

THE EFFECTIVENESS OF DRUG-FREE CERTIFICATE POLICY IN PREVENTING THE DRUG SPREAD IN PALU CITY

H.A. Budi Prasetyo¹, Slamet Riadi², Abdul Rivai³

¹Doctoral Student, Graduate School, Tadulako University, Indonesia

²Professor, Graduate School, Tadulako University, Indonesia

³Lecturer, Graduate School, Tadulako University, Indonesia

DOI: <https://doi.org/10.56293/IJASR.2023.5614>

IJASR 2023

VOLUME 6

ISSUE 6 NOVEMBER – DECEMBER

ISSN: 2581-7876

Abstract: This study aims to analyze the effectiveness of the drug-free certificate policy in preventing the drug spread in Palu City; analyze the integration of organizations managing drug-free certificates in preventing the drug spread in Palu City; and analyze adaptations in managing drug-free certificates in preventing the drug spread in Palu City. This study used a qualitative approach and it was carried out for 6 months. Data were collected by conducting interviews, observation, and documentation. Data analysis used an interactive model consisting of data collection, data condensation, data display, and concluding. The results of the study show that the aspect of achieving the goal was effective in providing services to the public who need Drug Free Certificates. However, the substantial goal of preventing the drug spread is not effective. Integration aspects cover socialization, commitment, and communication. The internal commitment and internal communication aspects have been realized but socialization and external communication aspects have not been realized. Besides, adaptation to the technological environment and administrative environment aspects have been realized except for online digitalization. In addition, adaptation is not been effective in preventing the drug spread. It can be said that the implementation of the Drug-Free Certificate policy is not effective in preventing drug drug spread in Palu City.

Keywords: Policy Effectiveness, Drug-Free Certificate, Drugs.

1. Introduction

Napza is an abbreviation of Narcotics, Psychotropics, and Addictive substances. Those substances are derived from plants or non-plants, either synthetic or semi-synthetic which can decrease consciousness, loss of taste, and eliminate pain, and addiction. Drugs or narcotics problems haunt many countries due to their continuous abuse. The widespread use of drugs can be caused by some factors including economic factors (easy to market). Besides, it benefits producers and distributors but it causes addiction for the users. there is a dependency that must be met.

In Indonesia, drugs spread to all provinces, districts and cities, sub-districts, villages, and hamlets/RT/RW. The National Narcotics Agency (BNN: 2021) reported that the number of drug abusers in Indonesia reached 3,419,188 people. In terms of drug distribution nationally, Central Sulawesi, including Palu City has 4th position with a total of 52,341 people exposed to drugs. In August 2020, the Central Sulawesi BNN uncovered 15 cases of drug abuse involving 29 suspects. The confiscation from the 29 suspects covered 1174.66 grams of methamphetamine, 960 grams of marijuana, Rp 32 million in cash, a motorcycle, and two cars (BNN Kota Palu: 2023).

The government has initiated efforts to prevent and reduce the drug spread, including establishing regulations and policies such as having a Drug-Free Certificate to fulfill administrative requirements for admission tests to certain agencies such as civil servants, the Indonesian military, and the National Police. However, the implementation of this policy faces some serious problems such as 1) The Drug-Free Certificate is temporary so no guarantee that the person will be free from drugs forever; 2) The drug-free certificate is only for administrative needs; 3) Public service institutions such as The National Police, District Health Office, and BNN seem to be mere administrative institutions, not judicial institutions; 4) Easy access to obtain a drug-free certificate; 5) Drug-free certificate is only issued when

someone needs it and it does not become public administration requirements, and 6) The institution authorized to issue a Drug-Free Certificate is not yet centralized.

Therefore, it can be said that the Drug-Free Certificate policy has not been effective in preventing the drug spread. William N Dunn (2003) states that effectiveness is an aspect of evaluating a policy. The effectiveness of public policy can be formulated as the level of target realization which shows the extent to which the policy targets have been achieved. Public policy can be considered effective if the policy can fully achieve the stated targets. The criteria for the effectiveness of organizational policies include efficiency, satisfaction, and flexibility (Tachjan: 2008, Winarno: 2002). On the other hand, Duncan (1985) proposes three indicators of effectiveness, namely 1) Achievement of goals; 2) Integration; and 3) Adaptation. Those indicators are used as a theoretical reference for studying "The Effectiveness of the Drug-Free Certificate Policy in Preventing the Drug Spread in Palu City."

The ineffective Drug-Free Certificate policy in Palu City is increasingly worrying. This is because it has reached high school, middle school, and elementary school students. The highest proportion of drug abuse cases in this study is students. BNN rehabilitated 206 people committing drug abuse in 2019. Besides, 202 men and 4 women aged 18 years old and younger were involved in drug abuse cases." (BNN Kota Palu: 2023).

Therefore, the researcher formulated the research problem as follows: 1) How are efforts to achieve the effectiveness of a drug-free certificate policy in preventing the drug spread in Palu City? 2) How is the integration of organizations managing drug-free certificates in preventing the drug spread in Palu City? and 3) What are the adaptations in managing drug-free certificates policy in preventing the drug spread in Palu City? The objectives of this study are to 1) analyze efforts to achieve the effectiveness of a drug-free certificate policy in preventing the drug spread in Palu City; 2) Analyze the integration of organizations managing drug-free certificates in preventing the drug spread in Palu City; and 3) Analyze the adaptations in managing drug-free certificates for preventing the drug spread in Palu City.

2. Research method

This study used a qualitative approach to examine the effectiveness of the Drug-Free Certificate policy in preventing drug spread. This study was carried out in Palu City for 6 (six) months from January - June 2023. Data collection techniques covered interviews, observation, and documentation. The data collection instrument was interview guidelines, observation sheets, and document checklists. Referring to the characteristics of the qualitative research paradigm, the researcher is the main instrument in carrying out this research.

After collecting and processing the data, the researcher analyzes the data referring to Miles & Huberman's model (2007) which systematically and interactively includes 4 components as presented in the following figure.

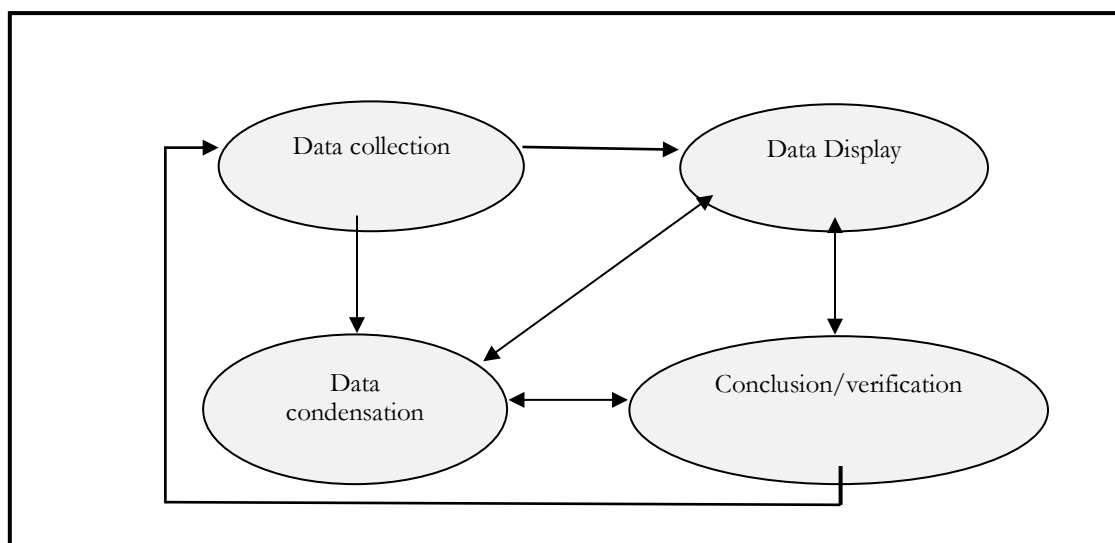


Figure 1. Data analysis components using interactive models

3. Results and discussions

The Effectiveness of Achieving the Goals of the Drug-Free Certificate Policy

In this study, the effectiveness of policies refers to the Standard Operating Procedures (SOP) as guidelines to regulate and control public services. This study reveals that SOP has not been well socialized indicated by the inability of the public who access Drug Free Certificates to complete the specified requirements once. This means that users of Drug-Free Certificates do not yet know the complete requirements for obtaining a Drug-Free Certificate. SOP is a practical guide for officers providing services. Both officers and users of public services need to understand the SOP well (Agus Dwiyanto: 2012).

Besides, the public understands the completeness and stages of obtaining a Drug-Free Certificate after visiting the office and asking for the officer. Thus, if they don't bring the required document, they need to complete it and revisit the office. This proves that the aspect of clarity of SOP as an indicator of policy effectiveness is ineffective because the public does not yet fully understand the requirements and stages of obtaining the certificate.

Concerning administrative fulfillment, namely a Drug-Free Certificate as an administrative requirement for certain purposes such as school admission, applying for jobs in certain agencies, and promotion is considered effective. This is because the subject that needs a Drug-Free Certificate can fulfill the administrative requirements. However, a Drug-Free Certificate is fundamentally not just a piece of administrative need but can be used as an instrument to prevent the drug's spread.

Empirical facts show that a Drug-Free Certificate is not effective in preventing the spread of drug abuse due to some reasons. The first reason is orientation contradiction. At a pragmatic level, the public perceives that the Drug-Free Certificate policy is issued to fulfill administrative needs. It is not surprising that some consider this certificate not more than administrative needs rather than to prevent the drug spread. Consequently, the first function is achieved but the second function fails or is not yet effective. The second reason is the presence of Mono Functional. This study found that a Drug-Free Certificate is for one-time use only. This means that if individuals want to enter university, apply for a job in certain government agencies, take part in official education, take part in selection and promotion for certain positions, become a candidate for legislative members, and others, they need a Drug-Free Certificate as one of the administrative requirements. After passing the selection, there is no need for a Drug-Free Certificate in the following year. The third reason is too many issuance agencies. The certificate can be obtained from Anutapura Regional General Hospital, Undata Regional General Hospital, Bhayangkara Hospital, Central Sulawesi Regional Police Biddokes Polyclinic, and Palu City BNN.

Orientation contradictions can be addressed by carrying out an orientation transformation, namely changing the orientation of the Drug-Free Certificate policy from merely fulfilling administrative requirements to a more substantial direction, namely preventing the drug spread. This change can provide education for the public that having a drug-free certificate means that they are obliged to defend it so that they don't get caught in a drug case. Besides, it educates the wider community that a drug-free certificate indicates that the certificate holder is free of drug abuse cases.

Mono Functional possession of a Drug-Free Certificate can be addressed by expanding the range of functions of a Drug-Free Certificate. Previously it was used to fulfill one-time administrative requirements only which resulted in the Drug Free Certificate being ineffective in preventing the drug spread. Thus, it is necessary to strengthen it with an integral policy, namely "extending" the Drug-Free Certificate with a no-cost scheme. If this is consistently done, it is believed to have an impact on preventing the drug's spread.

Many issuance agencies can be addressed by the One-Stop Policy system. Thus, if five agencies have the authority to issue the certificate, then to maximize the function of preventing the spread of drugs, the one-stop policy is needed, namely giving trust and authority to the Bhayangkara Hospital.

The explanation above is the basis for building propositions in this study. Minor Proposition 1 emphasizes: "If SOP, facilities and infrastructure, administrative requirements, and institutions are available, then the Drug-Free Certificate Issuance Policy can be implemented effectively." Minor proposition 2 states: "If there is a contradictory orientation,

mono-functionality, and many institutions administer drug-free certificates, then the policy objective of managing and providing drug-free certificates is not effective in preventing the drug spread."

Integration of Agencies Issuing Drug-Free Certificates

Effectiveness is also related to the indicator of integration of agencies managing drug-free certificates. Integration means socialization, consensus or commitment, and communication carried out by the agency to manage Drug-Free Certificates. The deeper analysis of the aspect of socialization as an element of integration shows that there is no socialization in the formal sense. In the context of public policy, Dian Herdiana (2018) defines socialization as "an effort to disseminate the content or substance of policies created to generate knowledge and understanding from various related parties, including the target group so that they can play a role in achieving goals. Therefore, no formal socialization had ever been carried out regarding the core of the policy of providing a Drug-Free Certificate to prevent the drug spread. Agencies that have the authority to issue Drug-Free Certificates such as Anutapura Regional General Hospital, Undata Regional General Hospital, Bhayangkara Hospital, Central Sulawesi Regional Police Biddokes Polyclinic, and Palu City BNN, have never carried out formal socialization as a systematic and by design effort (completed with plan, schedule, materials and specific time).

The socialization was not carried out because the orientation of the Drug-Free Certificate policy was focused on fulfilling administrative needs only, not preventive substances, so it was deemed that there was no need to carry out socialization. The staff and leadership of the agencies issuing the Drug-Free Certificate perceive that it is not urgent to carry out socialization if it is only related to the smooth running of services. If the socialization aspect is not found, then the consistent aspect is found strongly. Umar Congge (2019) emphasizes that "a consistent attitude is a behavior or action that must be carried out by every individual in an organization or group in order to improve the performance of public sector services."

Commitment and consistency are needed in carrying out tasks because they are a strong driving force to achieve organizational goals. Arizona, Riniwati, and Harahap (2013) emphasize that "partially organizational commitment does not have a significant influence on employee performance." This is strengthened by the findings of previous studies by Subejo, Troena, Thoyib, and Aisjah (2013). On the other hand, Rina Nur Andini and Eisha Selamatuvu (2014) reveal that "organizational commitment is a strong desire to remain as a member of a particular organization or the desire to try hard in accordance with the wishes of the organization." This commitment is important as it "reflects how individuals identify themselves with the organization and are bound by its goals" (Kreitner and Kinicki, 2003 in Koesmono, 2007).

Concerning the analysis of commitment as part of integration in policy implementation, the commitment of implementers and users of the Drug-Free Certificate needs to be deeply analyzed. The implementing commitment consists of staff and medical personnel (doctors and nurses) who handle examinations and assess whether or not a person is eligible to get a Drug-Free Certificate. Staff, doctors, and medical personnel are committed to carrying out their duties and providing the best service for the community.

Staff and medical personnel commit to carrying out their duties and responsibilities to serve the public or people in obtaining Drug-Free Certificates because they are fully aware that this task is a responsibility that needs to be carried out well and wisely. Besides, the leadership factor needs to be considered. In this case, the supervision carried out has an impact on services to the community using Drug-Free Certificates.

In contrast to implementers (staff and medical personnel), there is a tendency for "unscrupulous" among users to make it easier to obtain a Drug-Free Certificate. This tendency emerges not because the person concerned has a history of being a drug user or has been involved in a drug abuse case, but rather because of the desire to quickly complete the administrative requirements in a short time to immediately submit them for certain purposes, for example, applying for civil servants, enrolling in official school, and taking part in other selections that require a Drug-Free Certificate document.

The final aspect of the integration dimension is communication. Any organization should not ignore the communication aspect as "communication is an important factor in an organization because an organization consists

of a group of people who carry out activities together to achieve common goals." (Win Bakti Nur, 2017). Mashud (2019) emphasizes that "communication is the most important element in all human life."

The above understanding is too sociological, such as Novinger (2001) who believes "communicating with the other may be the key to our survival." Administratively, communication is "an important element of policy implementation." (Agustino: 2012). Based on the results of the study, the communication aspect in implementing the policy of issuing Drug-Free Certificates has not been carried out between institutions. The five institutions that provide Drug-Free Certificates have not communicated in the context of ensuring that the policy contributes to preventing the drug spread.

Communication occurs only at the internal level, namely within each institution in the context of service effectiveness which includes 1) internal communication carried out between implementers and 2) internal communication between implementers and users. Internal communication between implementers is hierarchical and horizontal. Hierarchy occurs between leaders and staff or personnel who inspect and manage and then issue the certificate to the public. Meanwhile, it is horizontal between implementers or between staff, between medical personnel, and between medical personnel and staff which is intended to expedite the service of processing the certificate.

If communication is limited to actors between leaders, staff, and medical personnel within the institution internally and communication between implementers and users, then communication is found to be running well. Internal communication does not face significant obstacles so services run effectively and efficiently. This is in line with Mening Subekti, Muslih Faozanudin, and Ali Rokhman (2017) that "communication has a very important role in delivering a policy." It is also in line with Abdul Wahab (1990) that "communication plays an important role for ongoing implementation in general." This is reinforced by the findings of Saiful, Bambang, and Rozikin (2017) and Win Bakti Nur (2017) that "the communication aspect is important in implementing public policy."

Further examination concerning communication between institutions which does not occur at the policy level in providing Drug-Free Certificates is interesting. Each institution has been given the authority to issue a Drug-Free Certificate. Initial orientation cannot be a strong tool for bringing together institutions so that communication does not occur as a whole. Communication between institutions can only occur if there are shared interests and organizational goals cannot be realized.

Based on the analysis and discussion of the dimensions of integration, only one aspect of the implementer's commitment, namely the leadership, staff, and medical personnel administering the Drug-Free Certificate, is factual. The aspects of socialization and communication are not found at a practical level between institutions but are only found internally. This means that the integration dimension is not realized in the context of the Drug-Free Certificate policy as media to prevent the drug spread in Palu City. Therefore, minor proposition 3 and minor proposition 4 were formulated respectively.

Minor Proposition 3 states that if the institution has commitment and internal communication, it can manage and issue Drug-Free Certificates effectively. Meanwhile, minor proposition 4 states that if there is no shared orientation, no socialization, and no external communication between institutions, then effectiveness in the integration dimension will not be realized in preventing drug spread.

Adaptation in Managing Drug-Free Certificates

The third dimension of Duncan and Jack W's theory of effectiveness is adaptation, namely the ability of an organization or agency to adapt to its environment. Herabudin (2015) states that "adaptation is interpreted as a system for dealing with the environment." Denison (1995) and Hg. Suseno and Aloysius Triwanggono (2018) emphasize that "adaptation places emphasis on an organization's ability to accept, interpret and translate disturbances from the external environment into internal norms that lead to survival or success."

The adaptation aspect is limited to the technological environment and the administrative environment. The results of the study reveal that all agencies issuing the Drug-Free Certificate services can make institutional adjustments in the context of following technological dynamics, both medical technology and public administration service technology.

Therefore, service effectiveness can be realized. However, this is not related to the effectiveness of achieving the goal of the Drug-Free Certificate policy to prevent the spread of drugs but only to the effectiveness of services.

Medical technology in drug testing is not too complex so it is not problematic. All agencies issuing Drug-Free Certificates can optimally carry out their duties and functions. Likewise, computerized administrative service technology is not problematic. All agencies use computer systems for both data input and output. The computerization process in administrative services for processing Drug-Free Certificates can be carried out effectively so that it can be claimed as a form of realizing adaptation, especially adapting to technological dynamics. However, the integral aspect of online digitalization has not been able to be realized.

Digitalization is implemented as one of the innovations in preventing drug spread by utilizing the Drug-Free Certificate policy. This is in line with Smith and Webster (2018) that "adaptability is a driving factor for innovation and is an important aspect of innovation because individuals need to be ready to be assessed and adapt in order to produce innovative outcomes." Adaptation at the level of adapting to the environment is a necessity. Syawaludin (2014) states that "adaptation of a system must adapt to its environment."

The ability to adapt to the environment can be seen in situations where the agency issuing Drug-Free Certificates can adapt to administrative dynamics. In certain situations, the public's need for a Drug-Free Certificate increases due to the need to enroll in college, enroll for official schools, apply for civil servant or Government Employees with Work Agreements, and selection and promotion for positions.

Increased needs are not an obstacle as each agency can respond by strengthening internal coordination. Coordination is the second aspect of the adaptation dimension emphasized in Duncan, Jack W's theory as a policy effectiveness variable. Agustino (2012) states that "coordination is a powerful mechanism in implementing public policy." This study reveals that there is internal coordination, but there is no external coordination between agencies issuing Drug-Free Certificates. This is because there is no explicit orientation emphasizing that this policy is intended to prevent the drug spread. The adaptation dimension is closely related to Human Resources (HR). "HR is the resource the determinant factor for the success of an organization." (Arina Nur Andini and Eisha Backgrounduva, 2014). Based on an analysis, the human resources of agencies issuing the Drug-Free Certificate are considered adequate to support the agency in implementing the policy of issuing the Drug-Free Certificate.

Based on the analysis and discussion concerning the adaptation dimension, propositions 5 and 6 were formulated. This proposition states that if the institution can adapt to the medical and administrative technology environment, carry out internal coordination, and is supported by sufficient human resources, then effectiveness in the adaptation dimension can be realized in the Drug-Free Certificate issuance services. Then, minor proposition 6 states that if an institution does not have online digitalization capabilities that are connected between institutions, external coordination between institutions, and reliable human resources, then the effectiveness of a Drug-Free Certificate in preventing the drug spread cannot be realized.

Simply, there are two situations related to the use of the word effectiveness, namely; 1) effectiveness in the sense of public administration services that enable users (people who need a Drug Free Certificate) to obtain drug-free information easily, quickly, and smoothly; and 2) effectiveness in the sense of achieving goals. The policy objective of issuing a Drug-Free Certificate is to prevent the drug's spread.

At the level of administrative services, it is found effective with indicators that people who need a Drug Free Certificate can obtain it in accordance with the procedures and conditions predetermined by the agency issuing the certificate. On the other hand, in the context of achieving the goal of preventing the drug spread, it is not effective. If there is relevance between the propositions that have been formulated, then major proposition 1 is that if SOP, service facilities, and infrastructure are available, efforts to fulfill administrative requirements, management institutions, commitment, coordination, and internal communication are supported by a sufficient number of human resources, then each authorized agency can issue a Drug-Free Certificate effectively. Then, major proposition 2 states that if Orientation Contradictions, Mono-Functionalism, and too many agencies issuing the certificate can be addressed by reorienting goals, continuity and extension of Drug-Free Certificates, and One-stop service or online digitization, then the policy of issuing Drug-Free Certificates can prevent the drug spread.

Referring to Duncan and Jack W's theory, the novelty of this study is accuracy and sustainability. This means that this study finds a new dimension to make a policy more effective, especially the Drug-Free Certificate policy. The urgency of accuracy and sustainability is not only a novelty but also a solution to make the Drug-Free Certificate policy more effective in preventing drug spread in Palu City.

This novelty needs to be elaborated. First, the accuracy of the policy orientation of the Drug-Free Certificate to prevent the drug spread in Palu City. Theoretically, the Dimension of Accuracy as an element of novelty has been found in Richard Matland's theory (Kadji, 2015) which reveals 4 (four) elements or indicators of policy effectiveness, namely 1) Policy Accuracy means the extent to which existing policies contain things that solve problems and whether the policy has been formulated in accordance with the character of the problem to be achieved; 2) Accuracy of Implementation, namely the policy implemented is not only the responsibility of one or two implementors but all implementers; 3) Target accuracy, namely relating to the target or community being intervened in accordance with what was planned and the policy implementation intervention being new or updating the implementation of previous policies; and 4) Environmental Accuracy, where the policy environment, namely the interaction between policy formulating institutions and policy implementers, and the external environment consisting of public perceptions of the implementation of a policy.

The novelty stems from accuracy as this aspect does not appear in Duncan's operational theory. However, different from the accuracy proposed by Richard Matland, accuracy in this context is orientation accuracy. Orientation accuracy is related to policy objectives, namely not just whether there is a formulation of objectives that the organization wishes to achieve in implementing a policy or not, but more than that, where the formulation of policy objectives must be precisely intended for the substantial objectives to be achieved in implementing the policy. The Drug Free-Certificate Policy was not formulated firmly and explicitly and the most fundamental aim of this policy was to prevent the drug spread. In general, the objectives are only intended as a means of fulfilling administrative requirements for certain purposes. However, implicitly, all managers, both personally and institutionally, are aware that the Drug-Free Certificate policy is more substantial in the aspect of preventing the drug spread.

First, inserting the concept of accuracy in policy is basic because accuracy is related to objectives. The orientation accuracy is used as a new finding or novelty in this study because empirical facts confirm that there is a contradiction in orientation. This means that the Drug-Free Certificate has not yet become an instrument for drug prevention. This cannot be revealed only by using indicators of the effectiveness of Duncan's theory. Therefore, by strengthening the concept of accuracy, Duncan's theory will be more comprehensive and valid in assessing the effectiveness of the Drug-Free Certificate policy.

Second, Sustainability or Continuity can be described as the Drug-Free Certificate policy being mono-functional. This means that users need a Drug-Free Certificate because they want to fulfill administrative requirements for certain purposes. Once fulfilled, there is no further follow-up. The Drug-Free Certificate is issued for one-time use only. Therefore, it is not surprising that the Drug-Free Certificate policy is not effective in preventing the drug spread because the initial target or goal is not preventing the drug spread but rather fulfilling administrative needs. If reorientation is carried out, this policy will be stronger and more effective in achieving the target of preventing the drug spread.

Policies that are expected to provide further effects will not be effective unless there is a follow-up, although the follow-up action does not have to be the same as the previous policy. Requiring users to have a Drug-Free Certificate to fulfill administrative needs is good but after the user uses the Drug-Free Certificate, ideally there should be a control function so that the user remains within the corridor stated in the Drug-Free Certificate.

The control function can expand the scope of the Drug-Free Certificate function so it is no longer mono-functional by requiring users to extend ownership of the Drug-Free Certificate. When people apply for civil servants, police officers or other professions that require a Drug-Free Certificate, they have to routinely (every year) renew or extend the certificate. The process of renewing or extending the certificate must still meet the applicable requirements and mechanisms. They need to go through a medical examination process in accordance with the provisions that apply to the agencies issuing Drug-Free Certificates.

In examining the effectiveness of the Drug-Free Certificate policy, inserting the dimension of extending the certificate every two years as control too is important. This novelty can be used as a productive solution to make the Drug-Free Certificate policy a means of preventing the drug spread. If this can be done, it will have implications for other aspects including funding.

4. Conclusions

Based on the results and discussion, it can be concluded that the Drug-Free Certificate Policy has not been effective in preventing the drug spread in Palu City. It can be seen from the following effectiveness indicators. First, in the context of achieving administrative objectives, namely, the agency authorized to issue the certificate (Anutapura Regional General Hospital, Undata Regional General Hospital, Bhayangkara Hospital, Central Sulawesi Regional Police Biddokes Polyclinic, and Palu City BNN) have been effective in providing administrative services. However, the substantial goal of preventing the drug spread has not been effectively realized. Second, in the context of integration, it consists of 3 aspects, namely socialization, consensus or commitment, and communication. Of these three aspects, only consensus or internal commitment and internal communication are successfully realized, while socialization and external communication are not realized so overall the implementation of the policy is not effective in preventing the drug spread from the integration aspect. Third, adaptation is an indicator related to the ability to adapt to the technological and administrative environment. Institutions authorized to issue the certificate are effective and able to adapt to the technological and administrative environment except for the online digitalization aspect. However, it has not been effective in preventing the drug spread in Palu City as the main and substantial orientation of the Drug-Free Certificate Policy.

References

1. Abdul Wahab Solichin. 1990. Pengantar Analisis Kebijaksanaan Negara. Jakarta: Penerbit PT. Rineka Cipta.
2. Agus Dwiyanto. 2012. Manajemen Pelayanan Publik. Yogyakarta: Gajah Mada University Press.
3. Agustino, Leo. 2006. Dasar-dasar Kebijakan Publik. Bandung: Alfabeta.
4. Arina Nurandini dan Eisha Lataruva. 2014. Analisis Pengaruh Komitmen Organisasi Terhadap Kinerja Karyawan (Studi Pada Pegawai Perum PERUMNAS Jakarta). *Jurnal Studi Manajemen & Organisasi* 1(1). Hal: 78 – 91
5. Arizona Dika, Riniwati Harsuko, Harahap Nuddin. 2013. “Analisis Pengaruh Gaya Kepemimpinan, Motivasi Kerja dan Komitmen Organisasional terhadap Kinerja Pegawai”, 1(1). Hal: 1-11.
6. Badan Narkotika Nasional (BNN). 2021. Advokasi Pencegahan Penyalahgunaan Narkoba. BNN: Jakarta.
7. BNN Kota Palu. 2023. Laporan Pencegahan Penyalahgunaan Narkoba Sejak Usia Dini. BNN: Palu.
8. Dian Herdiana 2018. Sosialisasi Kebijakan Publik: Pengertian dan Konsep Dasar. *Jurnal Ilmiah Wawasan Insan Akademik*. 1(3). Hal: 13 – 26.
9. Duncan, Jack W. 1985, *Organization Behavior*, Houghton Mifflin, Boston.
10. Dun, N William. 2003. Pengantar Analisis Kebijakan Publik Edisi Kedua. (Terjemahan: Samodra Wibawa): Gaja Mada University Pres. Yogyakarta.
11. Denison, Daniel R. 1995. Toward a theory of organizational culture and effectiveness. <http://www.trustiseverything.com/wp-content/uploads/2012/07/denison-mishra-toward-a-theory-of-org-culture- and-effect-org-sci-1995.pdf>.
12. Herabudin. 2015. Pengantar Sosiologi. Bandung: Pustaka Setia.
13. Hg. Suseno T.W Aloysius Triwanggono. 2018. Karakteristik Budaya Organisasi, Kemampuan Adaptasi, dan Kinerja Usaha Mikro Kecil Menengah. *EXERO Journal of Research in Business and Economics*. 1(1). Hal: 90-110
14. Kadji, Yulianto. 2015. Formulasi dan Implementasi Kebijakan Publik Kepemimpinan dan Perilaku Birokrasi dalam Fakta Realitas. Gorontalo: UNG Press.
15. Mashud, M. 2019. Sosiologi Komunikasi. Jakarta: Universitas Terbuka.
16. Mening Subekti, Muslih Faozanudin, Ali Rokhman. 2017. Pengaruh Komunikasi, Sumber Daya, Disposisi dan Struktur Birokrasi terhadap Efektifitas Implementasi Program Bantuan Operasional Sekolah pada Satuan Pendidikan Sekolah Dasar Negeri di Kecamatan Tambak. *IJPA-The Indonesian Journal of Public Administration*. 3(2). Hal: 55-68
17. Miles, Matthew. B and Micheal Hiberman. 2007. *Analisa Data Kualitatif*. Sage Publication Inc, Ingris.
18. Novinger, T. 2001. *Intercultural Communication: A Practical Guide*. Texas: University of Texas Press.

19. Umar Congge, 2019. Konsistensi Adalah Jalan Menuju Kinerja Kepublikan Yang Ideal. *Jurnal Ilimiha Administrasita*, 2(2). Hal: 33-45
20. Saiful, U, Bambang S.H, Rozikin, M 2017. Analisis Peran Multi Aktor dalam Implementasi Kebijakan Minapolitan Berbasis Sustainable Development (Studi pada Pilot Project Minapolitan Desa Srowo Kecamatan Sidayu Gresik). *Jurnal Administrasi Publik (JAP)*, 1(1). Hal: 89-100
21. Smith, M. B., & Webster, B. D. 2018. Personality and Individual Differences Narcissus the Innovator? The Relationship between Grandiose Narcissism, Innovation, and Adaptability. *Personality and Individual Differences*, 1(1): 67-73.
22. Subejo, Troena Eka Afnan, Thoyib Armanu, Aisjah Siti. 2013. The Effect of Organizational Commitment and Organization Identity Strength to Citizenship Behaviour (OCB) Impact on Fire Department and Disaster Employee Performance. *IOSR Journal of Business and Management*.
23. Syawaludin, Mohammad. 2014. Alasan Talcott Parsons Tentang Pentingnya Pendidikan Kultur. *Ijtimaiyya*, 7(1): 155-168
24. Tachjan. 2008. Implementasi Kebijakan Publik. Bandung: APIPI Bandung- Puslit KP2W Lemlit UNPAD.
25. Winarno, Budi. 2002. Teori dan Proses Kebijakan Publik. Yogyakarta: Media Pressindo.
26. Win Bakti Nur. 2017. Analisis Komunikasi Dalam Organisasi. *Jurnal Al-Qalb*, 9(2). Hal: 127-132.