

The Effectiveness of the Online Population Services System (SILOKA)

Nanda Tria Rahmadani^{1*}, Rita Rahmawati², Irma Purnamasari³

Universitas Djuanda

Corresponding Author: Nanda Tria Rahmadani

nandatriarahmadani@gmail.com

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ABSTRACT

This study aims to analyze the effectiveness of population administration services through the SILOKA website at UPT Population and Civil Registration Office Region V Ciawi. The study used a quantitative approach with a descriptive method and involved 88 respondents. Data collection techniques included observation, questionnaires, interviews, and documentation, with analysis using the Weight Mean Score (WMS). This study refers to James L. Gibson's theory of effectiveness, which includes five dimensions: productivity, quality, efficiency, flexibility, and satisfaction. The results show that all dimensions are in the "very good" category with an average score of 4.81, indicating that SILOKA is effective in improving public service performance. Nevertheless, there are still obstacles such as limited digital literacy and network disruptions that require attention for continuous improvement.

INTRODUCTION

Public service can be understood as a series of activities carried out by the government to meet various community needs in different aspects of life, including population administration, health, and education. Along with the development of the global digital era, public service practices have undergone a major transformation through the use of information and communication technology (ICT), which enables services to be accessed more quickly, transparently, and efficiently. This change is closely related to the influence of the Fourth Industrial Revolution, in which several developed countries, such as the United States and Singapore, have implemented e-government systems to simplify bureaucracy while increasing public engagement. At the international level, the United Nations, through the Sustainable Development Goals (SDGs), also encourages the digitalization of public services to achieve equitable access to basic services, which ultimately contributes to improving the quality of life of the community.

In Indonesia, the implementation of public services has a clear legal basis through Law Number 25 of 2009 concerning Public Services, which emphasizes the principles of simplicity, speed, accuracy, and affordability. Article 4 explains that the implementation of public services must be guided by the general principles of good governance, including transparency and accountability. On the other hand, population administration management is regulated in Law Number 23 of 2006, which was later amended through Law Number 24 of 2013, emphasizing the use of an integrated information system. Article 68 states that local governments are required to provide electronic-based population administration services to facilitate public access, in line with national digitalization programs such as Making Indonesia 4.0.

Service effectiveness refers to the ability of a system to achieve its objectives optimally with efficient and satisfactory results for users. This concept can be measured through several indicators, such as responsiveness, data accuracy, ease of use, and user satisfaction. In the digital context, effectiveness also includes technical aspects such as system stability (uptime), data protection, and integration with other services. In the public service sector, effectiveness is generally seen from reduced processing time, increased public participation, and a decrease in the number of complaints, all of which affect the level of public trust in the government.

SILOKA (Online Population Services Information System) is a digital platform developed by the Directorate General of Population and Civil Registration (Dukcapil) of the Ministry of Home Affairs of the Republic of Indonesia to provide online population administration services. Through this system, the public can apply for various documents such as birth certificates, family cards, and identity cards (KTP) without having to come directly to the service office. Technically, SILOKA is connected to the national Dukcapil database, equipped with encryption technology to maintain information security, and supports real-time verification processes. The available features include online registration, application status tracking, and non-cash payment, which are designed to reduce service time and administrative costs. Its

implementation began in 2018 as part of bureaucratic reform, with particular attention to expanding access to remote areas through the use of internet networks.

The large population and the diversity of administrative needs are reflected in service data managed by UPT Disdukcapil Region V Ciawi, which covers Ciawi, Cisarua, Megamendung, and Caringin Districts. Based on the January-December 2025 data recapitulation, out of a total of 47,476 documents issued, 31,800 documents, or 66.99%, were identity cards (KTP). Meanwhile, the issuance of birth certificates reached 9,502 documents (20.01%), and Child Identity Cards (KIA) amounted to 6,174 documents (13.00%).

These data indicate that population administration services play a very important role for the community, with the greatest demand being the issuance of identity cards. In addition, the data also show an increasing need for population services from year to year.

This condition requires UPT Disdukcapil Region V Ciawi to be able to provide optimal services in order to ensure the fulfillment of the community's population administration rights. Therefore, an in-depth study of the implementation of these services is needed to determine the extent of their effectiveness in meeting community needs, particularly in Ciawi District. The results of this study are expected to serve as a reference for efforts to improve service quality in the future.

Based on preliminary observations, several problems were identified, including inefficiency in the application completion process, a high level of public complaints due to data errors and technical disruptions, and the suboptimal use of the application by both officers and the public. These problems are important to examine because the effectiveness of services through the SILOKA website directly affects public satisfaction, bureaucratic simplification, and increased public trust in the government. If not addressed immediately, this condition has the potential to widen the service access gap, particularly in rural areas. Therefore, this research is needed to identify the factors that influence service effectiveness and to formulate appropriate improvement recommendations.

LITERATURE REVIEW

Previous Research 1: **The Effectiveness of Population Administration Services through the Independent Dukcapil Service Machine in Kapanewon Ngaglik by Ananda T., Rahmawati A., & Nugroho, H. S. (2024).** The findings show that the process of issuing population documents through the ADM machine has run optimally and has made a real contribution to meeting community administrative needs.

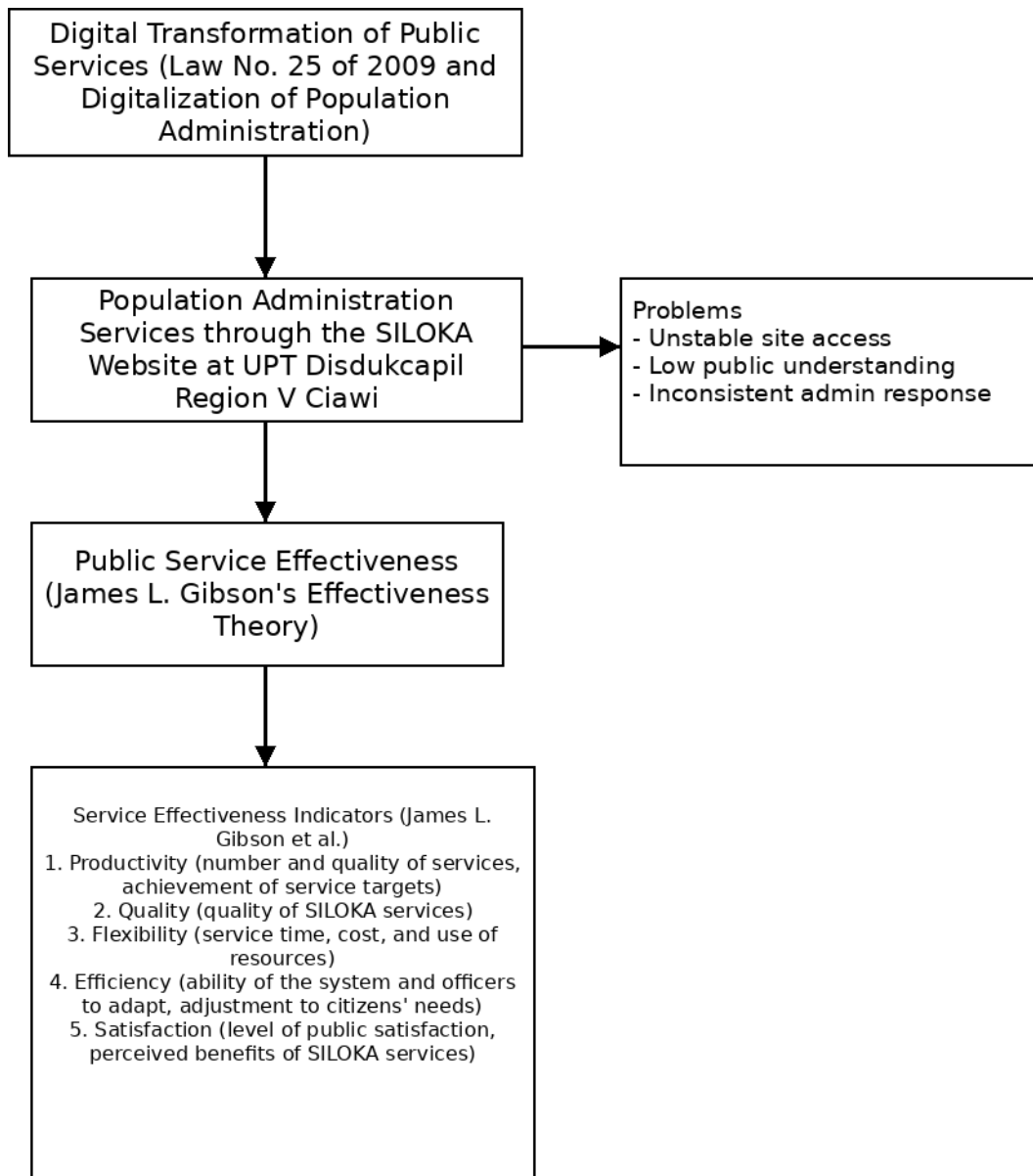
Previous Research 2: **Analysis of the Effectiveness of Digital-Based Public Services in Temanggung District, Temanggung Regency by Prayoga, A. T., & Eldo, D. H. A. P. (2024).** The study shows that the measurement of effectiveness based on the effectiveness theory of James L. Gibson et al., using five main indicators, generally indicates successful achievement with a good level of effectiveness. On the other hand, public service effectiveness through the

complaint management system in the SP4N-LAPOR application has been implemented, but in practice it has not yet reached an optimal level of effectiveness. Based on the review of previous studies, there remains a research gap that has not been widely examined. Most studies focus on the effectiveness of population administration services in general or on certain digital media such as ADM and regional applications, while specific studies on the effectiveness of services through the SILOKA website, particularly at the UPT subdistrict level, are still limited. Previous studies also tend to emphasize service quality or public satisfaction, without comprehensively examining the relationship between effectiveness indicators, supporting factors, inhibiting factors, and technical constraints. Therefore, this study offers novelty by focusing on the analysis of service effectiveness through the SILOKA website while identifying the influencing factors and constraints encountered in a more comprehensive manner.

The implementation of activities in the public sector is basically closely related to the existence of public service standards as the main reference. Although the management process has been carried out, its performance cannot be considered optimal if it is not accompanied by the consistent application of Public Service Standards (SPM) in every aspect of management. (Irma Purnamasari et al., 2024)

Effectiveness is an important element in determining the success of an institution in achieving its formulated goals. In the realm of public services, effectiveness is understood as the level of success in implementing a series of systematically and deliberately designed activities to ensure the achievement of predetermined targets. (Rita Rahmawati, et al., 2024)

This condition encourages the need to evaluate the effectiveness of SILOKA services by referring to the indicators in Gibson's theory, in order to assess the extent to which the service is able to achieve the expected productivity, provide service quality that meets user expectations, run processes efficiently, possess flexibility in adjusting to user needs, and fulfill the level of public satisfaction.



Thus, this study adopts the theory of public service effectiveness proposed by James L. Gibson in Aji Tri Prayoga et al. (2024). In his view, effectiveness is defined as the level of success in achieving goals through joint efforts. James L. Gibson et al. propose five dimensions to measure effectiveness, namely productivity, quality, efficiency, flexibility, and satisfaction. Productivity relates to the ability to carry out and produce the quantity and quality of work according to the established plan. Quality refers to a dynamic condition that includes products, services, human resources, processes, and the environment that are able to meet or even exceed expectations. Efficiency indicates the comparison between the results achieved and the resources used, such as cost, labor, and time. Flexibility reflects the organization's ability to adapt to changes that occur along with the development of tasks. Meanwhile, satisfaction is an indicator that describes the extent to which the organization is able to meet expected needs.

VARIABLE	DIMENSION	DEFINITION	INDICATOR
Service Effectiveness James L. Gibson in Aji Tri Prayoga et al. (2024)	Productivity	Productivity describes the organization's ability to produce output according to planned targets, both in terms of quantity and quality.	1. Number of applications 2. Timeliness 3. Target achievement
	Quality	Quality emphasizes the quality of service results and how well the service is able to meet or even exceed user expectations.	1. Clarity of information 2. Smoothness of process 3. Accuracy of document results
	Efficiency	Efficiency relates to the organization's ability to optimally utilize resources to achieve maximum results.	1. Time 2. Cost 3. Labor 4. Technological facilities
	Flexibility	Flexibility shows the ability of an organization or system to adapt to changes, including changes in community needs, technological developments, and certain situational dynamics.	1. Feature updates 2. Service flow adjustment 3. Capacity improvement

METHODOLOGY

This study uses a quantitative approach with a descriptive method. The descriptive method aims to examine the value of a variable independently, either one or more independent variables, without making comparisons or relating it to other variables (Sugiyono, 2017). The population in this study includes all community members or users of population administration services who utilize the SILOKA website as a service medium. Based on the sample calculation, the number of respondents was set at 88 people. Data collection techniques included

observation, questionnaires, interviews, and documentation. The research instrument used a Likert scale, while the data obtained were analyzed based on respondents' answers in the questionnaire using the Weight Mean Score (WMS) formula.

RESEARCH RESULT

The approach used to measure the effectiveness of SILOKA website services refers to James L. Gibson's theory in Aji Tri Prayoga et al. (2024), which is measured using five main dimensions: productivity, quality, flexibility, efficiency, and satisfaction.

1. Productivity

Recapitulation of Productivity Dimension Indicators

No	Question Item	Mean	Assessment Criteria
1	Services through SILOKA are able to handle service applications properly.	4,84	Very Good
2	The service process through SILOKA does not experience significant delays.	4,82	Very Good
3	Services through SILOKA provide results according to the specified time.	4,82	Very Good
Total		4,83	Very Good

Source: Research, 2026

Supported by the results of an interview with one community service user, it was found that the use of SILOKA provides convenience in obtaining faster services.

2. Quality

Recapitulation of Quality Dimension Indicators

No	Question Item	Mean	Assessment Criteria
1	Information on the SILOKA website is easy to understand.	4,88	Very Good
2	Instructions for using services on SILOKA are clear.	4,84	Very Good
3	The documents produced are in accordance with the data submitted.	4,83	Very Good
Total		4,85	Very Good

Source: Research, 2026

Supported by an interview with one community service user, it was found that the documents received through SILOKA services were in accordance with the data submitted.

3. Efficiency

Recapitulation of Efficiency Dimension Indicators

No	Question Item	Mean	Assessment Criteria
1	SILOKA helps accelerate the service process.	4,77	Very Good
2	Service processing time through SILOKA is shorter.	4,84	Very Good
3	SILOKA helps reduce processing costs.	4,80	Very Good
4	The SILOKA system rarely experiences disruptions.	4,77	Very Good
Total		4,80	Very Good

Source: Research, 2026

Supported by the results of an interview with the community as SILOKA service users, it was found that one respondent stated that while using the service, the system was relatively accessible and only occasionally experienced insignificant obstacles.

4. Flexibility

Recapitulation of Flexibility Dimension Indicators

No	Question Item	Mean	Assessment Criteria
1	SILOKA continues to receive updates to improve services.	4,80	Very Good
2	SILOKA is able to adjust service procedures to user needs.	4,78	Very Good
3	The service flow on SILOKA is easy to follow.	4,80	Very Good
Total		4,79	Very Good

Source: Research, 2026

Supported by interview results, services through SILOKA were considered flexible, easy to follow, and able to adjust to user needs in accessing population services.

5. Satisfaction

Recapitulation of Satisfaction Dimension

No	Question Item	Mean	Assessment Criteria
1	Users feel satisfied using SILOKA.	4,74	Very Good
2	The experience of using SILOKA helps with administrative processing.	4,80	Very Good
3	SILOKA facilitates access to population services.	4,81	Very Good
Total		4,78	Very Good

Source: Research, 2026

Supported by interview results in general, the public stated that services through SILOKA facilitate the process of managing population administration documents because they can be carried out online and the procedures are quite clear.

Recapitulation of the Service Effectiveness Variable of the SILOKA Website at UPT Population and Civil Registration Office Region V Ciawi

Variabel	Dimensi	Indikator	Nilai Rata-rata	Kriteria Penilaian
EFEKTIVITAS PELAYANAN	Produktivitas	Jumlah Permohonan	4,84	Sangat Baik
		Ketepatan Waktu	4,82	Sangat Baik
		Pencapaian Target	4,82	Sangat Baik
		Rata-rata	4,83	Sangat Baik
	Kualitas	Kejelasan Informasi	4,88	Sangat Baik
		Kelancaran Proses	4,84	Sangat Baik
		Keakuratan Hasil Dokumen	4,83	Sangat Baik
		Rata-rata	4,85	Sangat Baik
	Efisiensi	Waktu	4,77	Sangat Baik
		Biaya	4,84	Sangat Baik
		Tenaga Kerja	4,80	Sangat Baik
		Sarana Teknologi	4,77	Sangat Baik
		Rata-rata	4,80	Sangat Baik
	Fleksibilitas	Pembaharuan fitur	4,80	Sangat Baik
		Penyesuaian Alur Layanan	4,78	Sangat Baik
		Peningkatan Kapasitas	4,80	Sangat Baik
		Rata-rata	4,79	Sangat Baik
	Kepuasan	Pengalaman Pengguna	4,74	Sangat Baik
		Kenyamanan	4,81	Sangat Baik
		Kemudahan	4,80	Sangat Baik
		Rata-rata	4,78	Sangat Baik
	Jumlah Rata-rata		4,81	Sangat Baik

Source: Research, 2026

Based on the results of the overall recapitulation of service effectiveness dimensions, it can be seen that all dimensions obtained average scores with the criterion of "Very Good". The productivity dimension obtained an average score

of 4.83, the quality dimension obtained an average score of 4.85, the efficiency dimension obtained an average score of 4.80, the flexibility dimension obtained an average score of 4.79, and the satisfaction dimension obtained an average score of 4.78. Overall, the total average score was 4.81 with the criterion of "Very Good". This indicates that the effectiveness of services through SILOKA in providing population administration services is considered very good by the public, in terms of productivity, service quality, process efficiency, system flexibility, and user satisfaction. The SILOKA system is considered capable of providing fast, clear, and easily accessible services, as well as helping the public manage population administration more effectively.

DISCUSSION

Based on the recapitulation results of all service effectiveness dimensions, it is known that each dimension obtained an average score with the criterion of "Very Good". The productivity dimension obtained an average score of 4.83, the quality dimension 4.85, the efficiency dimension 4.80, the flexibility dimension 4.79, and the satisfaction dimension 4.78. Overall, the total average score was 4.81, which also falls within the "Very Good" criterion.

Thus, it can be concluded that the effectiveness of services through the SILOKA website at UPT Population and Civil Registration Office Region V Ciawi has been implemented very well. This is reflected in the system's ability to increase service productivity, provide optimal service quality, create efficient processes, offer flexibility in use, and provide a high level of satisfaction for the public. In addition, SILOKA is considered capable of providing fast, clear, and easily accessible services, thereby helping the public manage population administration more effectively and efficiently.

Factors influencing the effectiveness of services through the SILOKA website

1. Productivity, as shown by the ability of the SILOKA system to handle service applications properly, minimize delays, and provide results according to the predetermined time, indicates that the public feels assisted because they can submit services online without having to repeatedly visit the service office.
2. Service quality, which includes clarity of information, easy-to-understand user instructions, and the suitability of documents produced with the data submitted. This dimension obtained an average score of 4.85 (very good), indicating that the quality of SILOKA information and service results is very good and is able to minimize errors in the population administration process.
3. Efficiency, as demonstrated by SILOKA's ability to accelerate the service process, shorten service processing time, reduce costs, and provide a relatively stable system that rarely experiences disruptions.
4. Flexibility, namely the ability of the SILOKA system to adjust to user needs, the existence of continuous system updates, and a service flow that is easy to follow. This dimension obtained an average score of 4.79 (very good), indicating that the system is able to adapt to community needs and provide convenience in the service process.

5. User satisfaction, as reflected in the level of public satisfaction with the use of SILOKA, ease of administrative processing, and ease of service access. This shows that the public is satisfied with the services provided through the system.

Based on the research findings obtained through questionnaires and interviews, in general the use of the SILOKA website in population administration services has been implemented very well. Nevertheless, its implementation still faces several obstacles experienced by both the public as service users and officers as service providers.

From the public perspective, the obstacles that still arise are related to limited technological literacy, especially among users who are not accustomed to digital-based services. Although the information and guidance on the SILOKA website are considered quite clear, a small number of respondents still experience difficulties in following the online service application flow. In addition, another influencing factor is the unstable internet network condition, which can hinder the process of data entry and document uploading. This indicates that digital literacy and the availability of network infrastructure remain challenges in optimizing the use of SILOKA.

From the officers' perspective, the obstacles faced are more focused on technical and operational aspects of the system. Although in general the SILOKA system rarely experiences disruptions, under certain conditions obstacles such as system disruptions or access delays that affect the service process are still found. In addition, the high number of service applications also poses a challenge for officers because it requires accuracy and speed in data processing so that services remain in accordance with service time standards. Furthermore, officers are also required to continuously adapt to system updates that are carried out periodically.

The important implication of this study shows that the implementation of digital-based public services through SILOKA significantly contributes to increasing service effectiveness. This finding also strengthens James L. Gibson's theory of effectiveness, which emphasizes five main dimensions: productivity, quality, efficiency, flexibility, and satisfaction. All of these dimensions in this study are in the "Very Good" category, reflecting that SILOKA is able to provide services that are fast, high-quality, resource-efficient, adaptive to user needs, and capable of meeting public expectations. Thus, this system has proven effective in supporting improved performance in population administration services. The results of this study emphasize the need for continuous improvement through three main aspects: increasing officer capacity through training, strengthening public digital literacy through outreach, and improving network and system infrastructure to ensure stable services. The synergy among these three aspects is the key to maintaining and enhancing the successful implementation of digital-based public services such as SILOKA.

CONCLUSIONS AND RECOMMENDATIONS

Based on the results of research related to the effectiveness of population administration services through the SILOKA website, several conclusions can be formulated. The implementation of services through SILOKA shows a very high level of effectiveness, as reflected in the average score of 4.81 and included in the very good category. All dimensions of effectiveness, namely productivity, quality, efficiency, flexibility, and satisfaction, received positive assessments from respondents. This indicates that the SILOKA system is able to provide services that are fast, accurate, easily accessible, and improve public convenience in managing population administration online. This effectiveness is influenced by five main factors, namely productivity as reflected in timeliness and achievement of service targets, quality as seen from clarity of information, ease of use, and document accuracy, efficiency in the form of time and cost savings and simpler service processes, flexibility that shows the system's ability to adjust to user needs and system updates, and satisfaction that reflects the level of public acceptance of SILOKA services. Nevertheless, several obstacles remain, such as limited digital literacy, unstable internet network conditions, technical disruptions in the system, and the high volume of service applications.

Based on the research results, the researcher provides the following recommendations:

1. It is necessary to increase public outreach on the use of SILOKA, optimize system stability, provide helpdesk services, and improve officer capacity through training related to digital systems.
2. It is expected that internet network infrastructure will be improved, integrated e-government development will be supported, and regular evaluation and monitoring of digital services will be carried out.
3. It is necessary to improve understanding in the use of digital technology and to follow the established service procedures so that the application process runs smoothly.

ADVANCED RESEARCH

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2. It is expected that internet network infrastructure will be improved, integrated e-government development will be supported, and regular evaluation and monitoring of digital services will be carried out.
3. It is necessary to improve understanding in the use of digital technology and to follow the established service procedures so that the application process runs smoothly.

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