

Analysis of the Implementation of the Sahaja Online Program at the Population and Civil Registration Office of Kediri Regency from the Perspective of David C. Korten's Theory

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ARTICLE INFO

Keywords: Implementation, Online Only Application, Population Administration Services, E-Government

Received : 08, November

Revised : 29, November

Accepted: 28, December

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ABSTRACT

This study aims to analyze the implementation of the Sahaja online program in population administration services by referring to the theoretical perspective of David C. Korten in Kediri Regency. Using the theory of the program implementation suitability model by David C. Korten in Bahri (2020) includes the suitability of the program with the target group, the program with the implementing organization, the target group and the implementing organization. Descriptive qualitative research methods were applied through observation, in-depth interviews, and documentation of key informants and application users. The results of the study indicate that the Sahaja Online program has succeeded in answering community needs by providing easy access to online services and improving digital-based public services. Although there are still technical obstacles such as system errors, lack of socialization, and challenges for community groups who are less familiar with technology that need to be addressed.

INTRODUCTION

The use of information technology, also known as e-government, is implemented to increase transparency, efficiency, and participation in public services (Habibie, 2019). This perspective emerged as a response to the public's need for faster, simpler, and more transparent services, while also promoting government accountability. The implementation of e-government allows the government to facilitate online access to information and public services, thereby reducing bureaucracy and simplifying interactions between the government and the public, as noted by Dwiyanto (Hamim et al., 2024). The implementation of e-government in Indonesia is stipulated in Presidential Instruction No. 6 of 2001 concerning Telematics. The aim is to facilitate government services by utilizing technology.

Telematics to encourage the implementation of effective governance. This was further reinforced by Presidential Instruction of the Republic of Indonesia Number 3 of 2003 concerning national policies and strategies for e-government development, which directs Governors and Regents/Mayors throughout Indonesia to implement the necessary steps according to their respective duties, authorities, and functions to implement e-government development nationally. This will create a government that is accountable and transparent and can effectively respond to demands for change.

The realization of optimal public services is one of the characteristics of good governance, as stipulated in Law Number 25 of 2009 concerning Public Services, as a key driver considered essential by all parties involved in the principles of good governance. The government is implementing steps to improve public service delivery organizations through bureaucratic reform. The long process of bureaucratic transformation provides inclusive learning to improve governance. The foundation of a better governance system lies in the ability of the bureaucratic reform framework, which is based on the quality and quantity of the bureaucracy to overhaul public services (Hayat, 2020). Furthermore, challenges in implementing bureaucratic reform remain, such as issues of integrity and efficiency in service delivery (Wirawan et al., 2025).

Rapid developments in the information technology sector, particularly the internet, have enabled various aspects of life to maximize their use. Therefore, implementing e-government is a concrete step that needs to be taken. The transition to the digital era undertaken by the East Java provincial government over the past five years has succeeded in creating a responsive and accountable government ecosystem. This digital transition has brought East Java into the top 10 provinces with the best Electronic-Based Government System (SPBE).

Nationally. The performance of the Population and Civil Registration Service (Disdukcapil) of East Java Province has reached level 4, the highest rating based on the Directorate General of Dukcapil, Ministry of Home Affairs, for the first quarter of 2022. In the assessment results, only four provincial Dispendukcapil received a level 4 performance rating: West Sumatra, East Java, East Kalimantan, and Lampung ([ro-](#)

ekonomi.jatimprov.go.id/news, 2022). Assessments of the quality of population administration services are conducted to ensure that the public receives fast and accurate services.

One of the regions that has created electronic-based service innovations is Kediri Regency. This is also regulated in Kediri Regent Regulation No. 33 of 2019 concerning the Electronic-Based Government System of the Kediri Regency Regional Government, emphasizing the commitment of the Kediri Regency Government to create an integrated and efficient system in government management, supporting transparency, accountability, and facilitating more optimal services through information technology. located in East Java with an area of 1,386.05 km² (Devi et al., 2021). This regency consists of 26 sub-districts and 343 villages (Nugroho & Suryono, 2023). According to data from the Central Statistics Agency, the population of Kediri Regency in 2022 was 1,656,020 people, in 2023 it was 1,677.2 people, and in 2024 it was 1,689,916 people, so it can be seen that the population of Kediri Regency has increased.

Population growth often leads to increased demand for administrative services, such as the issuance of population documents (KTP, birth certificates, KIA, death certificates, and others). Therefore, through the implementation of an online service system, waiting times can be reduced and service efficiency can be increased. Thus, through the implementation of an online service system, waiting times can be reduced and service efficiency can be increased. The Kediri Regency Government is a regional government that has implemented this innovation. In a national coordination meeting, the Ministry of Home Affairs presented an appreciation award to the Population and Civil Registration Service at the Regency/City level. This event took place at the Novotel Golf Resort & Convention Center, Kairagi, Manado, North Sulawesi, from February 8-10, 2023. The Head of the Kediri Regency Dispendukcapil Office represented the Regent of Kediri in receiving the award for the "GREAT DUKCAPIL" category.

In 2021, conditions were less than ideal, with the uncertainty of population administration document processing limited to a single location, the Kediri Regency Population and Civil Registration Office (Dispendukcapil). The leadership at the time emphasized the need to bring services closer to the community and allow applicants to receive them quickly. Therefore, the ideal timeframe from processing to receiving documents was estimated at one day. The Satu Hari Jadi (Sahaja) Online application was introduced as a solution to expedite the online population administration process. It can be downloaded from the Play Store (Android) and implemented at the Kediri Regency Population and Civil Registration Office.

On August 25, 2021, the Kediri Regency Government officially launched the Sahaja Online application online at the Panjalu Jayati Kediri Hall, the implementation of which is regulated in the Decree of the Head of the Population and Civil Registration Service. Kediri Regency Decree No. 470/1919/418.23/2021 concerning the Sahaja Online (One Anniversary) application. With the launch of this application, the public can access services

more quickly and easily, reducing waiting times, which are often a major complaint regarding public services. This application is expected to facilitate residents in managing population administration online. The Sahaja Online application interface is as follows:



Figure 1. Display of the Main Menu of the Sahaja Online Application in 2025
 Source: managed by the author - Sahaja Online Application in 2025

Implementing the Sahaja Online application can make it easier for people to process population documents such as birth certificates, Family Cards (KK), KIA (Child Identity Cards), e-KTP, divorce certificates, marriage certificates, death certificates, transfer certificates and others.

Based on data, the number of documents issued via the online Sahaja application in the 2021 - 2024 period is as follows:

Table 1. Number of documents issued via the online Sahaja application in 2021-2024

Year	Number of documents
2021	3,132
2022	5.205
2023	2,820
2024	2,901

Source: Kediri Regency Population and Civil Registration Office 2025

In 2022, it showed significant growth compared to 2021. In 2023, the number of document issuances was much lower compared to the total issuances in 2022. Then, in 2024, the number of document issuances increased compared to 2023. Overall, the number of document issuances from 2021 to 2024 showed fluctuating figures until 2024, a total of 14,058 documents had been served and issued.

Several challenges remain to be addressed in implementing this application, both socially and technically. The Sahaja online application has been plagued by public complaints in the comments section of the app on the Play Store regarding the app's service features. Further research is needed to

explore ways to improve digital literacy among users. Furthermore, evaluation of user satisfaction remains limited. Previous research has shown that, despite improvements in service speed, there is insufficient data on user or community experience with the application.

LITERATURE REVIEW

Public Service Concept

Public service is a work process carried out by government bureaucratic organizations to meet the various needs and interests of community members who are users (Bazarah et al., 2021). The government's efforts to improve the quality of public services are outlined in the Decree of the Minister of Administrative and Bureaucratic Reform Number 63/Kep/M.PAN/7/2003, which outlines the principles of public service that are expected to be implemented in every public service unit. In providing excellent service for service users, service delivery must fulfill the principles of public service according to Ahmad (2018), as follows:

1. Transparency, open, easy and accessible to all parties who need it and provided adequately and easy to understand.
2. Accountability, can be accounted for in accordance with the provisions of laws and regulations,
3. Conditional, according to the conditions and capabilities of the service provider and recipient while adhering to the principles of efficiency and effectiveness.
4. Participation, encouraging the role of the community in the provision of public services by paying attention to the aspirations, needs and hopes of the community,
5. Equal rights, non-discriminatory or non-discriminatory based on race, ethnicity, religion, gender, class and socio-economic status.
6. Balance of rights and obligations, recipients and providers of public services must fulfill the rights and obligations of each party.

Population Administration

Population administration is a component within the framework of the state administration system, which plays a crucial role in the continuity of government and development efforts. Therefore, the process of population registration and civil registration is part of the essential elements in the pillars of population administration and must be optimally regulated to have a positive impact on recovery in government and development (Purwanti & Suharyadi, 2018). With population registration and civil registration, population administration plays a crucial role in supporting public services and good and effective management. Population data as regional baseline data is relatively static in nature, making it an important part of population data collection and planning at the regional and national levels (Hidayat, 2018). The population database process is the authority held by the central and regional governments in order to ensure orderly population administration required by every citizen.

E-Government

In general, e-government can be defined as the transformation of government activities through the use of digital technology, with the aim of increasing effectiveness, efficiency, and service delivery, as defined by Forman (Nugraha, 2018). Meanwhile, according to Rahmawati & Hertati (2022), the use of information technology, which is often used as a government effort to provide optimal services to the public, is called e-government. With e-government, the government can maximize the use of technology in providing public services that are more responsive, effective, and easily accessible to the public. In general, e-government plays a role in the following functions, (Muliawaty & Hendryawan, 2020):

1. Means of improving internal management, as a support system in decision making (decision supporting system).
2. Improving public services in the form of service automation that is integrally connected via the internet or other digital technology.

METHODOLOGY

This study uses a qualitative research type with a descriptive approach. According to Merriam in (Waruwu, 2024) qualitative research is a methodology that prioritizes natural and in-depth observation and understanding, then reported descriptively and interpreted comprehensively. Case studies are one type of qualitative research where researchers closely observe processes, events, programs, activities, from one or more people, Cresswell in (Sugiyono 2024: 5). The locus in this study is at the Population and Civil Registration Service of Kediri Regency. The focus of this study is the Implementation of the One Anniversary Online Application (Sahaja) in Population Administration Services in Kediri Regency using the theory of program implementation suitability by David C. Korten. in Bahri (2020) there are 3 indicators, including; Suitability of the program with the target group, Suitability of the program with the implementing organization, and Suitability of the target group with the implementing organization. The technique for determining informants in this study used purposive sampling and snowball sampling. The informants in this research are the Coordinator of the Sahaja Online management team, the Coordinator of the Sahaja Online management team, and the community who use the Sahaja Online application.

RESEARCH RESULT

The Sahaja Online Application program, launched on August 21, 2021, aims to simplify the online submission of population documents. To date, the program has registered 25,000 accounts and completed 16,000 documents. However, two documents (KTP-el and KIA) still require in-person pickup at the Population and Civil Registration Office (Dispendukcapil).

Program Suitability with Target Group

This indicator assesses the suitability of Sahaja Online services to the needs of the Kediri Regency community.

1. Program Objectives

The program's objective, namely to enable the public to obtain services for issuing population documents such as birth certificates, family cards, child identity cards, e-KTPs, death certificates, marriage certificates, divorce certificates, letters of transfer and other documents without having to come directly to the Dispendukcapil office, has been achieved. This program is very helpful for people living outside Kediri and private sector employees with limited time. However, user challenges have been identified, including a difficult-to-understand interface (UI/UX) for new users, occasional system errors, and a lack of information on detailed document upload steps.

2. Output Program

The Population and Civil Registration Agency (Dispendukcapil) actively disseminates information through village governments, face-to-face meetings, online media, and social media. Furthermore, coordination with the Communication and Information Agency (Kominfo) ensures system security and reliability. The majority of users are satisfied and state that the program's output meets expectations. The application is considered more practical than in-person processing, especially for adolescents and adults. However, some cases cannot be resolved online (and therefore must be returned to the sub-district), even though Dispendukcapil provides solutions through complaints and confirmation services via WhatsApp. This indicates that while the program's output has met community expectations, its effectiveness can be further improved through ongoing dissemination and the development of more accessible digital guides.

Program Compliance with Implementing Organization

This indicator measures the suitability between the tasks required by the program and the capabilities of the Population and Civil Registry Service.

1. Program Implementer Understanding

Based on field findings, human resources, facilities, and infrastructure are adequate. The division of tasks is clear (Head of Service as Person in Charge, Head of Division as Coordinator, and Operator as Implementer) and has been provided with adequate material supplies in accordance with the Kediri Regent Regulation. The inter-sectional coordination implemented by the Population and Civil Registration Office also strengthens work harmony and integration between sections, which is in line with Korten's principle that implementing organizations must be able to adapt their structure and resources to program needs. Thus, the understanding of the implementers of the Sahaja Online program can be said to have supported the realization of implementation suitability as intended in Korten's theory.

2. Implementation of the Online Sahaja Program

The program's implementation adheres to strict service standards, especially since there is no face-to-face interaction. The Population and Civil Registration Office ensures The documents have met the standards (clear and original) and made the registration system as strict as possible (selfie required, 1 NIK/KK is only active on 1 device) to ensure users are organic individuals.

In addition, the management team also conducts routine evaluations every 3 months and has updated the system twice to adjust the service to Android regulations and minimum standards. Routine and incidental coordination with the Communication and Information Agency is carried out to overcome technical obstacles (especially server disruptions). In this case, the implementation of Sahaja Online shows that the relationship between program design and program implementers is relatively aligned, because the organizational structure supports the technical and administrative implementation of the program, and is able to adapt continuously to changes.

Suitability of Target Group and Implementing Organization

This indicator assesses the suitability between the requirements set by the Population and Civil Registration Office and the community's ability to fulfill them.

1. Right Program

Sahaja Online is not only an administrative innovation, but also a manifestation of the transformation of public services towards e-government that is participatory and responsive to community needs. The Population and Civil Registration Agency (Dispendukcapil) ensures that Sahaja Online is not only timely when launched, but also remains relevant and optimal as the public's expectations and digital capabilities evolve. This is in line with findings in the field, where the public feels the real benefits of this application, which allows for faster and more practical document processing. However, the public provided constructive suggestions such as improving the appearance (UI/UX) to be more user-friendly, developing a multi-account feature within a single Family Card (Kartu Keluarga), and accelerating the service process with the hope that it can be completed within a day.

2. Proper Implementation

The Population and Civil Registration Agency (Dispendukcapil) recognizes that users of the Sahaja Online application are a segmented group (those who are able to operate the online application). Therefore, despite the dissemination of information, accessibility challenges remain for those with limited skills or the elderly. Furthermore, some users have experienced confusion due to incomplete explanations when filling in data. According to an interview with Mr. Agustinus, Head of the PIAK division, over 16,000 documents have been successfully processed through this online service, demonstrating a high level of efficiency.

This demonstrates synergy between implementing organizations and the community, where service mechanisms operate effectively thanks to public trust. Findings indicate that the majority of users find this digital-based service system helpful.

3. Right on target

The program has demonstrated accuracy in targeting with outreach 25,000 accounts registered and 16,000 documents were successfully completed. The Sahaja Online program is considered successful in reaching communities with limited time and distance, while also having a positive impact on improving the

quality of public services and encouraging people to process documents independently.

DISCUSSION

The research results indicate that this program is an e-government-based public service innovation aimed at improving the effectiveness, efficiency, and accessibility of population administration services. The discussion is analyzed using three indicators of program implementation suitability according to David C. Korten:

Matching Programs and Target Groups

The Sahaja Online program was designed to meet the needs of the community, enabling faster and easier access to population documents without having to visit the Population and Civil Registration Office (Dispendukcapil). Overall, the Sahaja Online program has had a positive impact on improving the ease of population administration services for the people of Kediri Regency.

- a. The program's objective is clear: providing digital services for various documents (family cards, e-KTPs, deeds, transfer letters, and others). However, technical challenges remain, such as application errors and a lack of awareness on how to upload documents. This demonstrates the need to strengthen the connection between program design and community capacity through system improvements and digital support.
- b. The program's output appears positive, reflected in the large number of documents successfully issued and increased public satisfaction. However, challenges such as public ignorance about the pending mechanism and upload errors continue to hamper the service's effectiveness. More accessible outreach and digital guides are needed to improve the connection between users and implementing organizations.

Compatibility between Program and Implementing Organization

In general, Dispendukcapil has the capacity, human resources, and organizational structure to support the implementation of the Sahaja Online program.

- a. The program implementers' understanding was deemed good, as evidenced by clear task allocation, operator training, and inter-section coordination. This reflects the organization's readiness to optimally execute Sahaja Online's service functions.
- b. The program's implementation is also running smoothly and according to procedures. The Population and Civil Registration Office (Dispendukcapil) conducts regular evaluations, system improvements, and collaborates with the Communications and Information Technology Agency (Kominfo) to maintain the security and reliability of the application. The organizational structure is able to adapt to the program's technical needs, minimizing bureaucratic hurdles and making services more efficient.

Compatibility between Target Group and Implementing Organization

The alignment between the beneficiary group and the implementing organization indicates whether the requirements and procedures of the Population and Civil Registration Office (Dispendukcapil) services are understood and complied with by the community. In Korten's theory, this reflects the extent to which beneficiaries are connected to program implementers, thus influencing the effectiveness and sustainability of the service. Therefore, this aspect assesses how the program is implemented in the field and the extent to which the service meets the needs and expectations of the Kediri Regency community, as follows:

- a. The Sahaja Online program is considered an appropriate program because it addresses public service challenges such as long queues, long wait times, and geographical limitations. Research shows that the public directly benefits from the ease and speed of service, resulting in positive acceptance of this innovation.
- b. The Sahaja Online service, implemented effectively, has demonstrated its effectiveness in managing population administration. Over 16,000 documents have been processed through this application. The majority of the public has found Sahaja Online helpful and satisfied. This program is considered successful in increasing bureaucratic efficiency and also increasing public trust in the Population and Civil Registration Agency (Dispendukcapil).
- c. The Sahaja Online program's targeted reach demonstrates its success in reaching and providing tangible benefits to communities in need of remote administrative services. Data shows 25,000 registered accounts and 16,000 issued documents, indicating the program's effectiveness in reaching its target group and improving the quality of public services. The public is also becoming more accustomed to using digital services and becoming more independent in document management. From Korten's perspective, this success is evident in the active role of the community as both beneficiaries and providers service users, which creates positive relationships between the community and program implementers and strengthens the effectiveness of Sahaja Online implementation.

CONCLUSION AND RECOMMENDATIONS

The implementation of the Sahaja Online Program at the Kediri Regency Population and Civil Registration Office is considered quite effective and shows a high level of suitability for the three indicators of David C. Korten's Program Implementation Suitability Model. With the following conclusions:

- a. Program Suitability with Target Group, The program has succeeded in meeting the community's need for fast and efficient Adminduk services, without the need to come to the office.
- b. Program alignment with implementing organizations: Dispendukcapil has adequate capacity (human resources, infrastructure, coordination), and program implementers understand their responsibilities. Furthermore,

application evaluations and updates are conducted periodically.

- c. The alignment of the target group with the implementing organization demonstrates that the Sahaja Online program is well-targeted and reaches communities with limited time and distance. With 25,000 registered accounts and 16,000 documents successfully issued by 2025.

Based on the research findings on the implementation of the Sahaja Online program at the Kediri Regency Population and Civil Registration Office, several recommendations are needed to improve the quality of the Sahaja Online program's implementation to ensure its optimal and sustainable outcome. Although the program has been running quite effectively and demonstrates a high level of alignment between the program, implementing organization, and target group, field dynamics still indicate that there are aspects that need improvement, as follows:

- a. Expansion of direct outreach to villages and technology-vulnerable groups (elderly/digitally illiterate), accompanied by the provision of interactive visual guides (video tutorials/pictures) for new users.
- b. Making improvements to the user interface to make it more user-friendly, system stability, and adding important features such as document status notifications and automatic guidance.
- c. Efforts are being made to ensure that documents that still require in-person collection (such as e-KTP and KIA) can be completed entirely online, for example by sending printed documents to the applicant's address.
- d. Continue routine quarterly evaluations to review technical/non-technical constraints and collect public feedback through the Public Satisfaction Index (PSI) Survey as a basis for improving policies and applications.

ADVANCED RESEARCH

This study has limitations, so further research is needed to provide a more comprehensive understanding of the effectiveness of the Sahaja Online program. This quantitative study focused on the level of public satisfaction. Future studies could employ survey methods with a larger number of respondents, such as a more comprehensive measurement of the Public Satisfaction Index (PSI). With a quantitative approach, researchers could examine the influence of variables such as application ease of use, system stability, service speed, and output quality to user satisfaction level.

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