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Effectiveness Of E-Ktp Services At The Population And Civil Registration Service In Gorontalo Regency

Mohamad Rasid Naki¹, Asna Aneta², Fenti Prihatini Dance Tui³

¹ Faculty of Social, state university of gorontalo, Indonesia. E-mail: mohamadrasidnaki@gmail.com

² Faculty of Social, state university of gorontalo, Indonesia. E-mail: asnaatiek.aneta@ung.ac.id

³ Faculty of Social, state university of gorontalo, Indonesia. E-mail: fenti@ung.ac.id

Article Information	Abstract
<p>Article history: Accepted 20-05-2025 Fixed 25-05-2025 Approved 28-05-2025</p> <p>Keywords: <i>Effectiveness; Public Service; E-KTP; Population Administration</i></p>	<p>Abstract: This study aims to describe the effectiveness of E-KTP services at the Population and Civil Registration Office of Gorontalo Regency and identify the factors that influence it. The study uses a descriptive qualitative approach with data collection techniques through observation, interviews, and documentation. The effectiveness of the service is analyzed based on indicators of goal achievement, integration, and adaptation. The results of the study indicate that although the E-KTP service has shown an increase in terms of the number of recordings and printing each year, there are still obstacles in terms of timeliness of service, data errors, and employee attitudes towards the community. Factors that influence service effectiveness include employee ability, expertise, knowledge, attitude, motivation, and work stress. This study concludes that the E-KTP service in Gorontalo Regency is not yet fully effective and requires improvements in aspects of human resources and service systems.</p>

Introduction

Basically, Service is the process of meeting the needs of each person through direct action from others. When the service includes all individual efforts to achieve goals and can obtain satisfaction in terms of meeting requests. According to (Hidayattullah, 2017) Service is one of the spearheads of customer satisfaction efforts and is a necessity that must be optimized by both individuals and organizations, because the form of service provided reflects the quality of the individual or organization providing the service. According to Siagian in (Faradiba et al., 2021) Effectiveness is the completion of work based on achieving goals and timeliness. An activity is said to be effective if the activity is successfully completed in accordance with the specified time or in other words on time. The concept of effectiveness that emphasizes the achievement of previously set goals can be used to evaluate the running of an organization. The level of effectiveness can be measured by comparing the plans or goals that have been set with the results achieved. If the efforts or results of the work done are not achieved according to plan, then the effort is considered ineffective.

According to Purba in (Yamin et al., 2020) Retirement administration is a basic service that every citizen has the right to receive in order to provide a valid citizenship identity to every citizen. Meanwhile, according to Vassil in (Purba, 2020) Population administration documents are a collection of data related to people that can be used for government or private interests. Seen from the perspective of citizens, Population administration documents are mandatory for

every citizen for the purpose of citizen identification. According to (Putra & Martua, 2021) Based on the national identity database, E-KTP is an identity document that includes security and control mechanisms in information technology and security administration. Only one identity card containing the Identity Number (NIK) can be owned by each user. Several previous studies have discussed the effectiveness of e-KTP services. (Mahfudl al., 2022) found that e-KTP services at the Pidie Jaya Regency Population and Civil Registration Office were not yet effective because the service procedures were still complicated and the facilities and infrastructure were inadequate; (Rahayu, 2023) concluded that public services at the Demak Regency Population and Civil Registration Office still had obstacles in terms of speed and accuracy of service, although the public was generally satisfied; and (Domas, 2022) assessed that online-based public services at the North Lampung Regency Population and Civil Registration Office were quite effective but still faced challenges in terms of apparatus readiness and adaptation to technology. Different from these studies, this study specifically analyzes the effectiveness of e-KTP services at the Gorontalo Regency Population and Civil Registration Office using the organizational effectiveness indicator approach according to Steers, namely goal achievement, integration, and adaptation, which have not been widely used in previous studies, thus providing novelty in terms of analytical approaches as well as contributions to the development of studies on the effectiveness of public services in the local context.

Based on initial observations conducted at the Population and Civil Registration Service in Gorontalo Regency, the problem found was in the service achievement period, this is very important because the punctuality of service is the attitude of employees in providing services needed by the community. However, the facts in the field are that the services provided by employees are not in accordance with the service standards set by the Population and Civil Registration Service of Gorontalo Regency, namely within a service period of 15 (fifteen) minutes. The next problem is related to the ability of employees in making e-KTP documents, namely there are still errors in writing names or other data that do not match the existing data. Another problem encountered is that there are still some employees who are less friendly in providing services to the community, this certainly makes the community uncomfortable in the services provided by employees. The purpose of this study is to describe the effectiveness of e-KTP card services at the Population and Civil Registration Service in Gorontalo Regency and the determining factors for the effectiveness of e-KTP card services at the Population and Civil Registration Service in Gorontalo Regency.

Method

This type of research is qualitative descriptive research. This research is a form of research that aims to describe or describe events in the form of phenomena obtained based on the problems that have been formulated. Data were obtained through field research using interview techniques and documents related to the topic to be studied. In this study, the selection of informants was carried out using the purposive sampling method. This method uses a technique based on considerations of whether the identified informants are skilled, knowledgeable and have a good reputation to answer interview guide questions in accordance with research on the Effectiveness of E-KTP Services at the Population and Civil Registration Office of Gorontalo Regency (Sugiyono, 2020).

Result and Discussion

1 The effectiveness of E-KTP services at the Population and Civil Registration Service of Gorontalo Regency, namely:

a. Achievement of Objectives

Based on the research results, the E-KTP service at the Population and Civil Registration Service of Gorontalo Regency has not fully achieved the quality and timeliness targets set in the standard operating procedure. Although the number of recordings and printing has increased from year to year, the realization is still marked by various obstacles, such as late printing, long queues, and errors in writing data on the E-KTP document. In fact, according to Steers' theory, the effectiveness of an organization in achieving goals is measured by the extent to which actual results can match or exceed the planned targets. The mismatch between service standards (15 minutes per service) and the reality in the field indicates a performance gap that has an impact on public satisfaction.

study is in line with and different from the study of (Mahfudl et al., 2022), which also showed that the E-KTP service was ineffective, but due to complicated procedures and minimal infrastructure, not because of the mismatch of results with time standards such as at the Population and Civil Registration Service in Gorontalo Regency. While (Rahayu, 2023) noted that delays in Demak Regency were still tolerated by the public due to the communicative approach of officers, at the Population and Civil Registration Service in Gorontalo Regency, delays actually caused complaints that disrupted public trust. (Domas, 2022) reported that online services in North Lampung can increase the efficiency of achieving service targets, in contrast to the Population and Civil Registration Service in Gorontalo Regency which still relies on a manual system so that time efficiency is not achieved.

b. Integration

Based on the research results, integration between sections in the E-KTP service at the Population and Civil Registration Service in Gorontalo Regency is still sectoral and has not been running synergistically. This can be seen from the low utilization of the online service system which has actually been provided through the Disdukcapil Line application and the official website. The system has not run optimally due to weak coordination between units, minimal socialization to the community, and lack of digital competence of employees. In fact, in Steers' theory, effective integration is shown through the organization's ability to build communication and coordination across units harmoniously, resulting in fast and integrated services.

In comparison, (Mahfudl et al., 2022) did mention the lack of integration in the context of technical coordination, but their main focus was more on service procedures. (Rahayu, 2023) did not discuss integration explicitly, but emphasized the importance of harmony between technology and human resources in accelerating public services, which is relevant to the conditions at the Population and Civil Registration Service in Gorontalo Regency. (Domas, 2022) showed that the level of integration in North Lampung was quite high because the organizational structure was ready to accept the digital system, in contrast to the Population and Civil Registration Service in Gorontalo Regency which was still in the digital transition and adaptation stage.

c. Adaptation

Based on the research results, the Population and Civil Registration Service of Gorontalo Regency showed low adaptability to technological changes and community demands. There were still many errors in data input by employees, limitations in using information technology-based applications, and lack of technical training. In addition, employee responses to work pressure, spikes in demand, and social dynamics were also not optimal. In Steers' view, good adaptation is characterized by the organization's ability to adapt to environmental changes through increasing technical capabilities and developing systems on an ongoing basis, something that has not been consistently seen in the Population and Civil Registration Service in Gorontalo Regency.

Based on research findings according to (Rahayu, 2023), who also noted the low adaptation of employees in Demak due to the lack of continuous training in dealing with the new system. However, in the Population and Civil Registration Service in Gorontalo Regency, the inability to adapt was not only in employees, but also in systems that had not been designed flexibly. (Mahfudl et al., 2022) did not specifically highlight the adaptation aspect, so this study provides additional contributions. On the other hand, (Domas, 2022) assessed that although the adaptation to the digital system in North Lampung was not yet perfect, the readiness of the apparatus towards technology was relatively better than the Population and Civil Registration Service in Gorontalo Regency, which still relied on conventional work patterns.

2 The determining factors for the effectiveness of E-KTP services at the Population and Civil Registration Service of Gorontalo Regency are:

a. Ability

Based on the research results, the technical ability of the employees of the Gorontalo Regency Dukcapil Service is still uneven. Some officers have not mastered digital service procedures or the efficient use of population system applications. This has an impact on delays in service and errors in data input such as names and addresses. From the perspective of Gibson's theory, ability includes the basic competencies of individuals to carry out tasks in accordance with organizational performance standards, which in this case are not optimal. Based on research findings according to (Mahfudl et al., 2022) did not explicitly review employee abilities, but mentioned obstacles in carrying out tasks due to complicated procedures, which could implicitly be related to the lack of HR capabilities. (Rahayu, 2023) highlighted the importance of increasing the capacity of the apparatus in dealing with the burden of service, while (Domas, 2022) showed that in North Lampung, employee abilities that were quite good at technology were the key to the effectiveness of online services, something that had not been achieved at the Gorontalo Regency Dukcapil Service

b. Expertise

Based on the research results, employee expertise in handling specific tasks such as printing E-KTP, document processing, and technical troubleshooting is still limited. Some employees do not yet have the technical expertise to handle population administration information system devices. According to Winardi, expertise is a specific ability to complete certain jobs and greatly influences the coordination of public services. Based on research findings, (Rahayu, 2023) emphasized that the lack of training has a direct impact on expertise, which causes employees to work inefficiently. Meanwhile, (Mahfudl et al., 2022) focused more on systems and facilities. In North Lampung, (Domas, 2022) noted that

the success of implementing digital services is highly dependent on the technical expertise of employees, so that expertise is an important differentiation in comparisons between regions.

c. Knowledge

Based on the research results, employee knowledge of the latest regulations, E-KTP service SOPs, and technology-based service policies is still uneven. There are officers who do not know the new procedures or digital service flows, resulting in service errors. In organizational theory, knowledge reflects the cognitive readiness of employees in carrying out their duties. Based on research findings according to (Domas, 2022) which emphasizes the importance of employee digital literacy as a factor in the success of online services in North Lampung, at the Dukcapil Office of Gorontalo Regency, there is still a knowledge gap between senior and new employees. (Rahayu, 2023) also stated that the lack of information provision causes employees to act slowly in service situations. (Mahfudl et al., 2022) research does not review the details of knowledge, but indicates limited procedural information as part of the service problem.

d. Attitude

Based on the research results, the attitude of employees in providing services to the public does not fully reflect the principles of excellent service. Several cases were found where employees were unfriendly, uncommunicative, and impatient in dealing with public complaints. In fact, a positive service attitude is an important key in creating a good service experience for the public. Based on research findings according to (Rahayu, 2023) in Demak Regency, it was emphasized that the communicative attitude of employees can increase satisfaction even though the service is not optimal. This is different from the Dukcapil Service of Gorontalo Regency, where the poor attitude of employees exacerbates negative perceptions of public services. (Mahfudl et al., 2022) alluded to the lack of a humanistic approach in service as one of the obstacles. (Domas, 2022), meanwhile, did not focus on attitude, but mentioned the importance of service ethics in online systems.

e. Motivation

Based on the research results, the work motivation of employees at the Gorontalo Dukcapil is considered still low. This is indicated by the lack of initiative, the absence of innovation in services, and the low work enthusiasm in handling high service loads. Motivation is very important according to Gibson, because it is directly related to employee productivity and commitment to their duties. Compared to North Lampung, as studied by (Domas, 2022), employees there have higher motivation due to ongoing training and managerial support. (Rahayu, 2023) also suggested the need for incentives and awards to increase employee motivation. In the context of the Dukcapil Service in Gorontalo Regency, motivation is a weak point that slows down changes in services to be more adaptive and efficient.

f. Stress

Based on the research results, work stress is experienced by a number of employees due to high service demands, lack of supporting resources, and pressure from the public who demand fast service. This condition causes decreased performance and errors in the service process. According to Gibson's theory, work stress that is not managed properly will significantly reduce organizational effectiveness. Based on research findings according to (Mahfudl et al., 2022) did not specifically mention the aspect of work stress, but (Rahayu, 2023) stated that a disproportionate workload causes mental stress for service personnel. (Domas, 2022) noted that in North Lampung, the existence of a technology-based service system helps

ease the burden on employees, so that stress levels are lower compared to the Gorontalo Regency Dukcapil Service which still relies on manual methods.

Discussion of Research Results

1. Effectiveness of E-KTP Services at the Population and Civil Registration Office of Gorontalo Regency

The effectiveness of E-KTP services is measured through three main indicators based on Steers' theory, namely goal achievement, integration, and adaptation. Based on the research results, the three indicators show quite good achievements, although several obstacles are still found in their implementation.

a. Achievement of Goals

According to (Christy & Isbandono, 2024) Achieving goals is an effort used to find out a process in a service that has been established). To achieve goals in er-KTP services can improve the quality of life of the community and increase government efficiency. Achievement of goals in E-KTP services shows positive results. Services have been implemented in accordance with standard operating procedures (SOP), namely a maximum service time of 15 minutes, as regulated in Regional Regulations and internal provisions of the office. This achievement cannot be separated from the synergy between the service sector and administrative support from the general and personnel subsections. Although there are still technical obstacles such as network disruptions and damage to printing machines in several locations, services can still run because of the rapid response and adaptation of field officers.

b. Integration

Integration is a measurement of the level of an organization's ability to conduct socialization, development of special concepts and communication with various other organizations. Integration consists of several factors, namely: (1) procedures, and (2) socialization processes. This people's organizational aspiration service needs to be socialized so that the public knows that there is a program that provides a forum for reporting administrative problems (Silaban & P. M, 2023). Integration in services shows quite strong collaboration between sectors within the office. Socialization efforts have been carried out directly to schools, villages, and through social media. This aims to ensure that the entire community understands the E-KTP service procedures. However, there is still an information gap, especially in groups of people who do not have digital access. Therefore, a more inclusive socialization strategy is needed so that all groups can receive information evenly and accurately.

c. Adaptation

Adaptation is the ability to adjust to changes that occur in the environment. A rapidly changing environment requires the importance of the ability of employees to adapt in running the program so that it becomes one measure of the success of the organization.

The adaptability of employees can be seen from their ability to manage the limitations of the available facilities and infrastructure. Employees are able to adapt to various technical obstacles and a dynamic work environment. Although there are budget limitations for rejuvenating equipment and systems, employees continue to demonstrate commitment and innovation in providing the best service. This adaptation shows that the agency has good institutional capacity in maintaining service effectiveness amidst limited resources.

Overall, this discussion shows that the effectiveness of E-KTP services in Gorontalo Regency is in the fairly good category. However, improvements still need to be made in technical aspects such as supporting infrastructure, as well as social approaches in reaching wider community groups. Participatory leadership strategies and strengthening performance-based reward systems are also important to increase employee work motivation and maintain optimal service sustainability.

2. Factors Affecting the Effectiveness of E-KTP Services

The effectiveness of E-KTP services at the Population and Civil Registration Office of Gorontalo Regency cannot be separated from a number of internal factors that directly affect the quality of service. Based on Gibson and Winardi's theory, these factors include employee ability, expertise, knowledge, attitude, motivation, and work stress. The following discussion explains how these factors are identified in the context of field services:

a. Ability

Ability is an individual's capacity to perform various tasks in a job (Patra et al., 2023). Ability is also a characteristic possessed by an individual that allows him to complete a task or achieve a goal in a certain situation with a certain level of success. Employee ability to provide technical services is one of the important indicators of effectiveness. In its implementation, it was found that not all employees have the same operational capabilities in using the population administration information system. Some employees still need technical guidance and periodic training to improve their abilities. This difference in ability affects the speed and accuracy of service, especially in terms of data input and document printing.

b. Expertise

Expertise or skills are a knowledge given to humans. Skills will be closely related to the abilities possessed by employees. The abilities possessed by employees on average can survive well if supported by the skills possessed (Putri & Setyaningrum, 2021). Employee expertise, especially in using software and digital equipment related to E-KTP services, is a separate obstacle. It was found that officers who do not master printing devices or application systems tend to experience delays in completing public requests. This shows the need for competency improvement through specific task-based training, as recommended in Winardi's theory regarding technical specialization as an indicator of work effectiveness.

c. Knowledge

Knowledge is an essential part of human existence, because knowledge is the fruit and activity of thinking carried out by humans. Thinking is a differentiation that separates humans from all other genus such as animals. Knowledge can be in the form of empirical and rational knowledge. Empirical knowledge emphasizes sensory experience and observation of all certain facts. This knowledge is also called a posterior knowledge. As for rational knowledge, it is knowledge that is based on morality, this knowledge is a priori which does not emphasize experience but only reason alone (Octaviana & Ramadhani, 2021). Employee knowledge of applicable regulations, procedures, and SOPs greatly determines the accuracy of the service process. Some employees do not yet understand the latest changes in the E-KTP service policy, which results in inconsistent information to the public. Therefore, there needs to be regular information updates through internal forums or technical guidance to align perceptions and improve service accuracy.

d. Attitude

to Damiaty in (Laoli et al., 2022) The meaning of "attitude is an expression of a person's feelings that reflects his likes or dislikes towards an object".

Service attitude is an important factor that is directly felt by the public. In this study, it was found that there were employees who showed an unfriendly, impatient, and uncommunicative attitude in providing services. This affects public perception of the quality of public services and causes discomfort. Therefore, it is necessary to increase awareness of public service ethics and training on professional behavior in interacting with the public.

e. Motivation

According to Siagian in (Nugraha et al., 2020) Motivation is a driving force that causes an organization member to be willing and prepared to direct their abilities in the form of expertise or skills, energy and time to carry out various activities that are their responsibility, in order to achieve the goals and various targets of the organization that have been determined previously. Employee work motivation greatly affects productivity and enthusiasm in providing services. It was found that some employees showed low initiative and interest in tasks, especially in monotonous working conditions and high administrative burdens. Internal policies such as performance incentives, achievement recognition, and healthy job rotation are needed to maintain employee morale so that it remains stable and increases.

f. Work Stress

According to Gibson in (Supriyanto & Nadiyah, 2022) Job stress is an adaptive response, mediated by individual differences and psychological processes, resulting from any environmental action, situation or event that places excessive psychological or physical demands on a person. Work stress arises due to high service demands, lack of balanced workforce, and work environment conditions that are not yet fully supportive. Workloads that exceed capacity and pressure from the community often trigger tensions that have an impact on decreasing service quality. To overcome this, it is necessary to evaluate the workload, add personnel, and provide comfortable workspaces for employees. Overall, the six factors influence each other and shape the conditions for the effectiveness of E-KTP services as a whole. An imbalance in one factor, such as low skills or inappropriate employee attitudes, can reduce service quality even though other factors are supportive. Therefore, a systemic and sustainable approach to human resource development is needed to ensure effective, responsive, and community-oriented public services.

Conclusion

Based on the results of research and discussion on the effectiveness of E-KTP services at the Population and Civil Registration Office of Gorontalo Regency, it can be concluded that the service has not been fully effective. This can be seen from the obstacles in achieving goals, integration between implementers, and adaptation to the system and dynamics of community needs. Although quantitative achievements such as the number of E-KTP recordings and printing have increased each year, the quality of service still faces technical and procedural obstacles, especially in terms of timeliness, data accuracy, and responsiveness to public needs. Based on the Steers theory indicators, the achievement of goals has not been maximized because the service has not met the 15-minute time standard, and there are still errors in the documents produced. From the aspect of integration, coordination between sections and utilization of online systems have not been optimal. Meanwhile, in terms of adaptation, employees still have difficulty adjusting to digital systems and high work pressure.

Factors that influence the effectiveness of E-KTP services include technical skills, expertise, knowledge, attitudes, motivation, and employee work stress. Imbalances in technical mastery, low ongoing training, and lack of motivation and work stress management also affect the low quality of service felt by the community. Therefore, comprehensive improvements are needed in terms of service systems, increasing human resource capacity, strengthening technology integration, and formulating policies that support a productive and professional work environment.

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