointed or promoted. This *bargaining position* would enable someone to be influenced into certain group or individuals. This was used by head of Baperjakat in offering his particular interest toward official candidate, so that when the official candidates take their post, they would be ready to help and support the local secretary's candidate during local leader election.

Other involvement of local secretary is by giving contribution fund toward one of the candidate pair. The contribution fund given to them was done by inflating budgets either regional budget or state budget. In pier planning case, four piers in District ParigiMoutong in its planning, is copied from other district and its fund was used for success T-shirt provision for one of candidate pair campaign.<sup>17</sup>

Local secretary involvement in arranging strategy during local leader election in District ParigiMoutong in 2013 by giving instruction toward SKPD official has certainly involving head of agencies (Kepala dinas) too. Involvement of head of agency in supporting one of candidate pair was by preparing contribution fund. Head of agency involvement in using this contribution fund was<sup>18</sup> by spending or financially supporting candidate through inflating regional budget or taking it from state budget. As the head of agency, of course what he did would certainly carrying the name of the agency. Thus, agency involvement covers the fund for physical development either structural and infrastructure also projects managed by the agency, all apparatus underneath it until third party who took the project of the agency would be under the same pressure to choose the same candidate as instructed, which is to support *incumbent* candidate.

Other than local secretary and head of agency involvement during local leader election in District ParigiMoutong in 2013, sub district head was also involved in it. Involvement of sub district head occur when they was performing in governmental events. Involvement of sub district head during local leader election of District ParigiMoutong in 2013 was<sup>19</sup> by giving speech in government aid program event. Its involvement was indirectly stated in his speech during closing such as, "*we should choose someone we already know*". What he meant is, it is expected that during *voting day*, people in this event should choose someone they already knew. In this context, it is the *incumbent* pair.

Civil servant's involvement in District ParigiMoutong in 2013 was also includes functional civil servants. One of functional civil servant is the teacher. Teacher involvement might be due to assumption that teacher is one of the figure in the community. Since

<sup>12</sup>Saldana, Johnny. 2014 *Qualitative, Data Analysis Miles And Huberman*. Arizona State University. p. 307.

<sup>13</sup>Bungin, Burhan. 2007. *Metode Penelitian Kualitatif*. Jakarta: Kencana Prenada Media Group, p 121

<sup>14</sup>Kriyantono, Rahmat. 2006. *Teknik Praktis Riset Komunikasi disertai Contoh Praktis Riset Media, Publik Relation, Advertising, Komunikasi Organisasi, Komunikasi Pemasaran*. Jakarta: Kencana Prenada, p 91

<sup>15</sup>Moleong, Lexy J. 2008. *Metode Penelitian Kualitatif*. Bandung: Remaja Rosdakarya, p 186

<sup>16</sup>Interview with civil servant official who act as agency secretary in one of agency of District Parigi Moutong, 04 Februari 2016 Pukul 14.03 WITA

<sup>17</sup>*Ibid*

<sup>18</sup>*Ibid*

<sup>19</sup>Interview with Bapak Farid Tombolotutu who act as politician from PKB political party in District Parigi Moutong, 25 Februari 2016 time 14.33 WITA

teacher is good in communicating with others, those who have civil servant title would certainly have their students, student's parents, and has ex-students in the village. This was used by civil servant teacher to mobilize mass in order to support certain candidate.<sup>20</sup>

Other than this, other functional civil servant involvement could also occur in functional civil servant such as those of extension officers.<sup>21</sup> Civil servant as extension officers (PL) would include agriculture extension. Involvement done by functional civil servants as extension officer would be by spreading pamphletes or candidate pair of local leader election District ParigiMoutong in 2013. Pamphletes was given toward those who attend the campaign. These extension people were in direct contact with community regarding political activity. However, most people would not be able to recognize these civil servants extension officer since they did not use their uniform while in action.

Therefore, it can be said that phenomenon in civil servant involvement during local leader election of District ParigiMoutong in 2013 occurs directly and indirectly. Directly means that it is on the surface or the people would recognize it immediately and can also be found by election supervisory committee. By indirectly, it means that it cannot immediately discover by election supervisory committee, since it is done undercover and did not known by general people.

### 3.2. Role of Actors Who Influence Civil Servant to Involve in Local Leader Election of District Parigi Moutong in 2013

These roles of actors were regarding actors who influence civil servant to be involved in politic activity during local leader election of District ParigiMoutong in 2013. From the study result, the most influencing actors for civil servant so that they were involved in politic activity during local leader election of District ParigiMoutong in 2013 are leader (*incumbent*), success team, and *non-incumbent* pair or other candidate.

Role of leader (*incumbent*) as actor, is by using the *stakeholder* he knew. Every SKPD meeting with the district head, either local secretary or head of agencies would be given instruction to help incumbent rerun local leader election of ParigiMoutong 2013. Most likely, these meetings would be held as a closed meeting, which means only attended by local secretary, head of agencies, head of smaller agencies and sub district head. These would make those stakeholders involved during local leader election of ParigiMoutong in 2013.<sup>22</sup> When leader who acts as District Head planned to rerun, he already prepare it ahead by placing his own people as the head of agencies. People who related with head of district hasalready determined to take office with large amount of budget program.<sup>23</sup>

What was done by leader or *incumbent* according to White and Lippit in Harbani<sup>24</sup> is a form of autocratic leadership. In this kind of leadership, leader would determine their own "*policy*", and having plans for his own group to make his own decisions, and subordinate would have to comply his order. Autocratic leaders normally feel that they know what they want and tend to express those needs in the form of direct order toward his subordinates. In autocracy leadership, there is strictness in monitoring, thus it is hard for subordinate to satisfy his egoistic needs. Tendency of this leadership style is subordinate did not have any share in making decision or in taking action, thus subordinate would be lack of initiative or leader would suppress their subordinate initiative, and creating dissatisfaction and feeling of suppression.

In structuration theory of Anthony Giddens, it explained that role of actors in influencing structure might occur due to the existence of practical awareness, discursive awareness and unconscious motivation dimensions.<sup>25</sup> When agents or actors assumed to have knowledge about most of his/her acts, thus this knowledge would be expressed as *practical awareness*. *Discursive awareness* refers to set of knowledge capacity possess in reflecting and giving detailed and explicit explanation regarding acts being done. Meanwhile, Giddens comprehend *unconscious motivation* as the trigger toward some of agent's act. Unconscious motivation would be related with desire or the needs which potentially direct the acts, but not the act itself. Thus, role of the leader (*incumbent*) as an actor which influence civil servant to be involved during local leader election of District ParigiMoutong would be included in practical and discursive awareness dimensions. This was due to incumbent do aware and knowledgeable also comprehends the knowledge capacity of most of his acts.

The role of success team as an actor in influencing civil servant during local leader election of District ParigiMoutong in 2013 can be seen from its political party as the supporting party of a candidate. Political party as success team in this study has also contribute in influencing civil servant to be involve, but civil servant cannot influencing the political party. This was due to in supporting candidate political party has most shares to determine most of the existing SKPD officials. Role of political party in influencing civil servant was by<sup>26</sup> giving opinion toward candidate pair supported by the party. When the pair won the election, political party could give opinion toward the elected leader to appoint their people in officials such as in head of agencies or head of sub field or section head. This is used by political party to persuade civil servant so that they would involved themselves in local leader election of District ParigiMoutong in 2013, by giving promises of office rank toward civil servant who was ready to be promoted.

Role of political party in influencing civil servant was done by giving promises and stating that they would promote civil servant with bright future, and in this context, political party as the success team were also knowledgeable and having knowledge capacity in

<sup>20</sup>Interview with one of civil servant official who act as head of KUA (Kantor Urusan Agama) in one of sub district within District Parigi Moutong year 2013, 08 Februari 2016 time 14.17 WITA

<sup>21</sup>Interview with ex Head of Agency in one of the agency within District Parigi Moutong, 26 Februari 2016 time 19.44 WITA

<sup>22</sup>Interview with civil servant officials who act as agency secretary in one of agency in District Parigi Moutong, 04 Februari 2016 time 14.03 WITA

<sup>23</sup>Interview with one of civil servant official who act as head of KUA (Kantor Urusan Agama) in one of sub district in District Parigi Moutong tahun 2013, 08 Februari 2016 time 14.17 WITA

<sup>24</sup>Harbani, Pasolong. 2008. *Kepemimpinan Birokrasi*. Bandung: CV. Alfabeta, p 46

<sup>25</sup>B. Herry-Priyono. 2002. *Anthony Giddens: Suatu Pengantar*. Jakarta: KPG (Kepustakaan Populer Gramedia), p. 29

<sup>26</sup>Interview with Bapak Farid Tombolotutu as politician of PKB political party in District Parigi Moutong, 25 Februari 2016 time 14.33 WITA

conducting most of their act. Thus, what has been done by political party as success team has already contain practical and discursive awareness in their act to influence civil servant to be involved in political activity.

The role of actors in influencing civil servant involvement within District ParigiMoutong of local leader election in 2013 is not only came from leader (incumbent) and success team, but also related with *non-incumbent* or other candidate pair. Role of *non incumbent* pair is by asking support from civil servant who is still their relatives. Afterward, the civil servant was expected to speak with their friends in their work place and asking them to support the *non-incumbent* pair.<sup>27</sup>

Things that has been done by other candidate pair or non-incumbent pair to ask for help from their civil servant relatives to support them and giving promises toward those civil servants were clearly would increase support of civil servant toward this non incumbent pair. Thus, this act is also included in practical and discursive awareness. This was due to non incumbent pair also has the knowledge and knowledge capacity in doing most of their act.

From this study result regarding role of actors who influence civil servant mentioned above, it can be said that: *“Some of the study theory (or verified theory) has been proven and other was not proven. The evidence of this theory can be seen by actors’ role in influencing structure just by using practical and discursive awareness dimensions. The theory not proven in this paper can be seen by the non-existence of unconscious motivation dimension from actors to influence structure in structuration theory of Anthony Giddens.”*

#### 4. Conclusion

Based on this study concerning neutrality of civil servant during local leader election of District ParigiMoutong in 2013, civil servant involvement during local leader election occurs blatantly. Blunt involvement in here means that there is direct and indirect involvement. Direct means able to observe on the surface or known by most community member and can be discovered by election supervisory committee. While indirect means that it cannot be discovered by election supervisory committee since it is done in closed manner, and unknown by community member. For indirect involvement, leader (incumbent) has major role to involved civil servant in political activity. Leader or incumbent candidate would use his position to influence other civil servant officials such as local secretary, head of agencies, head of sub field, and sub district head. Thus, local secretary and head of agencies would informed their subordinate to choose incumbent during local leader election and even sub district head would be involved in this when they involved in aid program from regional government.

Role of actors which include civil servant to involve in local leader election consist of role of leader (incumbent), success team, and non-incumbent pair. The role of incumbent is the major one, since incumbent still acts as the leader, thus it is easy for him to instruct SKPD to support him. Besides, role of incumbent was also done by using stakeholder and appointed his own people in head of agencies post to support the incumbent pair. For success team’s role can be seen from the political party who support the candidate. Political party strategy was done to influence civil servant by promising better position for eligible civil servant, thus it would encourage the particular civil servant to be involved in supporting the political party’s candidate. The role of other pair or non incumbent pair was done by asking help from their civil servant relatives to support them during local leader election.

Thus, civil servant involvement in political activity has mostly affected by those actors. In doing their act, those actors have practical and discursive awareness. Practical awareness means that actors realized of the knowledge he possess in influencing other civil servant. For discursive awareness, actors did realize their own knowledge capacity in influencing civil servant to be involved during local leader election of District ParigiMoutong in 2013.

#### 5. References

- i. Asih, I.D. 2004. Indonesia Student experience of learning at an Indonesian University.School of Nursing and Midwivery Curtin University of Technology. Master Project.Perth: Unpublished
- ii. Bungin, Burhan. 2007. Metode Penelitian Kualitatif. Jakarta: KencanaPrenada Media Group
- iii. Giddens, Anthony. 1984. Constitution of Society (Outline of the Theory of Structuration). Berkeley, LA: University of California Press
- iv. B. Herry-Priyono. 2002. Anthony Giddens: Suatu Pengantar. Jakarta: KPG (Kepustakaan Populer Gramedia)
- v. Harbani, Pasolong. 2008. Kepemimpinan Birokrasi. Bandung: CV. Alfabeta
- vi. Kriyantono, Rahmat. 2006. Teknik Praktis Riset Komunikasi disertai Contoh Praktis Riset Media, Publik Relation, Advertising, Komunikasi Organisasi, Komunikasi Pemasaran. Jakarta:KencanaPrenada
- vii. Moleong, Lexy J. 2007. Metodologi Penelitian Kualitatif. Bandung: Remaja Rosda Karya
- viii. Moleong, Lexy J. 2008. Metode Penelitian Kualitatif. Bandung: Remaja Rosdakarya
- ix. Polit, P.F, Beck, C.T &Hugler. 2001. Essentials of nursing research: Methods appraisal and utilization.Philadelphia:J.B Lippincott
- x. Ritzer, Goerge dan Douglas J. Goodman. 2008. Teori Sosiologi: Dari Teori Sosiologi Klasik Sampai Perkembangan Mutakhir, terjemahan Nurhadi. Yogyakarta: KreasiWacana
- xi. Saldana, Johnny. 2014. Qualitative, Data Analysis Miles And Huberman. Arizona State University
- xii. J.Theodoraconcerning “Perilaku Politik Guru, Studi Kasus: Perilaku Politik ErmalinaPurba sebagai guru PNS di KelurahanBatangBeruh, Kecamatan Sidikalang dalam Pemilihan Bupati Dairi Tahun 2013”.North Sumatera University

<sup>27</sup>Interview with civil servant official who acts as agency secretary of one of the agency in District Parigi Moutong, 04 Februari 2016 time 14.03 WITA