

# **Regional Government Readiness in Dealing with The Eras of Industri 4.0 Revolution in Industrial Department of Mojokerto City East Java**

**Ahmad Hasan Afandi, Dian Wijaya**

Department of Social and Political Sciences Majapahit Islamic University  
Mojokerto, Indonesia  
hasan.afandi@unim.ac.id, dianwijayasip@gmail.com

**M Chairul Basrun Umanailo**

Universitas Iqra Buru  
chairulbasrun@gmail.com

**Busyairi Ahmad**

Institut Ilmu Sosial dan Ilmu Politik Yapis Biak, Indonesia  
busyairiahmad90@gmail.com

**Sarpin, Ratna Supiyah**

Sociology Department of Halu Oleo University  
sarpin\_socius@yahoo.co.id, rtnsupiyah@gmail.com

## **Abstract**

The purpose of this study was to determine the readiness of local governments in facing the 4.0 revolution era in the fields of human resources, infrastructure, and organizational management. Because the world is now deepening the era of the industrial revolution 4.0 where information technology has become the basis in human life. The impact of industrial relocation is an intensive and massive automation application that changes digital work requirements. Human Resources who do not master digital literacy will sooner or later be eliminated. This research uses descriptive qualitative method with a case study approach in solving problems in the field. The results of this study are that the readiness of local governments in terms of Human Resources, Organizational Management, the means of the inscription in the Mojokerto City Industrial Services with the AGIL Pearson theory approach at a sufficiently good level using the benchmarks of adaptation, goal achievement, integration and latency.

**Keywords:** Readiness, Local Government, Industrial Revolution 4.0

## **1. Introduction**

In general, the fourth industrial revolution was marked by full automation, the process of digitalization, and the use of electronic devices with information systems. According to Sommer, changes due to innovation will have an impact on the manufacturing industry, service and service sectors, and government policies (Roblek et al.). The industrial revolution 4.0 cannot be rejected because the use of various kinds of products of the industrial revolution era 4.0 has been felt at this time. In the previous industrial revolution, it was usually always dominated by European and American countries which had a greater variety of capital. However, the industrial revolution 4.0 allows each country to develop itself and increase its capabilities internally. Because national borders will be increasingly reduced by the massive exchange of information in the digital age.

Changes in the world are now deepening the era of the industrial revolution 4.0 or the fourth world industrial revolution where information technology has become the basis in human life. Everything becomes borderless with unlimited use of computing and data because it is influenced by the rapid development of the internet and digital technology as a backbone of the movement and connectivity of humans and machines. The process of industrial

relocation from Europe and America to Asia (Indonesia, Vietnam, Thailand, Pakistan, India, etc.) and Latin America (represented by Brazil) began in the 1970s.

The impact of industrial relocation is an intensive and massive automation application that changes digital work requirements. Human Resources (HR) who do not master digital literacy sooner or later will be eliminated. In this era, it will also disrupt various human activities, the problem of human resources is one of the important elements in the organization. Human resources play a role in determining the direction and progress of an organization (Lazonick; Fais Assagaf et al.; Romlah et al.). In managing and managing their own households, of course, the region requires a large enough cost to finance governance and development in the area. Therefore, the region is given the right and authority to explore its own regional revenue sources. This is in accordance with the provisions of article 157 of Law No. 32 of 2004 which regulates the sources of regional income (Ilham; Ervina et al.; Mu'adi et al.).

Geographically, Mojokerto City has a huge potential, especially in the trade and services sector, this is caused by the lack of natural resources owned in accordance with the characteristics of the city in the district. Divided into 2 subdistricts makes Mojokerto City the only region in East Java Province, even in Indonesia which has the smallest area or region unit (BPS Kabupaten Mojokerto). Even within the framework of the development of the Kertausila Gate, the role of Mojokerto City is very strategic, namely as a buffer for the city of Surabaya. Because when viewed from access to the capital of the province of East Java, Mojokerto City is quite adequate in terms of facilities and infrastructure such as inter-city roads. So it is not excessive if many residents of Mojokerto City numbering 125,706 people work or do activities in Surabaya City (BPS Kabupaten Mojokerto).

In line with these very strategic conditions, in its long-term development planning, the City of Mojokerto has launched the development of community economic activities that are based on small, medium and household business activities and has made the City of Mojokerto become a buffer for the Surabaya Metropolitan City, particularly in services and trade. The City Government of Mojokerto in handling industrial and trade development has been established by the Office of the Regency / City Ministry of Industry and Trade which is given a portion of the authority that carries out Industrial Development and Management. The existence of small and medium scale industrial businesses and trading businesses in the city of Mojokerto is one of the economic livelihoods of the community which is very helpful to the Government in dealing with unemployment problems, creating jobs and utilizing local resources so that if the above mentioned industrial and trade businesses are fully developed they can improve the economy and welfare of the people of Mojokerto City. To that end, the Government must provide guidance and arrangement as well as facilitate to overcome the problems that occur in the business group. If we look at the stage of revolution from time to time arises as a result of humans who continue to look for the easiest way to indulge. Each stage has consequences for the rapid movement. By looking at the industrial revolution the writer wants to know about the readiness of the government to face the industrial revolution 4.0 which will continue to occur in parts of the world.

## **2. Method**

This type of research used in this research is qualitative research with a case study approach that is a study that aims to obtain a picture to understand and explain the readiness of the local government of Mojokerto City in the Department of Industry and Trade of Mojokerto City in facing the Industrial Revolution Era 4.0. This research uses descriptive analysis method with the aim to describe the object of research or research results. The theory used is a functional structural theory by Talcott Parson (Green and Ritzer; Umanailo; Kembauw et al.).

Data collection can be done in various settings and various sources and various ways. When viewed from its settings data can be collected in natural settings, in laboratories with experimental methods, at home with various respondents, and others. When viewed from the data source, the data collection can use primary and secondary sources. Primary sources are data obtained from objects through question and answer or direct interviews with appropriate questions (Umanailo et al.; Kanto et al.; Nuraini et al.). While secondary sources are data obtained through several other sources of information that have been collected or reported in advance by people or agencies outside the author itself such as documents, archives, and reference books relating to the focus of research. Furthermore, when viewed in terms of the way or data collection techniques, then the data collection techniques can be done by interviewing, observing (O. Creswell; Afandi et al.).

### 3. Results and Discussion

The results found that the readiness of the Mojokerto city government in the face of the industrial revolution 4.0, especially in the Mojokerto City Ministry of Industry and Trade Office, can be viewed from three aspects, namely the readiness of human resources, organizational readiness, and facility and infrastructure readiness;

#### 3.1 Human resources

Human resources are considered as a stock of valuable wealth of knowledge so that every country that owns it can advance economic activities through the achievement of a productive workforce (Scharpf). In this case, the human resources who are in the Mojokerto City Industry and Trade Service agency should be examined further regarding the background or background in each leadership, functional or administrative position. In-Law Number 05 the Year 2014 it is stated that: High leadership positions are ASN employees who occupy high leadership positions. Functional positions are a group of positions that contain functions and duties related to functional services based on specific expertise and skills. Administrative positions are ASN employees who occupy administrative positions at government agencies (Dalimunthe et al.).

However, it is not easy to achieve that position, competence and expertise are needed and qualifying criteria that have been determined in Law Number 5 the Year 2014 article 3 which reads that the State Civil Apparatus must be based on principles; a. basic value; b. code of conduct and code of conduct; c. commitment, moral integrity, and responsibility for public services; d. competencies required in accordance with the field of duty; e. academic qualifications; f. guarantee legal protection in carrying out the task; and g. the professionalism of position. The term "Competency" in English is called "Competencies" or "Competence". The English-Indonesian dictionary defines competence as an ability or skill. The above statement implies that competence is a person's characteristics related to effective and/or superior performance in certain work situations. Competence is said to be an underlying characteristic because an individual's characteristic is a deep and inherent part of one's personality that can be used to predict various specific work situations. Then said to be related between behaviour and performance because competence causes or can predict behaviour and performance. This time the researcher will display a list of names of employees at the Mojokerto City Industry and Trade Office as can be seen in table 1.

**Table: 1** Employee Name and Education Level

Name	Education	Department
RH	S-2	Head of Department
ER	S-2	Secretary
SS	S-1	Functional Position Group
IE	S-1	Sub Division of Planning and Finance
YE	S-1	Sub Division of General and Staffing
MH	S-1	Industrial sector
GPK	S-1	Trade Sector
NT	S-2	Standardization and Promotion
ARS	S-2	Business Development Section
SI	S-1	Miscellaneous Industrial Development Section
RG		Promotion Section
AD		Distribution Section
RAS	S-1	Non-Miscellaneous Industrial Development Section
IM	S-2	Information Section
SSH	S-2	Consumer Protection Section
SN	S-1	UPTD Market

**Source:** The Office of Investment and One-Stop Integrated Services of Palembang City (DPM-PTSP)

Table 1 indicates that the focus of competence is to utilize work knowledge and skills to achieve optimal performance. Thus competence is everything that is owned by someone in the form of knowledge skills and other individual internal factors to be able to do a job. In other words, competence is the ability to carry out tasks based on the knowledge and skills possessed by each individual. It is expected that with the existence of a merit system in the process of recruiting civil servants in the Mojokerto City Department of Industry and Trade, it will be able to carry out its tasks optimally. The condition of the civil apparatus in the Department of Industry and Trade of Mojokerto City is said to be qualified in terms of competency and educational background that have been taken, the majority of which have a bachelor's degree education according to their current position.

This was confirmed by Mr Ismail as the head of planning and finance in Mojokerto City Industry and Trade Office who stated that the human resources or civil apparatus in the related offices were already good in carrying out the work carried out, but with the number of small and medium industries in Mojokerto City which must be given training and assistance to improve empowered industries, human resources are needed in accordance with the criteria required by the Mojokerto City Industry and Trade Office (Interview with Iml, Tuesday, May 28 2019).

Effective employee management by increasing skills and expertise or increasing competency and organizational climate also provides opportunities for employees to be able to improve work performance which will have an impact on progress if the competencies and climate of the organization are given appropriately and competency improvement is adjusted to the education of employees. It is expected that employees can do their jobs well, attract work productivity and provide the best service to customers, this will take into account the tendency of high morale and also increase employee loyalty to the company. So it is clear that competence, organizational climate and performance are interrelated. This must be considered because there is a mutually influential relationship between the three. On the one hand, competency and organizational climate can improve performance. So that the development of competence and good motivation will be able to improve the performance of these employees.

Work programs that have been realized at the Mojokerto City Industry and Trade Service include those relating to training, conducting market operations and making Mojomarket applications. The training organized by the Mojokerto City Industry and Trade Office includes batik training that is open to the public with the aim of fostering the creative spirit of the people of Mojokerto City and creating more small industries in the City of Mojokerto. Then monitoring the price of basic necessities in the markets in Mojokerto City. If there is a surge in prices of basic necessities, the Mojokerto City Industry and Trade Office will conduct a market operation degree with the aim of stabilizing the soaring prices of basic necessities so that the community is not burdened by the economy for daily needs and to protect small industries, especially those related to culinary so as not to be burdened by soaring prices of basic necessities. If this is not done then the economic rate in the city of Mojokerto will decrease.

Then made an online-based application called Mojomarket that aims to take advantage of technology that is now sophisticated and the increasing popularity of people buying and selling goods and services based online, it is no wonder that the use of technology is very much needed at this time. The purpose of this Mojomarket application is to market products and services from the small and medium industries of the Mojokerto City community more broadly and is expected to be able to boost the income of the small and medium industries in the Mojokerto City community. Basically, the ability of individuals to want to be more advanced and developing comes from the willingness and desire of individuals to learn a lot, explore all the potential that exists within oneself and most of all are self-development through increased knowledge. Because all of that is very supportive in improving performance as one form of manifestation that can be seen clearly one's ability to do a job. When referring to the background of the Civil Apparatus in the Mojokerto City Industry and Trade Office, it can be said to have qualified competence in carrying out its function as a public servant.

### **3.2 Facilities and Infrastructure**

In general, facilities and infrastructure are a means of supporting the success of an effort made in public services, if both of these are not available, all activities carried out will not be able to achieve the expected results according to plan. Moenir stated that facilities are all kinds of equipment, work equipment and facilities that function as main tools or assistants in the implementation of work and also in the context of interests that are associated with work organizations. The main functions of facilities and infrastructure are; Speed up the work implementation process so that it can save time; Increase productivity of both goods and services; The work of higher quality and guaranteed; Make it easier in the movement of users or actors; Giving satisfaction to those who have an interest in using it.

Then Moenir divided the facilities and infrastructure as follows: work equipment, namely all types of objects that function directly as production equipment to produce goods or function to process an item with different functions and uses; work equipment that is all types of objects that function as indirect assistive devices in adding comfort at work; auxiliary equipment or facilities that are all types of objects that function to help smooth the motion in the work. In supporting the success of work in the Mojokerto City Industry and Trade Office the researchers reviewed the data relating to facilities and infrastructure included as can be seen in table 2:

**Table. 2** List of Facilities and Infrastructure

Infrastructure	amount
Table	46
Chair	50
Computer	8
A printer	13
Internet or WiFi connection	3
Document Rack	10
Meeting room	1
Training Room	1
Air conditioner	3

**Source:** Processed by the author from the SOP of the Secretariat of DPM-PTSP

Table 2 above shows that in terms of facilities and infrastructure that aims to support facilities in managing services and administration in the Mojokerto City Industry and Trade Office it is already well-prepared in facing the industrial revolution 4.0 which prioritizes service and convenience base on the basis of utilizing technology. It was also emphasized by Mr Ismail as Head of Planning and Finance of the Mojokerto City Industry and Trade Office who said that the facilities and infrastructure in the Mojokerto City Industry and Trade Office had been well-prepared in preparation for facing the industrial revolution 4.0. however, with the increasing number of small and medium industry players in Mojokerto City, it is expected that in the future the facilities and infrastructure to support work in the Mojokerto City Industry and Trade Office such as electronic equipment to facilitate the training process of packaging design for small and medium industrial entrepreneurs in Mojokerto City (Interview with Iml, Tuesday, May 28 2019).

### 3.3 Management of the organization

According to Vakola et al, it was found that the results of the organization's readiness to change are characterized by attitudes to change related to personality traits (personality trait) of each of its members. Based on this it seems that individual differences in this case personality become an important factor for the success of change efforts in organizations (Hami). Based on the results of an interview with Mr Ismail as the Head of Planning and Finance he said that the organizational management aspects of the Mojokerto City Industry and Trade Agency were already in readiness to face the Industrial Revolution 4.0. This was confirmed by the frequent activities or training for small and medium industries in the city of Mojokerto.

However, with the mutation system that is often done by the Mojokerto City Government, it becomes a problem for related agencies, according to him this mutation system causes the workflow in related institutions to be disrupted because this Mutation system is usually aimed at Civil Apparatuses based on their qualifications, competencies and work assessment integrity as well as having more experience in the positions that he elaborates will subsequently be appointed as Civil Apparatus in higher Institutions. As a result, the apparatus affected by the mutation will indirectly leave the position he was in while in the relevant agencies and result in vacant positions in the Department of Industry and Trade in Mojokerto City. He also said that if there is a vacancy in the office related to the service, the office does not yet have the authority to organize the recruitment of new employees to fill vacant positions, but the service can recommend to institutions in the City Government of Mojokerto especially at the Regional Civil Service Agency to hold the recruitment of filling positions in the office related (Interview with Iml, Tuesday, May 28 2019).

Referring to Law Number 5 of 2014 concerning State Civil Apparatus explained in article 56 paragraph 1 that each Government agency is required to draw up the needs for the number and type of PNS positions based on a job analysis and workload analysis. Then in article 2 also explained the preparation of the need for the number and type of position for a period of five years detailed per year based on priority needs. In article 68 paragraph 4 it is explained that the State Civil Apparatus can move between and between High Leadership Offices, Administrative Positions, and Functional Positions in Central and Regional Agencies based on qualifications, competencies, and performance appraisals. Therefore every Civil Servant must be prepared if his position has to be transferred but of course it must also meet qualifications based on applicable Laws. However, the mutation system constraint does not become a significant obstacle for the Mojokerto City Industry and Trade Office in carrying out its functions and based on its mission.

This can be proven by the many activities that have been carried out by related agencies that are related to community empowerment, especially empowerment in the field of small and medium industries (IKM). The series of activities that have been carried out by the Mojokerto City Industry and Trade Office include training, a degree of market operations to prevent a surge in prices of basic necessities. Mojokerto City Industry and Trade Agency cooperated with the South Surabaya Sub Diver II Bulog in holding Market Operations during the month of Ramadan in the two Mojokerto City markets namely Tanjung Anyar Market in Magersari District and Pra Pvt. The objective of the Market Operation is to maintain the stability of the prices of basic food items. Some staples such as rice, sugar, flour, 1 litre packaged cooking oil are available at the Market Operation which was held for two weeks.

And the online sales system for small and medium industries in Mojokerto City community has begun to be implemented. The application, named Mojo Market, can be downloaded via Playstore in the community gadget. The aim is to facilitate the public in purchasing industrial products produced by the small and medium industry players of Mojokerto City. Only by downloading the Mojomarket application in gadgets, people from all over the world can buy products made by residents of the City of Mojokerto, ranging from batik, shoes, food, to crafts. This application is an innovation from the Department of Industry and Trade (Disperindag) Mojokerto in order to keep abreast of technological developments that are increasingly advanced and developing rapidly. The launch of the Mojomarket application is as an effort to improve the competitiveness, creativity and productivity of businesspeople in Mojokerto City. So that it is expected to be able to stimulate enthusiasm and motivation in improving and developing its business in a systematic, sustainable and integrated manner. This application can also provide opportunities for Mojokerto City industry players to sell their products, as well as play a role in advancing the local economy and can also help in promoting and selling their products more broadly (Interview with Iml, Tuesday, May 28 2019).

The results of research conducted by the method of data collection by means of direct interviews, then this researcher can narrate the findings in the Department of Industry and Trade Mojokerto City that has been described above, to analyze the findings of these findings the researchers used Talcott Parson's theory using the AGIL scheme as benchmarks to determine the readiness of industry and trade services. In this case, what the system says is the Mojokerto City Industry and Trade Office, the first thing in Talcott Parson theory is a meaningful adaptation that the related Dinas namely the Mojokerto City Industry and Trade Office must be able to observe and analyze what is needed or needed by the people of Mojokerto City in relation with industry and commerce. Speaking of industry, the main focus is small and medium industries (IKM). This is certainly closely related to the vision that was initiated by the Mojokerto City Industry and Trade Office, namely the realization of a modern, competitive and independent industry and trade. Then how can small and medium industries be modern according to the demands of the current era where technology has a very important role in the lives of the people of Mojokerto City and to utilize technology in an effort to empower small and medium industries in Mojokerto City to be able to compete with other industries. The function of the Ministry of Industry and Trade in Mojokerto City is as a facilitator for the people of Mojokerto City. What is needed by the people of Mojokerto, especially those related to industry and commerce to prosper the small and medium industry players in Mojokerto City? If small and medium industry players are able to empower themselves in terms of what they produce goods and services can grow and develop properly. In achieving a goal, the Mojokerto City Industry and Trade Office is guided by a predetermined mission. Therefore, it requires commitment and serious efforts to achieve its main objectives, components or structural in Mojokerto City Industry and Trade Office must work hard in accordance with their respective fields and work together with industry players and Mojokerto City community. In this case, each component of the Office and the people of Mojokerto City has the same goal, namely, to prosper, the welfare of the Dinas apparatus is that when they succeed in achieving the goal, they will get a reward or award from the City Government of Mojokerto.

This is certainly very influential for the performance of the Service officials in the city of Mojokerto in the future because the form of appreciation given by the City Government of Mojokerto is their motivation to work hard to achieve a goal. In achieving this goal Mojokerto City Industry and Trade Office has established training programs for Mojokerto City residents in general, the purpose of this training is to broaden the horizons for small and medium industry players and also encourage the people of Mojokerto City to enter the shutter of entrepreneurs which of course will bring new economic actors. Based on the data we obtained from the Mojokerto City Industry and Trade Office in 2018 there were approximately 1500 small and medium industries in Mojokerto City which of course if the system or the Office was able to mobilize and provide the widest possible space for economic actors then they would achieve the goals he wants namely welfare.

In an effort to mobilize the small and medium industries in Mojokerto City, the Mojokerto City Industry and Trade Office has launched a new breakthrough that utilizes technology to market Mojokerto City's small and medium industrial products by making a MOJOMARKET application that means the Mojokerto market. In this application, the economic actors in the city of Mojokerto are given the widest space to market their products. Of course, the products that have been made by these small industry players must be accompanied by quality that is qualified in this taste for food or beverage products and service businesses need to be improved even better services, for that Mojokerto City Department of Industry and Trade has prepared a strategy to improve the quality needed to be able to compete nationally and internationally. According to Ismail as head of the planning and financial strategy that was made is that if the small and medium industries in the City of Mojokerto are enthusiastic to join the MOJOMARKET program then they will be given training on improving the quality of packaging, marketing, services and so on. Often we find that most people have used technology to transact goods and services because besides being more convenient and straightforward for consumers. A genius step from the City Government of Mojokerto especially the Mojokerto City Industry and Trade Office to be able to advance the economy of Mojokerto City (Interview with Iml, Tuesday, May 28 2019).

In this case, the system is aimed at the Mojokerto City Industrial Office to be able to regulate part of its components, the intended components are the Office officials and small and medium industry players. It takes a strong commitment from the elements within the scope of the City of Mojokerto to achieve the specified goals. The role of the leader of a system to regulate the work that has been determined, the division of labour is very important so that one individual component is not burdened. Mutual cooperation system should be implemented in maintaining these components in order to have motivation in achieving the goals that have been determined together. In this case the maintenance of patterns relating to aspects of adaptation, goals or objectives as well as the integration that has been discussed above, the next step is how to synchronize between systems and components in order to create a pattern of continuous relationships. Mojokerto City Industry and Trade Office must evaluate or fix what is lacking in serving the people of Mojokerto City especially the small and medium industries of Mojokerto City people. What is needed by the community certainly needs to be taken into account in terms of whether those needs will have a major impact on the creation of the prosperity of the people of Mojokerto City? The goals that have been stated in the vision and mission of the Mojokerto City Industry and Trade Office must be fully realized, to realize the main objectives require synergy and strong commitment from the relevant Dinas and economic actors.

The goal that has been realized and has a big impact on the community of small and medium industries is to utilize technology in the form of an application for online sales that makes this application a means of mobilization and promotion for products of small and medium industries to compete in the national market. and international. Continuous assistance is needed to make Mojokerto City prosperous in the future.

#### **4. Conclusion**

From the results of research conducted at the Mojokerto City Industry and Trade Office regarding the readiness of the Related Offices in facing the 4.0 industrial revolution in terms of three aspects namely human resources, facilities and infrastructure as well as organizational management, it can be concluded that: Human resources namely the civil apparatus of the Mojokerto City Industry and Trade Office can be said to be quite good in terms of the background aspect of educational history, the majority of which have a bachelor's education accompanied by qualified competencies as a support for the achievement of the objectives of the Mojokerto City Industry and Trade Office listed in the vision and mission vision-related agencies. However, with the increasing number of small and medium industries in the City of Mojokerto, human resources or the new civil apparatus in the Office are needed to be able to optimize assistance for small and medium industry players in the City of Mojokerto. The facilities and infrastructure in the Mojokerto City Industry and Trade Office as a support to the performance of the civil apparatus in the Mojokerto City Industry and Trade Office are sufficient to be able to provide administrative and information services to the people of Mojokerto City. However, the Mojokerto City Industry and Trade Office still needs additional electronic equipment to be able to optimize technology-based training such as making packaging designs and online-based marketing. Then regarding the management of organizations in the Mojokerto City Industry and Trade Office, it can be said to be optimal in carrying out programs aimed at the community, especially for economic actors in Mojokerto City. The program that has been realized includes training for the people of Mojokerto City which aims to create creativity to create new economic actors. Then the market operations degree program which aims to stabilize the price of basic necessities on the market, if the program is not implemented can result in more spending for the daily needs of the people of Mojokerto City. Then, with the Mojomarket application made by the City Government of Mojokerto and the Mojokerto City Industrial Office, it is expected to have a wide impact on the

people of the City of Mojokerto especially for small and medium industry players. With this application, it is easier for economic actors in the city of Mojokerto to market their products and services to consumers. Utilization of this technology is needed to see from the general public in finding goods and services utilizing an online application that makes it easy for users to be able to meet their needs.

## Reference

0. Creswell, John W. "Educational Research: Planning, Conducting, and Evaluating Quantitative and Qualitative Research." *Educational Research*, 2012.
- Afandi, Ahmad Hasan, et al. "Shifting Community Behavior." *International Journal of Scientific and Technology Research*, vol. 9, no. 2, International Journal of Scientific and Technology Research, Feb. 2020, pp. 5366–72.
- BPS Kabupaten Mojokerto. "Kabupaten Mojokerto Dalam Angka 2017." <https://Mojokertokab.Bps.Go.Id/>, 2017.
- Dalimunthe, Doli M. J. far, et al. "The Application of Performance Measurement System Model Using Malcolm Baldrige Model (MBM) to Support Civil State Apparatus Law (ASN) Number 5 of 2014 in Indonesia." *International Journal of Applied Business and Economic Research*, 2016.
- Ervina, A., et al. "The Relationship of Patterns Use of Time and Income Family with Juvenile Delinquency in Junior High School Students at Lebak Distric." *International Journal of Scientific and Technology Research*, vol. 8, 2019.
- Fais Assagaf, S. S., et al. "Construction of the Village as a Development Shaft in the Island Buru." *International Journal of Scientific and Technology Research*, vol. 8, no. 9, 2019.
- Green, Dan S., and George Ritzer. "Sociology: A Multiple Paradigm Science." *Contemporary Sociology*, 1981, doi:10.2307/2066575.
- Hami, Azhar El. "Hubungan Antara Kepribadian, Kesiapan Organisasi Untuk Berubah Dan Kriteria Universitas Kelas Dunia." *Psymphatic : Jurnal Ilmiah Psikologi*, 2016, doi:10.15575/psy.v3i1.1098.
- Ilham, Juniar. "Menyoal Posisi LP2B Terhadap RTRW." *Medium.Com*, 2018.
- Kanto, Sanggar, et al. "Change in Community Work Patterns." *Proceedings of the International Conference on Industrial Engineering and Operations Management*, vol. 0, no. March, 2020, pp. 2496–502.
- Kembauw, Esther, et al. "Benefits of Corporate Mentoring for Business Organization." *Journal of Critical Reviews*, vol. 6, no. 5, 2019, pp. 101–06, doi:10.22159/jcr.06.05.17.
- Lazonick, William. "The US Stock Market and the Governance of Innovative Enterprise." *Industrial and Corporate Change*, 2007, doi:10.1093/icc/dtm030.
- Mu'adi, Sholih, et al. "Transfer of Function Agricultural Land." *Proceedings of the International Conference on Industrial Engineering and Operations Management*, vol. 0, no. March, 2020, pp. 2568–74.
- Nuraini, Nuraini, et al. "Political Policy for the Development of Education." *International Journal of Scientific & Technology Research*, vol. 8, no. 10, 2019, <http://www.ijstr.org/research-paper-publishing.php?month=oct2019>.
- Roblek, Vasja, et al. "A Complex View of Industry 4.0." *SAGE Open*, 2016, doi:10.1177/2158244016653987.
- Romlah, Siti Novy, et al. "Qualitative Study Factors Triggering Gay Characteristics in Gay Groups in Palmerah District West Jakarta." *Proceedings of the International Conference on Industrial Engineering and Operations Management*, vol. 0, no. March, 2020, pp. 2535–40.
- Scharpf, Fritz W. "Games Real Actors Play: Actor-Centered Institutionalism in Policy Research." *Games Real Actors Play: Actor-Centered Institutionalism in Policy Research*, 2018, doi:10.4324/9780429500275.
- Umanailo, M. C. B., et al. "The Urbanization and Diversification of Farmland Namlea Village." *International Journal of Scientific and Technology Research*, vol. 8, no. 8, 2019.
- Umanailo, M. Chairul Basrun. "Development of Science and Technology towards the Formation of Participatory Spaces." *Proceedings of the International Conference on Industrial Engineering and Operations Management*, 2020.
- Wahyuningsih, Tri, Mohammad Bugis, and Saidna Zulfiqar Bin-Tahir. "Analysis of the Inequality on Inter-regional and Inter-time Income Distribution in Indonesia." *The Journal of Social Sciences Research* 5, no. 1 (2019): 1-8.

## Biography

**Ahmad Hasan Afandi** is a lecturer at the Faculty of Social and Political Sciences, Majapahit Islamic University with the specifications of Sociology and Government Science. holds an M.Si in State Administration from WR. Supratman University Surabaya. In 2014 Began doctoral education majoring in Sociology at Brawijaya University



Malang. Currently awaiting the closed examination of the dissertation on Shifting Political Orientation of the Cleric of the Qodiriyah Wa Naqsabandiyah in Jombang, East Java.

**M Chairul Basrun Umanailo** has worked as a Lecturer at Iqra Buru University since 2011 until now he is still active in the University's academic activities. has served as head of the Centre for Planning and Community Development Studies (PSP2M) since 2018. Completed his master's program at Sebelas Maret University in 2016, is currently still completing research on the conversion of agricultural land functions.

**Dian Wijaya** is a lecturer in the department of governmental science, faculty of social and political science, Universitas Islam Majapahit, Mojokerto, Indonesia. The field of study is Government Science. His daily activities are teaching and researching social problems, especially the science of government.

**Sarpin** is a lecturer at Sociology Department of Halu Oleo University, Indonesia. He studied sociology and completed his studies with a Bachelor of Social Sciences (S.Sos.) degree at Halu Oleo University, Indonesia. He obtain a Master of Science (M.Si.) in Sociology Department from the Hasanuddin University, Makassar Indonesia. His research interest includes areas of sociology, health, maritime and rural community. He has published some research articles in Neo-Societal, International Journal of Advanced Science and Technology (IJAST), International Journal of Current research (IJCR), Indonesian Journal of Social and Environmental Issues (IJSEI), and others. He is section editor of Neo-Societal Journal.

**Ratna Supiyah** is a lecturer at Sociology Department of Halu Oleo University, Indonesia. She studied sociology and completed his studies with a doktoranda (Dra.) degree at Halu Oleo University, Indonesia. She obtained a Master of Science (M.Si.) in sociology from the Hasanuddin University at Makassar Indonesia. Her research interest includes areas of sociology, social welfare, maritime and rural community. She has published some research articles in Neo-Societal, and IJSEI and others. She is section editor of Neo Societal journals

**Busyairi Ahmad** is a lecturer in the department of sociology at the faculty of social and political science, Yapis Biak Institute of Social and Political Sciences. The field of study is the sociology of education. The daily activities are teaching and researching social problems, especially sociology.