



# THE INFLUENCE OF THE IMPLEMENTATION OF E-ATTENDANCE ON THE DISCIPLINE OF STATE CIVIL APPARATUS IN THE REGIONAL PERSONNEL AGENCY OF GORONTALO PROVINCE

## PENGARUH IMPLEMENTASI E-ATTENDANCE TERHADAP DISIPLIN APARATUR SIPIL NEGARA DI BADAN KEPEGAWAIAN DAERAH PROVINSI GORONTALO

Alhusna A. Pontoh<sup>1\*</sup>

<sup>1\*</sup>Gorontalo State University, Email: [alhusnaapontoh23@gmail.com](mailto:alhusnaapontoh23@gmail.com)

\*email koresponden: [alhusnaapontoh23@gmail.com](mailto:alhusnaapontoh23@gmail.com)

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### Abstract

This research aims to determine the effect of the implementation of e-attendance on the discipline of State Civil Apparatus (ASN) at the Regional Personnel Agency of Gorontalo Province. This research uses a quantitative approach with a sample of 80 State Civil Apparatus members. The data types in this study are both primary and secondary. Data collection was done by distributing questionnaires to employees at the Regional Personnel Agency of Gorontalo Province. Data analysis was performed using simple linear regression analysis, with data processing conducted using SPSS 25. The results of this research show that e-attendance has a positive effect on the discipline of State Civil Apparatus in the Regional Personnel Agency of Gorontalo Province, with an R Square value of 0.608, meaning that 60.8% of ASN discipline is influenced by e-attendance, while the remaining 39.2% is influenced by variables not included in this study.

**Keywords :** E-attendance, Discipline, Worker.

### Abstrak

This research aims to determine the effect of implementing e-attendance on the discipline of State Civil Apparatus (ASN) at the Regional Personnel Agency of Gorontalo Province. This research uses a quantitative approach with a sample of 80 State Civil Apparatus members. The data types in this study are both primary and secondary. Data collection was carried out by distributing questionnaires to employees at the Regional Personnel Agency of Gorontalo Province. Data analysis was performed using simple linear regression analysis, with data processing conducted using SPSS 25. The results of this research indicate that e-attendance has a positive effect on the discipline of State Civil Apparatus in the Regional Personnel Agency of Gorontalo Province, with an R Square value of 0.608. This means that 60.8% of ASN discipline is influenced by e-attendance, while the remaining 39.2% is influenced by variables not included in this study.

**Kata Kunci :** Kehadiran elektronik, Disiplin, Pekerja.



## 1. INTRODUCTION

The implementation of E-Government in Indonesia is regulated through Presidential Instruction No. 6 of 2001 on Telematics (Telecommunication, Media, and Informatics), which aims to facilitate government services using telematics technology, ultimately supporting the implementation of good governance. This is further strengthened by Presidential Instruction No. 3 of 2003 on the Policy and National Strategy for E-Government Development, which focuses on the creation of clean, transparent government capable of responding effectively to change demands (Tui, 2022).

E-government, or electronic government, has been adopted in many countries as an effort to improve efficiency, transparency, and accessibility in public services (Justice et al., 2006; Pribadi, 2021; Sarkar & Das, 2022). By utilizing information and communication technology, governments can provide various services online, such as tax payments, business registrations, and healthcare services, facilitating interaction between the government and citizens. The implementation of e-government also helps minimize bureaucracy, reduce corruption, and improve public participation in government processes (Ibrahim et al., 2023). Countries such as Estonia, Singapore, and South Korea serve as successful examples of e-government implementation, demonstrating how technology can improve public service quality and governance (Burdenko & Bykasova, 2023; Espinosa & Pino, 2024; Kim & Lee, 2024) as stated by Abdussamad et al., 2024.

The use of technology has been widely adopted across various sectors, one of which is e-government. E-Government refers to the use and application of information technology by the government to create communication between the government, the public, businesses, and other stakeholders to deliver fast and accurate services (Putri & Reviandani, 2023) as stated by Aisyah (2025).

Good governance is one of the primary requirements for realizing the aspirations of the people in achieving the goals and ideals of the nation and state. It requires the implementation and development of a proper, clear, and accountable governance system free from corruption, collusion, and nepotism (KKN). The realization of a clean and good governance system is the dream and hope of every nation. This system emphasizes the importance of democracy and ensures that democratic governance is a prerequisite for achieving good governance (Sugirna, 2022).

The governance system in Indonesia has undergone significant changes, particularly following the shift from the New Order era to the Reform era. One of the key drivers of this global transformation is technology. Technology has the potential to improve government performance and enable better systems. In response to this, the government has implemented an online attendance system to minimize fraud in employee attendance and improve discipline (Arifin & Widiyarta, 2021).

State Civil Apparatus (ASN) are public servants, and their discipline is clearly regulated in Government Regulation No. 94 of 2021 on Civil Servant Discipline. Article 1 states that "civil servant discipline refers to the ability of civil servants to comply with obligations and



avoid prohibitions as stipulated in laws and regulations." Therefore, discipline is not only about attendance or punctuality, but also about maintaining integrity, fulfilling duties responsibly, and upholding public service standards. Article 5 details the prohibitions that civil servants must avoid, such as misusing authority or acting arbitrarily against subordinates. By understanding these obligations and prohibitions, civil servants are expected to not only perform as workers but also set examples for society.

The phenomenon of indiscipline in working hours among ASN in the Gorontalo Provincial Government can be observed in the following: 1. Some ASN arrive at the office and mark their attendance on the SIRANSIJA application (from the Regional Personnel Agency of Gorontalo Province) but then engage in personal activities outside the office. For example, they may: a) Buy breakfast and eat it outside; b) Buy breakfast and bring it to the office; c) Take children to school; d) Drop off spouses at their workplaces; e) Engage in other personal activities before returning to the office. 2. Another sign of indiscipline is during break times, when some ASN exceed the allowed break duration. Although the break time is set at 30 minutes, many employees take longer breaks.

**Table Rekapitulasi e-Absensi tahun 2023**

NO	BULAN	Jumlah Pegawai	Kotawaringin									
			Hari Kerja	Hadir	Izin	Sakit	Tanpa Keterangan	SPT	Cepat pulang	Akumulasi Ketidakhadiran/bulan		
										Jam	Menit	Detik
1	Januari	93	21	162	5	5	95	62	32	259	12	22
2	Februari	80	18	1.138	1	11	85	127	48	519	14	9
3	Maret	79	22	1.326	7	29	92	106	20	428	2	20
4	April	96	19	1.297	1	7	455	63	51	690	27	59
5	Mei	96	15	888	5	23	346	121	53	415	2	39
6	Juni	96	21	2.534	13	11	553	364	157	1.063	35	30
7	Juli	96	21	1.042	6	9	544	380	154	1.045	49	4
8	Agustus	100	22	1.274	3	4	668	258	155	1.003	19	16
9	September	93	22	1.255	-	7	497	364	121	739	28	4
10	Oktober	93	21	1096	2	12	475	296	116	829	14	32
11	November	93	22	990	1	2	514	505	114	771	4	45
12	Desember	93	18	727	7	1	242	510	103	664	48	46

Based on Table from the data collected, which is the recap of attendance data from January to December 2023 at the Regional Personnel Agency of Gorontalo Province, it can be seen that there was a high level of employee lateness, followed by a high number of absences without explanation and early departures during June, July, and August. The lowest numbers in 2023 were observed in November and December. If employees are often late to work and frequently absent, it can be assured that the execution of work will be disrupted, leading to a decrease in employee performance and productivity. The decline in employee discipline has an impact on their performance, which in turn affects the institution directly.

Looking at the attendance discipline reports submitted monthly to the Regional Personnel Agency of Gorontalo Province, it can be seen that not many Civil Servants (ASN) violate attendance discipline. This is because ASNs who violate discipline will have their actions recorded in the SIRANSIJA (System for Measuring Civil Servant Work Performance)



attendance application. These ASNs may arrive in the morning and clock in at 08:00 AM, but then proceed to engage in activities outside the office. Later in the afternoon, they will clock out at 4:00 PM. This means that the concerned ASNs also engage in activities outside the office and do not work full hours. Along with the continuing lack of discipline among ASNs in adhering to work hours, this certainly affects the achievement of organizational goals effectively and efficiently. This lack of discipline also causes delays in the completion of tasks, resulting in work disruptions.

In order to achieve organizational goals, human resources that support better governance management are essential. Civil Servants (PNS), as the main actors in the country's civil apparatus, play a significant role in supporting the success of development and government administration. Achieving employees who exhibit strong discipline is also an essential factor in this process. (Syahputri, 2017). The purpose of this study is to determine the effect of the implementation of e-attendance on the discipline of Civil Servants at the Regional Personnel Agency of Gorontalo Province.

## 2. RESEARCH METHOD

This study is a descriptive research using a quantitative approach (Amelia et al., 2023). The aim of this research is to determine the extent of the influence of the implementation of e-attendance on the discipline of Civil Servants at the Regional Personnel Agency of Gorontalo Province. The types of data in this study are primary and secondary. Data collection techniques were carried out by distributing questionnaires to employees at the Regional Personnel Agency of Gorontalo Province. Data analysis techniques used simple linear regression analysis, and data processing was performed using SPSS 25. According to Sugiyono, research instruments are measurement tools used to assess natural or social phenomena being observed. Specifically, all these phenomena are referred to as research variables. (Sugiyono, 2019).

**Table 1. Likert Scale Instrument**

No	Statement	Scor
1	Strongly Agree	5
2	Agree	4
3	Neutral	3
4	Disagree	2
5	Strongly Disagree	1

The operational definition of the research variable refers to an attribute, characteristic, or value of an object or activity that has specific variations set by the researcher to be studied and subsequently concluded. (Sugiyono, 2019). The measurement of variables using a Likert scale is shown in the table below.

**Table 2. Measurement of Variables**

Operational Definition	Indicators
According to Suwandi (2018), e-attendance is software that supports attendance purposes, which includes the input and storage of data on arrival and	The indicators of online attendance as proposed by Sleekr (2018) in (Nani & Wijaya) are as follows:



Operational Definition	Indicators
departure times, and processes this data into reports that can later be used for decision-making by management.	<ol style="list-style-type: none"> <li>1. Increased productivity</li> <li>2. Practicality</li> <li>3. Efficiency</li> <li>4. Transparency</li> <li>5. High security level</li> </ol>
Soegeng Prijodarminto (1994:23) stated that discipline refers to a condition created and formed through a process of behavior that demonstrates values of obedience, compliance, loyalty, orderliness, and regularity. These values are behaviors in life, which are formed through education, family, and experience.	<p>According to Mangkunegara and Octored (2015) in (Ismail, 2023), the indicators are:</p> <ol style="list-style-type: none"> <li>1. Punctuality in arriving at the workplace</li> <li>2. Timeliness in returning home</li> <li>3. Compliance with applicable rules and leadership</li> <li>4. Responsibility toward tasks</li> </ol>

### 3. RESULT AND DISCUSSION

#### a. Description of Research Results

This study involves a sample of 80 Civil Servants (ASN) from the Regional Personnel Agency of Gorontalo Province, who were selected as respondents. A questionnaire was distributed to the 80 ASN participants using random sampling, with a Likert scale used to measure the responses to each question as part of the research sample. The collected data were then analyzed using SPSS 25.

#### b. Respondent Characteristics

To analyze the effect of the implementation of e-attendance on the discipline of Civil Servants (ASN) at the Regional Personnel Agency of Gorontalo Province, data collection was carried out using a questionnaire. The questionnaire was distributed to 80 sample respondents at the Regional Personnel Agency of Gorontalo Province.

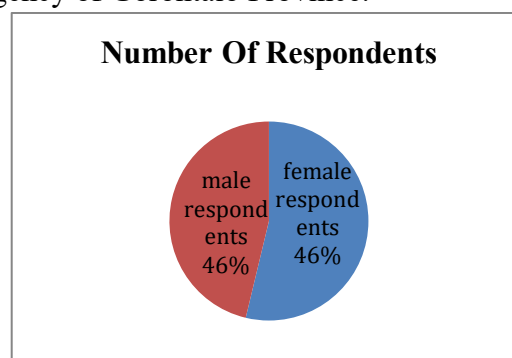


Figure 1. Number of Respondents

#### c. Validity Test

In this study, the researcher used SPSS to perform the validity test. The results of the validity test were processed using SPSS version 25.

**Table 3. Validity Output**

Variable x ( e-Absentence)				Variable Y ( Discipline)			
Items	R Count	R Table	Information	Items	R Count	R Table	Information
X1.1	0,188	0,219	tidak valid	Y1.1	0,533	0,219	valid
X1.2	0,442	0,219	valid	Y1.2	0,685	0,219	valid
X1.3	0,393	0,219	valid	Y1.3	0,629	0,219	valid
X1.4	0,387	0,219	valid	Y1.4	0,606	0,219	valid
X1.5	0,502	0,219	valid	Y1.5	0,634	0,219	valid
X1.6	0,511	0,219	valid	Y1.6	0,625	0,219	valid
X1.7	0,604	0,219	valid	Y1.7	0,644	0,219	valid
X1.8	0,577	0,219	valid	Y1.8	0,614	0,219	valid
X1.9	0,500	0,219	valid	Y1.9	0,703	0,219	valid
X1.10	0,573	0,219	valid	Y1.10	0,655	0,219	valid
X1.11	0,594	0,219	valid	Y1.11	0,574	0,219	valid
X1.12	0,471	0,219	valid	Y1.12	0,671	0,219	valid
X1.13	0,585	0,219	valid	Y1.13	0,657	0,219	valid
X1.14	0,546	0,219	valid	Y1.14	0,404	0,219	valid
X1.15	0,409	0,219	valid				
X1.16	0,530	0,219	valid				
X1.17	0,486	0,219	valid				

**d. Reliability Test**

The following are the results of the reliability test conducted with 80 respondents from the Regional Personnel Agency of Gorontalo Province. Based on the reliability test results, all variables in the questionnaire used a Cronbach's coefficient alpha value of 0.70.

**Table 4. Reliability Output**

<b>Reliability Statistics</b>		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,936	,937	31

**e. Descriptive Analysis**

<b>Descriptive Statistics</b>					
	N	Minimum	Maximum	Mean	Std. Deviation
<b>X</b>	80	60,00	85,00	75,5875	6,11016
<b>Y</b>	80	52,00	70,00	61,8750	4,87924
<b>Valid N (listwise)</b>	80				

Based on the results of the descriptive analysis, it was found that the number of respondents involved in this study was 80 people. Variable X has a minimum value of 60.00 and a maximum value of 85.00, with an average (mean) of 75.58. This indicates that respondents' perceptions of e-Attendance are in the moderate category, with a fairly moderate level of variation.





Meanwhile, variable Y has a minimum value of 52.00 and a maximum value of 70.00, with an average (mean) of 61.87. This indicates that the overall level of discipline is relatively high and tends to be evenly distributed among the respondents. Overall, both variables demonstrate positive results, with the level of data variation remaining within acceptable limits.

#### f. The normality test

One-Sample Kolmogorov-Smirnov Test			
			Unstandardized Residual
N			80
Normal Parameters	Mean		0,0000000
	Std. Deviation		3,05641411
Most Extreme Differences	Absolute		0,120
	Positive		0,104
	Negative		-0,120
Test Statistic			0,120
Asymp. Sig. (2-tailed)			,006 <sup>a</sup>
Monte Carlo Sig. (2-tailed)	Sig.		,181 <sup>a</sup>
	99% Confidence Interval	Lower Bound	0,171
		Upper Bound	0,191

In the normality test, the data used in this study show a significance value greater than 0.05, namely  $0.181 > 0.05$ ; therefore, the data are considered to be normally distributed. This result can be seen in Table 4.4, which presents the results of the normality test using SPSS version 25.

#### g. Linearity Test

ANOVA Table						
			Sum of Squares	df	Mean Square	F
Y * X	(Combined)		1.352.269	22	61.467	6.630
	Between Groups	Linearity	1.142.758	1	1.142.758	123.254
		Deviation from Linearity	209.511	21	9.977	1.076
	Within Groups		528.481	57	9.272	
	Total		1.880.750	79		

Based on the results of the linearity test conducted using SPSS, and in accordance with the decision-making criteria based on significance values, the questionnaire data on the effect of e-attendance on the discipline of Civil Servants at the Regional Personnel Agency (BKD) of Gorontalo Province show a Deviation from Linearity significance value of  $0.398 > 0.05$ . Therefore, the relationship between the variables is declared to be linear.



## h. Testing Hypothesis

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	14,825	4,295		3,452	0,001
	x	0,622	0,057	0,779	10,99	0
a. Dependent Variable: y						

It is known that the significance value is  $0.000 < 0.05$ , which indicates that the implementation of e-attendance has a significant effect on the discipline of Civil Servants at the Regional Personnel Agency of Gorontalo Province. This is also supported by the calculated  $t$ -value being greater than the  $t$ -table value, with degrees of freedom ( $df$ ) =  $n - k = 80 - 2 = 78$ , where the  $t$ -table value is 1.990. Since the calculated  $t$ -value (10.990) is greater than the  $t$ -table value (1.990), it can be concluded, based on both the significance value and the calculated  $t$ -value obtained, that the e-attendance variable has a significant effect on the discipline of Civil Servants.

## i. Discussion

The results of this study indicate that e-attendance has a positive effect on the discipline of Civil Servants. The statistical analysis shows a positive and significant effect with a  $p$ -value  $< 0.05$ . This can be seen from the calculated  $t$ -value being greater than the  $t$ -table value, with degrees of freedom ( $df$ ) =  $n - k = 80 - 2 = 78$ , where the  $t$ -table value is 1.990. Since the calculated  $t$ -value (10.990) is greater than the  $t$ -table value (1.990), hypothesis H1 is accepted. In addition, the significance value is smaller than 0.05 ( $0.000 < 0.05$ ), and the R Square value is 0.608, or 60.8%, while the remaining 39.2% is explained by other factors not included in this study. Therefore, it can be concluded that the e-attendance variable has an effect on the discipline of Civil Servants.

These findings indicate that e-attendance can be implemented by government institutions to record attendance and absences more easily without requiring manual attendance records. Moreover, the accuracy of e-attendance data can reduce the likelihood of errors in recording attendance. With the implementation of e-attendance, institutional leaders can easily monitor Civil Servants' attendance in real time and receive automatic reports. E-attendance processes data in such a way that leaders can more easily manage undisciplined personnel without manipulation, as the system operates automatically. Thus, e-attendance has a positive impact on improving the discipline of Civil Servants. This is due to the systematic time-recording mechanism employed by the e-attendance system.

In accordance with this study, e-attendance is also an implementation of e-government practices. E-attendance offers several advantages. First, it improves cost and time efficiency, as employees can record attendance and absences more easily without filling out manual attendance lists. Second, data accuracy is enhanced, reducing the possibility of errors in attendance records because the process is automated and information is recorded accurately.





This can minimize disputes between employees and supervisors regarding attendance. Third, it is easy to monitor, as human resource personnel or supervisors can easily track employee attendance and receive attendance reports automatically.

The results of this study are also consistent with the theory proposed by Suwandi (2018), which states that e-attendance is software designed to support attendance needs, encompassing the input and storage of arrival and departure times and processing these data into reports that can be used as a basis for leadership decision-making.

This study supports previous research conducted by Suriati Berutu, whose findings indicate that the implementation of electronic attendance at the Department of Education of Dairi Regency has been running quite well. This can be observed through several effectiveness indicators according to Tangkilisan, namely target achievement, which has been well realized in improving employee discipline. In terms of adaptability, although initial difficulties were encountered, socialization efforts helped overcome these obstacles, enabling employees to adapt well to the system.

This study is also in line with research conducted by Agustini, which found that the effectiveness of implementing e-attendance in South Solok Regency can be measured by the extent to which organizational targets are achieved. Efforts to implement e-attendance at the Secretariat Office of the Regional House of Representatives (DPRD) of South Solok Regency in improving employee discipline can be seen in the dimension of responsibility, where employees generally demonstrate personal work responsibility. The implementation of e-attendance has had a positive impact on improving employee discipline, particularly in achieving punctuality in arrival and departure times. However, there are also obstacles in its implementation, especially related to employee performance. In utilizing the e-attendance system at the Secretariat of the DPRD of South Solok Regency, the availability of an internet network remains one of the main constraints that hinder the effectiveness of e-attendance implementation.

The results of this study address the research hypothesis, namely that e-attendance has a positive effect on the discipline of Civil Servants at the Regional Personnel Agency of Gorontalo Province. The data testing process was conducted using questionnaire results analyzed with the Statistical Package for the Social Sciences (SPSS), a statistical data analysis software commonly used in research.

This study has several limitations. First, the scope of the study is limited, as the sample was drawn from only one research object. Therefore, the generalization of the findings to a broader population remains limited, and the results cannot be used to justify all government institutions in Gorontalo Province. Thus, the findings apply only to the Regional Personnel Agency of Gorontalo Province. Second, although the instruments used were tested for validity and reliability, the researcher acknowledges that they can still be further developed to capture more detailed and varied data. Third, there were limitations in documentary data availability, as only two years of data in the form of Employee Performance Targets (SKP) for 2023 were used, while the required data ideally cover the last six years, including employee performance



assessment data. Finally, the limited number of empirical studies using the same research constructs made it somewhat difficult to compare and validate the research hypothesis. The lack of studies employing similar approaches hindered effective verification and validation of findings from previous research.

#### 4. CONCLUSION

This study aims to analyze the effect of the implementation of e-attendance on the discipline of Civil Servants at the Regional Personnel Agency of Gorontalo Province. The results of the statistical analysis indicate a positive and significant effect with a  $p$ -value  $< 0.05$ . This can be observed from the calculated  $t$ -value being greater than the  $t$ -table value, with degrees of freedom ( $df$ ) =  $n - k = 80 - 2 = 78$ , where the  $t$ -table value is 1.990. Since the calculated  $t$ -value (10.990) is greater than the  $t$ -table value (1.990), hypothesis H1 is accepted. In addition, the significance value is less than 0.05 ( $0.000 < 0.05$ ), and the R Square value is 0.608 or 60.8%. Therefore, it can be concluded that the e-attendance variable has a significant effect on the discipline of Civil Servants.

The influence of e-attendance can enhance productivity, practicality, efficiency, transparency, and provide a high level of security. These findings support the theory of e-attendance, which states that e-attendance is software designed to support attendance management, including the input and storage of arrival and departure time data, as well as processing these data into reports that can later be used as a basis for policy-making by leaders..

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