



# The Strategy For The Expansion of New Urban Village Area in Tasikmalaya City Regional Government

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1453

## Abstract

The current implementation of regional autonomy continues and has provided broad opportunities for each region to explore its resources in order to increase various progress and acceleration. Of course for these autonomous regions to be able to carry out government functions through various arrangements, services, development, empowerment and protection in a more transparent and accountable manner, then along with the implementation of regional autonomy, regional expansion cannot be avoided by itself, including at the urban village level. The purpose of this study is to analyze the strategy for the expansion of the new urban village area in the City of Tasikmalaya, where the research method used is descriptive analysis, with a qualitative approach, and the results of this study explain that, the implementation of the expansion of the new village area in the City of Tasikmalaya in general is still not running well. effective. This means that the process of expanding the new urban village area to be expanded can have the expected impact (positive) and some have an unexpected impact (negative) for both the community and the government. There are factors in the Expansion of the New Urban Village in the Regional Government of the City of Tasikmalaya, namely the area of a region, the division of government power, the number of residents, regional employees and regional finances. However, in practice these factors have not been fully effective, for example, regional employees and regional finance so that there are still problems encountered related to the process of Expansion of the New Urban Village Area in Tasikmalaya City. There is an effective strategy in the Expansion of the New Urban Village Area in Tasikmalaya City, namely community independence or empowerment, professionalism of the apparatus and the empowerment of the bureaucracy that is able to serve the demands of public sector services and the availability of adequate apparatus and finances to carry out activities in various potentials and needs that exist in the organization.

**Keywords:** Strategy, Regional Expansion, Local Government

**DOI Number:** 10.14704/NQ.2022.20.12.NQ77125

**NeuroQuantology2022;20(12): 1453-1465**

## A. INTRODUCTION

The principle of the regional government system in the Unitary State of the Republic of Indonesia is actually implemented based on the philosophy of the Republic of Indonesia, namely Pancasila and the 1945 Constitution. In addition, it refers to the Law on Regional Government where since the reform era, laws and regulations on regional government has undergone three changes, starting with the Law of the Republic of Indonesia Number 22 of 1999, followed by Law

Number 32 of 2004 until the last Law Number 23 of 2014. The amendment to the law is of course intended solely as an effort to to further improve the quality of governance in the State of Indonesia, including the administration of local government (Saroyo, 2006).

The granting of full authority is given in managing all the resources owned, of course, for these autonomous regions to carry out government functions through various arrangements, services, development, empowerment and protection in a more



transparent and accountable manner, starting from the compilers of development planning in region or region in accordance with the problems and needs of the local community as the real owner of regional autonomy (Thomas, 2002). Regional Government or in western countries known as Local Government in its implementation is based on concepts such as principles, systems, and principles of regional government administration, regional autonomy and the objectives of regional government.

These concepts are so important and form a foundation and become a basic element in the administration of local government. Based on the objectives of implementing regional autonomy, there are various indicators of success in implementing regional autonomy, namely if the region is able to: 1). provide good service and improve the welfare of the community on a continuous basis; 2). create a democratic and just people's life; 3). create equity both economically and various life opportunities to the community; and 4). creating a harmonious life with the central, provincial, district/city governments and other regions (Denhardt et al., 2004).

According to Frederickson (2008), the latest legal basis for regional expansion in Indonesia is Law Number 23 of 2014 concerning Regional Government and Government Regulation (PP) of the Republic of Indonesia Number 17 of 2018 concerning Districts. The importance of regional development and expansion is essentially an effort to create a government that is more effective and efficient and efficient in order to realize the acceleration of improving people's welfare. The demands for regional expansion that have occurred so far are generally based on the inaccessibility of the government in carrying out maximum service functions as a result of the vast area and population growth in addition to other supporting facilities and infrastructure.

The results of Aidawati's research (2019) that: "The preparation for the feasibility of the expansion of mountain Elai Village seen from various administrative and technical considerations of the government as well as the strong desire of the people of mountain Elai Village so that the expansion is immediately realized is a strong impetus for the government to immediately implement the expansion" However, the objective of the expansion of the region can only be achieved if the region has the ability to manage all the potential resources owned in the region. In the context of the division of new urban villages from their parent villages, Law Number 23 of 2014 concerning Regional Government and Government Regulation (PP) Number 17 of 2018 concerning Districts is used as a reference and formal rules to be followed up on whether or not the implementation of current issues regarding discourse regional expansion and the feasibility of the expansion of a new village from the parent (Malayu, 2011).

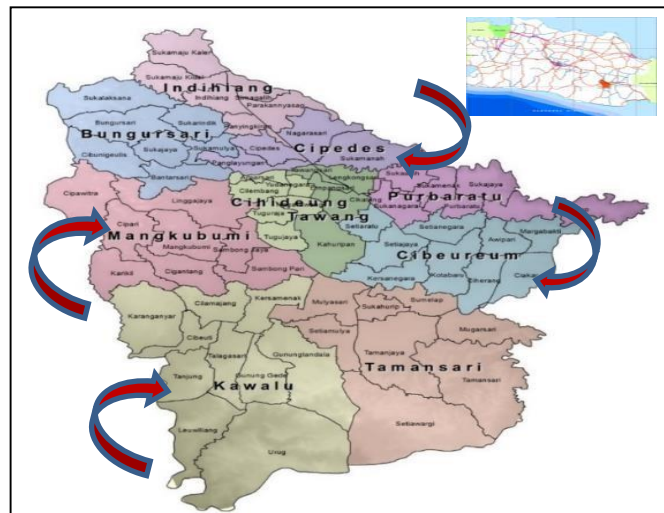
The importance of regional expansion is essentially an effort to create a government that is more effective and efficient and efficient in order to realize the acceleration of improving people's welfare (Irfan, 2004). Referring to Regional Regulation Number 4 of 2012 concerning the Regional Spatial Plan for the City of Tasikmalaya in 2011-2031, with an area of 183.16 km<sup>2</sup> consisting of 10 sub-districts and 69 sub-districts, the City of Tasikmalaya is deemed to require regional expansion, especially regarding the existence of organizational development through expansion. new village. This aims to streamline maximum service to the community in the City of Tasikmalaya and improve the development process that is evenly distributed throughout the City of Tasikmalaya (Amin, 2008).

In the journal Ginanjar (2007), in order to accelerate the increase in development within the Tasikmalaya City Government in terms of



improving and facilitating community services, it has been planned to expand the sub-district area through the expansion of a new urban village from the main urban village in Tasikmalaya City, which consists of: 1). Expansion of the Cipedes sub-district (through the expansion of the Sukamanah Parent Village); 2). The expansion of the Kawalu Sub-district (through the expansion of the Kersamenak Main Village); 3). The expansion of the Mangkubumi District (through the expansion of the Linggajaya Main Village); and 4). Expansion of the Cibeureum District area (through the expansion of the Kotabaru Main Village).

The initial results of the analysis of existing conditions that have been carried out by interested parties, the existence of the population and the planned number of development processes in each City Area Section (BWK) have planned for the possibility of expansion of the area including the expansion of 4 (four) new urban villages from the parent which is in Tasikmalaya City, where from the current number of 69 sub-districts, it is an effort with a plan to add 4 new villages from the proposed 4 sub-districts. To see an overview of the division of administrative areas in the Regional Government of the City of Tasikmalaya, it can be seen in the figure along with the following tables:



Source: Bappelitbangda Tasikmalaya City, 2021

**Figure 1.1**  
**New Village Expansion Scheme in 4 out of 10 Districts**  
**in the city of Tasikmalaya**

Based on the results of pre-observation/initial observations made by the author, why are the phenomena and public issues regarding the discourse on the Expansion of the New Urban Village in the Local Government of the City of Tasikmalaya still

shackled and difficult to implement due to the lack of Human Resources (HR) for the apparatus/employees in the form of additional personnel and formations. new employees who will later be placed in the new kelurahan that is separated from the parent urban village and the



regional financial capacity, where if the implementation of the expansion of the new kelurahan area will burden personnel expenditures. The impetus for the expansion of the new urban village area in the Regional Government of the City of Tasikmalaya reflects on the positive impact of the expansion of the sub-district area that occurred in 2008, where the Indihiang District was divided into Indihiang District and Bungursari District, and the Cibeureum District was expanded into Cibeureum District and Purbaratu District (Kristiadi, 2006).

With the expansion of the area in the two sub-districts, the community felt that the development of facilities and infrastructure was increasing compared to before the division (Marwansyah & Mukaram. 2000). There has been a fairly rapid and significant development in the sub-district resulting from the division, where the development is very beneficial for the community and the region to support the economic welfare of the community. However, there are not only positive impacts arising from the expansion of the region, but also negative impacts, including additional budgets that must be issued by the Regional Government for various purposes related to the implementation of regional expansion, as well as the procurement of employees and the addition of span of control. with the formation of the sub-district area as a new organization or work unit (Ma'arif, 2008).

However, the amount of costs that must be incurred by the government is only at the beginning of the expansion, so that when compared with the benefits to be obtained in the future from the results of the expansion of the region, the positive impact is certainly greater than the negative impact caused. This is because the quality of service to the community is getting better and better, and gives more meaning to the implementation of government duties, so that the amount of costs incurred

becomes meaningless as a loss. Based on the above background, the writer has an interest in conducting further research which will be described in the proposed research plan regarding how the process of expanding new urban areas in the Tasikmalaya City Regional Government. While the focus of this research is directed at the expansion of new urban villages in the Regional Government of Tasikmalaya City.

## METHOD

The research method used is descriptive analysis, while the type of approach in this research is qualitative. According to Moleong (2009:3) that "qualitative research is a research procedure that produces descriptive data in the form of written or spoken words from people and observable behavior". The qualitative approach was chosen with the consideration that this method is expected to obtain real data and be able to examine research problems in depth so that the expected results can be obtained. The use of this qualitative research approach is felt to be very appropriate in the study of public administration, especially research that tries to examine and understand a society. This research uses two (2) data sources, namely, primary data and secondary data. Primary data sourced from the field in the form of information and interviews with both the authorized officials in the City of Tasikmalaya who are considered to know and have information about the expansion of the urban village area in the City of Tasikmalaya. Secondary data in the form of written data sourced from books, documents, regulations, photographs, maps related to and related to the problem of the expansion of the urban village area in the City of Tasikmalaya (Creswell, 2003).

Data analysis is the process of systematically searching and compiling data



obtained from the results of data collection both from interviews, field notes and documentation by organizing the data into categories. In general, qualitative data analysis is inductive in nature, namely an analysis based on the data obtained, then developed into a hypothesis or developed into a theory. According to Miles and Huberman in Sugiyono (2013), it is stated that the activities in qualitative data analysis are carried out interactively and take place continuously until complete, so that the data is saturated. Activities in data analysis include data reduction, data display, and conclusion drawing and verification. Thus the data analysis that will be used in this study is using the Miles and Huberman data analysis model.

## RESULTS AND DISCUSSION

### Implementation of the Process of Expansion of New Urban Villages in the Regional Government of Tasikmalaya City

Tasikmalaya City is a division of Tasikmalaya Regency, which was officially formed on October 17, 2001, through Law Number 10 of 2001 concerning the Establishment of the Tasikmalaya City Government. Administratively, the City of Tasikmalaya oversees 8 sub-districts with a total of 69 urban villages. Therefore, the urban village as the spearhead of public services and is part of the regulation in Government Regulation Number 17 of 2018 concerning Districts and based on Law Number 23 of 2014 concerning Regional Government, the urban village is no longer a regional apparatus, but the urban village is a subdistrict apparatus.

In today's increasingly complex conditions, every step of regional development requires kelurahan facilities and infrastructure and community empowerment in the urban village, therefore kelurahan structuring, both in terms of performance and institutional perspective, continues to be carried out. Based

on the results of the study, it shows that there are several obstacles in the expansion of a urban village, where there is a local government plan to expand a urban village and has received support from the community, but one of the required aspects cannot be fulfilled, so that this can be considered for policy makers and decision makers, while the demand for public services in a urban village is expected to be more effective and efficient.

Currently, public services in the City of Tasikmalaya are increasingly important in meeting the needs of the community, with the increasing number of residents in an area in accordance with its development, it also increases the various services provided by the government based on requests from the community, especially for urban villages that have a fairly high level of development, both in terms of population development and the economy of the community. Therefore, the urban village is the front line in providing services to the local community, so it requires maximum arrangement as well.

In this perspective, the rapid development of the urban population, especially in big cities, has resulted in the services provided by the urban village to be ineffective and inefficient. Population growth with increasingly high demand for services supported by increasing public awareness of public services organized by the government, requires the expansion of urban villages in an effort to improve services to the public or the community.

There are several important aspects that need attention to the expansion of a urban village, namely, it must meet basic requirements, technical requirements, and administrative requirements. Basic requirements include; a) minimum population; b) minimum area; and c) minimum age of urban village. Furthermore, the technical requirements for the formation of a urban village as referred to include: a) regional



financial capacity; b) government facilities and infrastructure; and c) other technical requirements. At the implementation level, many face challenges and obstacles in achieving the objectives of the plan for a regional expansion. Looking at the existing condition of the Tasikmalaya City area in terms of area coverage, it is the number of RT/RW that will become the area for the formation of new urban villages and must pay attention to the ideal geographical location for the region itself and pay attention to the spatial administration.

For the provision of facilities for the community and accessibility, conditions and geographical determination as well as demographic, socio-economic and cultural, politics itself, the provision of facilities and infrastructure such as buildings for sub-district government offices and land for offices used to run the government and provide services to the community and looking at economic activity in the region because by looking at the economic activity of the community it is able to improve the welfare of the community itself and the results of the study of the formation of new urban areas carried out by the regional government must be with indicators of regional physical requirements and technicalities that were previously determined (Riant, 2002).

Several juridical aspects that underlie the existence of the division of a village based on Law Number 23 of 2014 concerning Regional Government, and Government Regulation Number 17 of 2018 concerning Districts. Based on the above-mentioned Government Regulation concerning Sub-district, a urban village can be expanded by having to fulfill three main requirements, namely basic requirements, technical requirements, and administrative requirements. In planning for the expansion of urban villages by the Regional Government of the City of Tasikmalaya, there is no other purpose for the expansion to further improve services to the community, and the local

community also really hopes for the expansion of villages, while from all aspects, both basic requirements and technical requirements have been met, while in terms of administrative requirements it is found that the area does not meet the requirements in accordance with the applicable provisions in the expansion of a village. Meanwhile, if it is measured from the ratio of the Regional Financial Capacity of the City of Tasikmalaya, this certainly requires more serious attention, because of the additional budget that must be spent for various purposes related to the implementation of the division of the village.

The policy proposal for regional expansion in the kelurahan itself basically begins with a mutual agreement carried out by community institutions in the urban village at the Musrenbang at the ward level. However, it is known that the problem of Community Participation is not going well so that the initial process of discussing policy proposals at the city level has experienced resistance from a number of residents living in the border areas of the sub-districts that will be expanded. This refusal is motivated by the reluctance of residents to change the administrative documents they have and the establishment of kinship and social ties among residents in the area.

Community participation in contributing ideas is very necessary in the process of expanding the new urban village area in Tasikmalaya City, meaning that the community is involved in giving their thoughts, this participation can be done on various occasions such as through meetings/meetings or through letters, suggestions or responses to a situation. Community participation is very basic, especially in the planning and decision-making stages.

Communication must be built by village and sub-district officials through socialization. Interactive communication between local government (legislative and executive) and



community members, to facilitate a transparent and accountable government in the context of an effective and efficient process of expanding new urban areas in Tasikmalaya City. This communication pattern is an interactive relationship pattern that reflects a proactive, responsive and accommodative attitude towards the aspirations of citizens contained in every policy taken and at the same time allows the creation of social control over the implementation/implementation of these policies that lead to government transparency and accountability. This effort was carried out with the intention that the expansion plan could be fully supported and known by the local community.

Then facilitate interactive and direct communication lines between local governments and community members as a means of political learning and democratization of socio-political processes that lead to the acceleration of the implementation of regional autonomy, so that the process of implementing the expansion of the New Village area in Tasikmalaya City can run according to the predetermined plan. Despite the refusal at that time, most of the people represented by social institutions continued to push the proposed expansion so that it could be accommodated by the local government. This effort was even carried out not only through Musrenbang but also through the Mayor of Tasikmalaya program and various recess agendas for members of the Council.

The description above is the existing condition of the feasibility of expanding the new urban village area in the Regional Government of the City of Tasikmalaya, which previously had a hearing and was agreed upon by the DPRD of Tasikmalaya City, which at that time was on Thursday, September 24, 2020 located in the Plenary Meeting room of the City of Tasikmalaya, a member of Commission 1, Head of Government, Organization Section,

Camat. Discusses the structuring of urban village including, the formation of urban village, merging urban village and adjusting urban village. The formation of a sub-district is carried out through the expansion of 1 into 2 or more sub-districts, the merging of sub-districts from adjacent sub-districts in one sub-district area into a new sub-district or merging of sub-districts from adjoining sub-districts from 2 or more sub-districts into a new sub-district. The formation of a sub-district must meet the basic requirements which include a minimum area of 3 km<sup>2</sup>, a minimum population of 8000 people/1600 families, and a minimum age of 5 years.

Technical requirements which include regional financial capacity and government infrastructure, other technical requirements. Then the last is the administrative requirements. The formation of urban villages goes through the following stages, academic studies of feasibility studies (by experts), determination of village boundaries using geodetic techniques (by experts), proposed to the ministry of home affairs to obtain regional code approval, ratification of the formation of urban village regulations. The proposal for sub-district expansion in the SOTK discussion special committee meeting on September 8, 2020, namely Linggajaya Village, Mangkubumi District, Kel. Karsamenak District. Kawalu, Kel. Panglayungan district. Cipedes, Kel. Sukamanah district. Cipedes, Kel. Kota Baru District. Cibeureum, Ex. Mulyasari District. Tamansari, Kel. Sukahurip Kec. Tamansari.

### **Strategy for the Expansion of New Urban Villages in the Regional Government of Tasikmalaya City Effectively**

Ward is the spearhead of the government, especially the local government of the City of Tasikmalaya which directly provides services to the community. For this reason, urban villages are required to work excellently



in providing services to the community referring to the guidelines for good public service delivery. However, there are several things that can cause public services to be disrupted even though the kelurahan has provided maximum services, such as an area that is too large and a population that is too dense, but within the framework of a related unit. From an economic perspective, this expansion must ensure that it is able to increase and prosper.

In terms of the community's economy with the plan for the expansion of this village, of course, the degree must be further increased, namely being able to grow welfare than before. In addition to the aspect of the wishes of the local population affected by the expansion, all are also accommodated as aspirations. This means that from a socio-cultural perspective, people's living habits become important and part of socio-cultural life when they are expanded, so that they do not become a problem in the future. The formation of a new urban village is nothing but a shortening of the span of control for the implementation of local government affairs in the urban village. Facilitate the government in processing government affairs and facilitate coordination and supervision of all levels of society in the village itself.

Then the existence of regional expansion will accelerate the development process in the context of equitable development and facilitate the provision of public services to the community and vice versa, as well as accelerate the delivery of information, especially those concerning local government programs or policies and for the process of community empowerment by fostering community initiative, creativity and innovation in development. As stated in Appendix II in Government Regulation Number 17 of 2018 concerning Districts, it is stated that the basic requirements for the formation of a sub-district include the required area for the

expansion of a sub-district at least 3 km<sup>2</sup>. Tasikmalaya, namely Sukamanah Village has an area of 3.40 km<sup>2</sup>., Kotabaru Village has an area of 2.877 km<sup>2</sup>, Karsamenak Village has an area of 3.145 km<sup>2</sup> and Linggajaya Village has an area of 4.62 km<sup>2</sup>.

The community's desire to expand several sub-districts in principle aims to improve the welfare of the community. In view of the need to plan for the expansion of urban villages in a number of sub-districts in the City of Tasikmalaya, then the expansion is in the context of accelerating development so as to realize efficiency and effectiveness of services in the fields of government, economics and socio-culture through the expansion of urban areas as service centers, efforts need to be made to support the implementation of development programs. government on an ongoing basis. The reason for the expansion is of course the high number of residents in an area in the village so that it is considered no longer effective in providing services, therefore the division is sufficient when viewed from the side of the population that meets the minimum requirements and the number of Heads of Family (KK) meets the minimum requirements (Park & Peterson, 2007).

The main problem faced by the people of the City of Tasikmalaya is that the action (policy) of expanding the urban village area is something urgent and needs to be prioritized. Regarding the reality that is happening in the City of Tasikmalaya, the city government has defined the phenomena and problems that have occurred so far into that the basis for achieving the welfare and public service goals to be achieved in regional autonomy is in the urban village area. Thus, all government and development programs and policies must be directed at the urban village area. On the other hand, the dynamics of regional government, especially sub-district administration, will greatly determine the smooth running of





government and regional development. In other words, whether or not the urban village government ranks will affect the city's conduciveness.

Another obstacle, namely the uneven distribution of the population at the urban village level in Tasikmalaya City requires proportional regulation. This is a problem in equitable development, both social and economic as well as its growth. The plan for the expansion of urban villages was initiated, one of which was based on the unbalanced population density. The important point of the argument of the Local Government of Tasikmalaya City in determining the policy plan for the expansion of the village, in the description above is transformed into the dimension of policy rationality, it seems that the rationality is found, namely: First, welfare and public services are basic rights of citizens and as obligations inherent in institutions and public apparatus, without exception from the national level to the level of the street bureaucracy at the village level, even RT (Neighbourhood) and RW (Hamlet). The purpose of establishing a new urban village in Tasikmalaya City for now and after various studies and regional consultations for the people of Tasikmalaya City looks very ideal, but the empirical conditions after the formation of a new village will still need special improvements, especially in the use of the budget.

Therefore, a more comprehensive and holistic regional arrangement design is needed, and prioritizes the national interest. The basic requirements for the capacity of the regional government to develop the region still have to look at the capabilities such as aspects of geography, demography, security, social politics, customs, and traditions, economic potential, regional finances and the ability to administer government. The seven aspects of the regional capacity requirements need a case-by-case analysis. For example, to analyze the

feasibility of regional expansion from the City of Tasikmalaya, it is necessary to analyze in stages from the aspects of geography, demography, security, socio-politics, customs, and traditions, economic potential, regional finances and the ability to administer government. The essence of the division carried out in the Regional Government of the City of Tasikmalaya is to improve and bring government services closer to the community. With this condition where the main urban village is not able to provide better services because the service workload is too dense, and the area is too large, the population is large, plus the distance from the central government to the remote village location and services are not optimal.

Researchers can criticize both theoretically (The Liang Gie, 2003) and empirically that there are factors that cause the expansion of the New Urban Village in the Regional Government of Tasikmalaya City to work effectively, namely the area of an area, the division of government power, population, regional officials and regional finance. However, in its empirical implementation, there are factors that are not running effectively, namely regional employee factors and regional financial factors so that there are still problems encountered related to the process of Expansion of the New Urban Village in the City of Tasikmalaya.

### **Analysis of the Strategy for the Expansion of the New Urban Village in the Regional Government of the City of Tasikmalaya through the SWOT approach**

The results of research that can be done so that the Expansion of the New Urban Village in the Regional Government of the City of Tasikmalaya can run effectively, there is a strategy that is carried out by the local government. Based on an analysis of several factors causing the ineffective expansion of the New Urban Village in the Local Government of



the City of Tasikmalaya, the author will make an analysis of the strategy so that the Expansion of the Region of the New Urban Village in the Local Government of the City of Tasikmalaya runs effectively. The strategy analysis will be reviewed using the SWOT analysis method.

Based on the research results, the Tasikmalaya City government has an important role in the plan for the expansion of the urban village. In accordance with the duties and functions of the Regional Apparatus/Relevant Work Units, it is necessary to oversee the expansion process, so that the expanded urban village can run well and can improve services to the community. The regional apparatus/work units that play a role in the process of division of the Village include Bappelitbangda, Government Division, BPKAD, BKPSDM, PUTR, Disdukcapil, Health Office, and other relevant regional apparatus. The community's living habits are very supportive of the plan for the expansion of the urban village. The community's lifestyle is simple with social mobility, which tends to experience horizontal and vertical social mobility downwards. The causes of horizontal social mobility, for example, are immigrants changing their status. Meanwhile, the causes of downward vertical mobility, for example, are informal workers who because their land has been displaced by the growth of buildings they then change professions, for example becoming part-time workers so that they are not unemployed and to increase their income.

Regional finance/economic activities in the sub-district area of this expansion has economic potential that contributes quite a lot to regional economic development and can increase Regional Original Income (PAD) in the City of Tasikmalaya. Some of the economic potentials for regional finance include the potential for the urban economy, tourism, the potential of SMEs, namely handicraft production centers, banking, service sectors,

non-bank financial institutions, the number of business centers and markets that continue to increase. As previously stated, the SWOT analysis method is used to find strategies and determine strategies. The use of SWOT analysis was carried out to analyze what factors caused the Strategy for the Expansion of the New Urban Village in the Regional Government of Tasikmalaya City to be ineffective so that it was known what factors were the strengths and weaknesses. In addition to analyzing internal factors, an analysis of external factors was also carried out to determine the opportunities and threats faced in the Expansion of the New Urban Village in the Regional Government of the City of Tasikmalaya.

Identification of strengths, weaknesses, opportunities and threats/challenges is obtained from the results of the qualitative research approach that has been implemented. The first activity carried out in the SWOT analysis is the identification of internal and external factors which is an important stage because it is the basis for further analysis activities. The activity carried out is to formulate internal and external factors, which in this study are through focus group discussions, interviews and observations which are then identified as elements that are categorized as strengths, weaknesses, opportunities and threats/challenges. In the data input stage, there are 2 matrices that will be used, namely the EFE and IFE matrices. The information from these 2 matrices is the basis for the preparation of various matrices in the matching and decision stages. The study of the potential strength of natural resources and human resources in the process of the expansion of the new village area in the local government of the city of Tasikmalaya is based on the conditions encountered during the research. Secondary data and information accompanied by the results of field identification (interviews, observations and



FGDs) will be used as material for analyzing strengths. After obtaining information on strengths, an analysis of the strengths will be determined, then strategies and suggestions will be developed as input for local governments.

Analysis of the weaknesses faced in the planning and strategy for the expansion of the new urban village in the Tasikmalaya City Regional Government, including both natural resources and human resources for formulators and implementers. Analyzed a series of causes and effects of the occurrence of weaknesses, so that these weaknesses can be suppressed. This study is a study of data and information obtained from a series of previous studies, interviews and observations. Opportunity analysis is based on secondary data, interviews, observations and FGDs. Opportunities are identified based on available data and information, including those related to natural resource potential, development opportunities and opportunities posed by government policies. Threats of the process of Expansion of the New Urban Village in the Regional Government of Tasikmalaya City that come from outside will be analyzed to determine strategies and/or policies that need to be established to anticipate and/or reduce the magnitude of the threat. The diversity of types of threats that come from various parties needs to be identified and steps to overcome them are determined.

Determination of alternative strategies is formulated based on a combination of internal capabilities with how to seize various opportunities and overcome external threats or challenges. At the matching stage of the comprehensive strategy formulation framework model, space can be generated that combines internal factors with external factors. Each potential studied has external opportunities and threats as well as internal strengths and weaknesses that can be mixed and matched to

formulate viable alternative strategies. Next, compose an evaluation matrix of internal factors and evaluation of external factors, then calculate the internal and external strategy quadrants. After that, prepare a map of the position of the Strategy for the Expansion of the New Urban Village in the Regional Government of the City of Tasikmalaya and formulate an alternative strategy by interacting with the merger (merger) of the internal factor group with the external factor group. This analysis is based on logic that can maximize strengths and opportunities. Then simultaneously minimize weaknesses and threats.

The result is expected to be able to balance the existing internal and external conditions, implemented in the SWOT matrix, to get the best strategy. The strategy chosen is the most profitable strategy with the least risk and threat. The strategy is used to solve the problem of the analyzed factors. Based on the results of the SWOT analysis, priority problems are selected that must be handled so that the results are maximized, namely (1) Community independence or empowerment, synchronization of work programs Community empowerment activities carried out by the Government in the process of the process of Expansion of New Urban Village Areas in the Regional Government of Tasikmalaya City (2) Proximity to government service centers (urban village) shortens travel distance (3) The professionalism of the apparatus and the empowerment of the bureaucracy is expected to be able to serve the demands of public sector services (4) Characteristics, capabilities, and availability of the apparatus are not in accordance with the potential and needs of the organization and (5) Maximize the role of institutions non-governmental organizations, Community Empowerment Institutions (LPM) and Community Self-Help Agency (BKM) in accommodating the aspirations of various



parties as information collaboration (Miftah, 2009).

There is a collaborative work plan with non-governmental organizations (NGOs), Community Empowerment Institutions (LPM) and Community Self-Help Agency (BKM) with the Regional Government of Tasikmalaya City, so that this collaboration can build commitment between community institutions and the Government. In addition, community participation in contributing ideas is very necessary in the process of expanding the new urban village area in Tasikmalaya City, meaning that the community is involved in giving their thoughts, this participation can be done on various occasions such as through meetings/meetings or through letters, suggestions or responses to an event. circumstances. Community participation is very basic, especially in the planning and decision-making stages. Because this participation is a measure of the level of community participation. The greater the ability to self-determination, the greater the community participation.

In the process of expanding the new urban village area in Tasikmalaya City, communication must be developed by the sub-district and sub-district officials through socialization. Interactive communication between the local government (legislative and executive) and community members, to facilitate a transparent and accountable government in the context of an effective and efficient process of expanding the new urban village area in Tasikmalaya City. This communication pattern is an interactive relationship pattern that reflects a proactive, responsive and accommodative attitude towards the aspirations of the citizens contained in every policy taken and at the same time allows the creation of social control over the implementation/implementation of these policies that lead to government transparency

and accountability. This effort was carried out with the intention that the expansion plan could be fully supported and known by the local community.

## CONCLUSION

Based on the results of the research and discussion as described and explained above, the researchers can conclude that the implementation of the division of the New Urban Village in the City of Tasikmalaya in general is still not running effectively. This means that the process of expanding the new urban village area to be expanded can have the expected impact (positive) and some have an unexpected impact (negative) for both the community and the government. There are factors in the Expansion of the New Urban Village in the Regional Government of the City of Tasikmalaya, namely the area of a region, the division of government power, the number of residents, regional employees and regional finances. However, in practice these factors have not been fully effective, for example, regional employees and regional finance so that there are still problems encountered related to the process of Expansion of the New Urban Village Area in Tasikmalaya City. There is an effective strategy in the Expansion of the New Urban Village Area in Tasikmalaya City, namely community independence or empowerment, professionalism of the apparatus and the empowerment of the bureaucracy that is able to serve the demands of public sector services and the availability of adequate apparatus and finances to carry out activities in various potentials and needs that exist in the organization.



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