

Evaluation Of The Application Of The Supervisory Results System (SRS) In The Optimization Of Supervision At The Jombang Regency Inspectorat

Dian Fitriani¹, Amirul Mustofa², Ulul Albab³

¹ Magister of Administrative Science Study Program – Dr. Soetomo University - Indonesia

^{2,3} Faculty of Administrative Sciences – Dr. Soetomo University – Indonesia

Article history:

Received: 2025-05-20

Revised: 2025-06-19

Accepted: 2025-06-28

✉ Corresponding Author:

Name author: Amirul Mustofa

E-mail: amirul.mustofa@unitomo.co.id

Abstract

Guided by Presidential Instruction Number 3 of 2003 concerning National Policies and Strategies for E-Government Development, in 2018 the Jombang Regency Inspectorate launched the Supervisory Results System (SRS) application. SRS is an information technology-based system designed to facilitate the integrated recording, reporting, and monitoring of follow-up monitoring results, so as to speed up the data-based decision-making process that is more accurate and transparent. This application is used to improve the effectiveness and efficiency of supervision of various aspects of operations, compliance, and internal control. The purpose of this study is to evaluate the implementation of SRS applications in optimizing supervision at the Jombang Regency Inspectorate and identify the factors that cause the ineffective implementation of SRS and describe the efforts that have been made to overcome it. The research method uses a qualitative descriptive approach. Data collection techniques were carried out by interviews, observations, and documentation studies related to the implementation of SRS. The resource persons from this study are auditors and PPUPD. The results show that the use of SRS applications has had a positive impact on increasing transparency, accuracy, and speed of reporting supervision results. The SRS application is designed as a tool to increase the effectiveness and efficiency of the supervision process on the performance of local governments. The factors that cause the ineffective implementation of SRS are the limitation of human resources in mastering technology, managers are only good in terms of operations, while in terms of software development, obstacles in handling/security of cyber attacks, network management still cannot be done independently. The SRS application is still intranet-based so auditees cannot access anywhere and anytime. Therefore, it is necessary to increase the capacity of human resources by conducting digital training and strengthening infrastructure to support the implementation of applications more effectively. This research is expected to provide recommendations for the Jombang Regency Inspectorate in optimizing the use of SRS applications to improve the quality of supervision.

Keywords: SRS Application, System Evaluation, Supervision Optimization.

1. Introduction

The digital era began to be popular in the 1990s when the internet began to be widely accessible to the general public (Hendrayana et al., 2024; Hermawanto & Anggraini, 2020). This was marked by the official emergence of the *World Wide Web (www)* in 1991 which was developed by Timothy Berners-Lee by publishing his first website named "The World Wide Web Project" Berners (1999). At that time, personal computers were becoming more affordable and used by more people. Internet connections began to spread to various parts of the world. This era was marked by a major



Creative Commons Attribution-ShareAlike 4.0 International License:

<https://creativecommons.org/licenses/by-sa/4.0/>

transformation in the way humans communicate, work, and obtain information, as well as the development of various digital applications to support daily life (Aksenta et al., 2023). The peak occurred in the early 2000s, with the increasing sophistication of *mobile devices* such as *smartphones*, as well as cloud computing-based applications that enable online storage and access of data Sharma (2015). The digital era continues to grow rapidly. This is in line with innovations in the fields of artificial intelligence (*AI*), big data, and *Internet of Things (IoT) technology*, which are enabling more sectors, including governments and businesses, to adopt digital solutions to improve their operational efficiency and effectiveness (Yahya & Hidayat, 2023).

Various government sectors in Indonesia are beginning to adapt to information technology to improve the quality of performance and public services (Irfan & Anirwan, 2023; Wiranti & Frinaldi, 2023). One of the sectors that has an important role in maintaining the quality and accountability of government is the Inspectorate. The Inspectorate is tasked with supervising the performance of government agencies in the regions, whether it is related to finance, programs, or policies carried out by each regional apparatus organization (Haris et al., 2016; Pakasi, 2019). Effective supervision will greatly determine the extent to which the programs and activities carried out can run according to planning and have an optimal impact on the community (Kushartiningsih & Riharjo, 2021). Presidential Instruction No. 3 of 2003 concerning National Policies and Strategies for E-Government Development is one of the answers to this.

Supporting from Presidential Instruction No. 3 of 2003 concerning National Policies and Strategies for the Development of E-Government, it has been realized by many parties, both the central government, local governments, the business world and the community that by utilizing information and communication technology, it opens up opportunities for accessing, managing and utilizing information in large volumes accurately and accurately so that currently there have been many developments of a surveillance application (Lestari & Fajri, 2022). According to Fadhlil (2023), the development of the application is to ensure that the quality of coaching and supervision has been carried out in a quality, effective and efficient manner in accordance with internal supervision standards guided by the Regulation of the Minister of Empowerment and State Apparatus No. 19 of 2009 concerning Guidelines for Quality Control of Audit of Government Agency Supervisory Apparatus, then every data that will be processed, the right of access in each feature is given in accordance with their respective roles. Rahmawati et al. (2019) also mentioned that the Supervision Report Information System will consist of several features, namely Supervision Planning, Supervision Objects, and Supervision Reports.

Jombang Regent Regulation Number 95 of 2021 concerning the Position, Organizational Structure, Main Duties and Functions and Work Procedures of the Jombang Regency Inspectorate states that one of the main duties and functions of the inspectorate is to carry out the function of formulating technical policies in the field of supervision and supervision facilities in accordance with Chapter III Article 4 No (2) a. This has made the Jombang Regency Inspectorate formulate an application for the Supervisory Results System (SRS) since 2018. The main functions of the SRS application include:

1. Recording of the results of supervision
2. Monitoring and evaluation
3. Reporting and analysis

SRS is an information technology-based system designed to facilitate the integrated recording, reporting, and monitoring of follow-up monitoring results, so as to speed up the data-based decision-making process that is more accurate and transparent. This application is used to improve the effectiveness and efficiency of supervision of various aspects of operations, compliance, and internal control. The effectiveness of supervision will be realized if the results of supervision can be used for significant improvements to supervised policies or programs (Setiawan, 2024). Efficiency refers to a more optimal use of resources in carrying out the supervision process, which will reduce waste and speed up the evaluation process (Yusman et al., 2024). The main goal of the application of technology in government is to increase transparency and accountability (Utami, 2023). With the SRS application,

the public and *auditees* can more easily get more accurate, fast and accountable supervision results so that findings can be followed up immediately. It will also help strengthen public trust in the integrity and accountability of local governments.

Since the implementation of the SRS application in 2018 until now, many challenges have been passed, including the acceptance of parties involved in the supervision process. These parties include auditors/supervisors for the implementation of local government affairs (PPUPD), heads of agencies, to village heads and other auditors who are the objects of supervision. Not all parties can easily adapt to new technologies, especially for those who do not have adequate technological skills or knowledge (Amelia, 2023). The manager is only good in terms of operations, while in terms of software development, obstacles in handling/security of cyber attacks, network management and so on still cannot be done independently. Another obstacle in SRS applications is the aspect of data quality used in monitoring and accessibility. Data quality is the accuracy of the information obtained during the monitoring process. Inaccurate or incomplete data will reduce the effectiveness of supervision (Alfani & Firmansyah, 2018), so there needs to be a mechanism to ensure that the data entered into the SRS application is valid and accountable. Accessibility is still limited to the use of the intranet system so that it cannot be accessed by auditors anywhere and anytime.

The limitation of human resources at the Jombang Regency Inspectorate is also a factor that needs to be considered in the evaluation of the SRS application. Supervision carried out by the Inspectorate requires experts who have in-depth knowledge of policies, regulations, and supervision procedures. The limited number of experts can slow down the monitoring process and reduce its effectiveness. So far, there has been no study that examines how much impact the application of the Supervisory Results System (SRS) has on the performance of the Jombang Regency Inspectorate.

2. Method

The research design used is a qualitative descriptive approach, which aims to (a) evaluate the effectiveness of the implementation of the Supervisory Results System (SRS) application in optimizing supervision at the Jombang Regency Inspectorate (b) identify the factors that cause the ineffectiveness of SRS implemented by the Jombang Regency Inspectorate (c) describe the efforts that have been made by the Jombang Regency Inspectorate in overcoming the ineffective causal factors SRS implemented by the Jombang Regency Inspectorate. This approach was chosen to dig deep into how SRS applications are used as well as the constraints and benefits generated in supervisory practices.

The location of the research was carried out at the Jombang Regency Inspectorate which is an internal supervisory institution of the local government. The subjects of the study include auditors and PPUPD. The data collection technique was carried out by means of (a) in-depth interviews with auditors and PPUPD, (b) direct observation by observing how the SRS application is used in the supervision process and (c) a documentation study to review the report of the results of supervision before and after the implementation of the SRS application to see changes in its effectiveness (Amane et al., 2023). The data obtained were analyzed using interactive analysis techniques from Miles and Huberman in Sekaran & Bougie (2016) which consisted of:

1. Data reduction – is done by coding and *categorization processes*. *Coding* is the process of analyzing data by reducing information that is not relevant to the research topic, rearranging the data, and combining it into an understanding. *Categorization* is the process of organizing, organizing and grouping data.
2. Data presentation – Processing data that has been reduced to be presented according to their respective categories and compiling data in the form of descriptive narratives and tables to facilitate understanding
3. Conclusion drawing – the researcher provides an explanation of the conditions that have been studied and interprets the data to determine the effectiveness of the SRS application and provide recommendations for improvement

To ensure the validity and reliability of the data, this study uses source and method triangulation techniques, namely comparing data from interviews with observation and documentation results and validating data with confirmation to different sources to ensure the consistency of information (Mulyana et al., 2024).

3. Results

In 2017 before the use of the SRS application, recording and reporting of supervision results at the Jombang Regency Inspectorate used a manual method in the form of *Microsoft Excel* , namely: vulnerable to data input errors, difficult to track and search data quickly, less efficient in presenting reports because it requires a manual recapitulation process, and the absence of automation features that can increase accuracy and effectiveness in the process supervision.

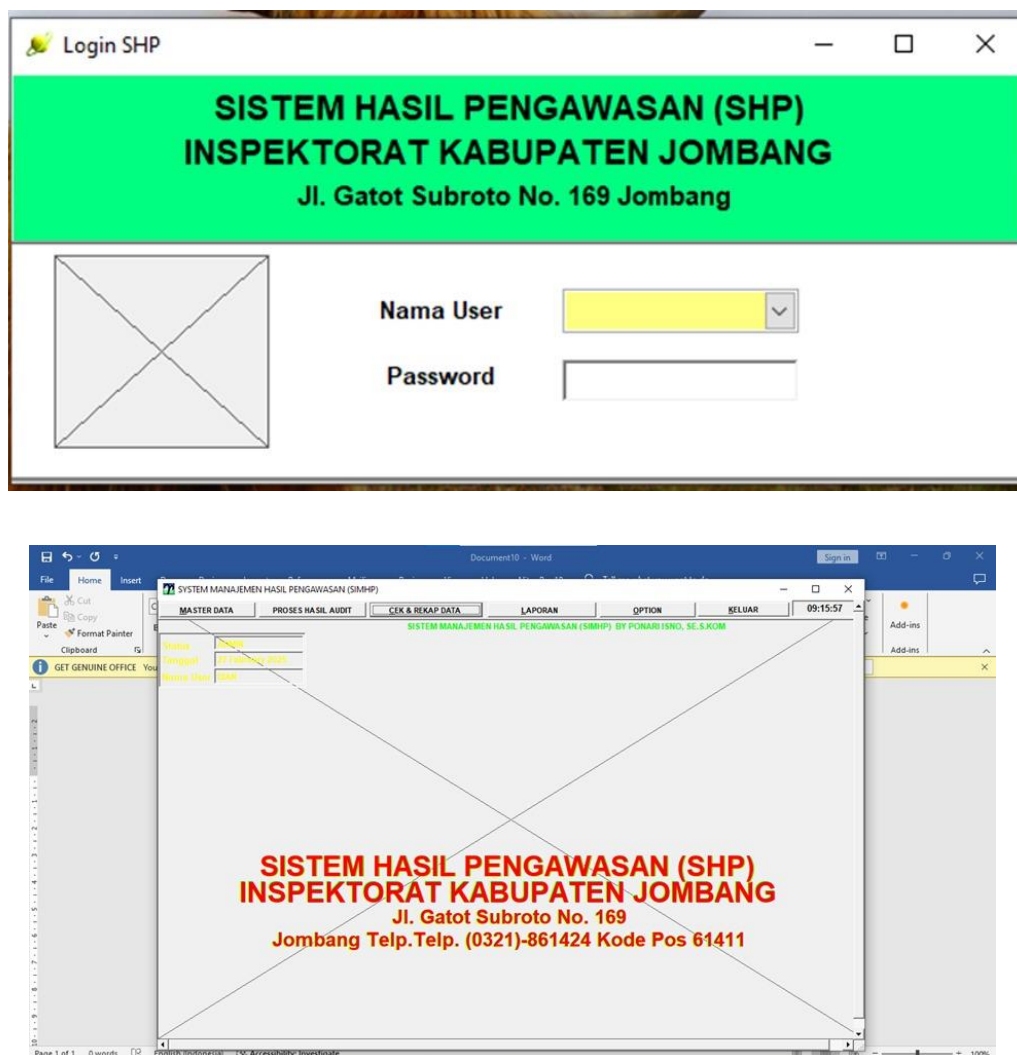
Figure 1. Status of Findings of Audit Results and Follow-up of Audit Results / Audit of the Regency Inspectorate. Jombang Months 1 to 12 Year 2017

NO	Information	Sum Lhp	Number of Findings	Number of Recommendations	Follow-up Monitoring Results					
					Appropriate Recommendations	Follow-up Process			Not Followed Up	
1	Regular, Regular	11	71	182	122	67.03 %	7	3.85 %	53	29.12 %
2	Monev, Monev Grant Funds / Social assistance / BK	1	6	32	0	0.00 %	0	0.00 %	32	100 %
3	DTT, Examination APB-VILLAGE	310	894	2.888	2.419	83.76 %	37	1.28 %	432	14.96 %
SUM		313	971	3.102	2.541	81.91 %	44	1.42 %	517	16.67 %

Source: Data processed by Researchers, 2025

The picture above explains the manual method carried out by the Jombang Regency Inspectorate in 2017 regarding the status of the findings of the audit results and the follow-up of the results of the audit / audit which is known to have 313 Audit Results Reports (LHP), 971 Findings, and 3102 Recommendations. However, this method still has various obstacles as mentioned earlier. To overcome these problems, the Jombang Regency Inspectorate then developed and began to use the Supervisory Results System (SRS) application in 2018. With the implementation of the SRS application, the process of recording, reporting, and monitoring the follow-up of audit results becomes more efficient, accurate, and integrated, thus supporting the increase in the effectiveness of supervision within local governments. (Fig. 3)

Figure 3. SRS Application



Source: Data processed by Researchers, 2025

The **Supervision Results System (SRS)** application is one of the digital innovations implemented at the Jombang Regency Inspectorate to increase the effectiveness and efficiency in the supervision process. The use of this application aims to replace the manual method previously used in recording and reporting the results of supervision. Evaluation of the implementation of SRS applications is important to understand the extent to which this system can help in optimizing supervision.

The Inspectorate conducts supervision of local governments and OPDs in it, in accordance with PKPT (Annual Supervision Work Program) and mandatory audits set by the central and regional governments. This supervision includes aspects of compliance with laws and regulations, the effectiveness of budget use, and accountability in the implementation of programs and activities. In addition, the Inspectorate also conducts monitoring, review, evaluation, and inspection with specific objectives to ensure good governance and prevent irregularities or abuse of authority. The following is the number of supervision from 2018-2024 using the SRS application.

Table 1. Number of Supervision

Year	Number of supervision
2018	726 supervision
2019	703 supervision
2020	374 supervision
2021	570 supervision
2022	631 supervision
2023	1051 supervision
2024	920 supervision

Source: Data processed by Researchers, 2025

Since the implementation of the SRS, the number of supervision carried out by the Jombang Regency Inspectorate has fluctuated from 2018 to 2024. In 2018, there were 726 supervision activities, which then decreased slightly to 703 supervision in 2019. In 2020, the number of inspections decreased significantly to 374, the impact of the COVID-19 pandemic that limited inspection activities. After that, the number of supervision began to increase again in 2021 with 570 supervisions, followed by 631 supervisions in 2022. A very significant increase occurred in 2023, with the number of supervision reaching 1051, which can be attributed to the increase in the effectiveness of the supervision system, such as the implementation of the SRS application. However, in 2024, the number of inspections decreased slightly to 920, although this figure remains higher compared to the year before 2023. This fluctuation in the number of supervision reflects the dynamics in the supervision process which is influenced by various factors, such as policies, technology, human resources and external conditions such as the pandemic.

In the evaluation carried out, it was found that the SRS application provides ease of access and management of surveillance data . Inspectorate employees can more quickly access information related to audits and inspections that have been carried out. This reduces the time previously spent searching for physical documents or performing manual verification. Thus, this system is expected to speed up the work process and increase productivity.

Table 2. Number of Findings and Follow-Up

Year	Number of Findings	Number of Recommendations	Number of Recommendations That Have Been Acted Upon
2018	3.290	6.471	5.739
2019	2.245	7.018	7.000
2020	1.241	3.026	2.649
2021	2.871	5.206	4.973
2022	2.727	5.932	5.484
2023	3.095	9.845	8.694
2024	1.581	4.413	3.107

Source: Data processed by Researchers, 2025

Based on the data above, the number of findings from the inspection by the Jombang Regency Inspectorate has gone up and down several times from 2018 to 2024. In 2018, the number of findings reached 3,290 cases with 6,471 recommendations given, and 5,739 of them have been followed up. The number of findings decreased in 2019 to 2,245, but the follow-up increased to 7,000 cases, demonstrating effectiveness in resolving findings. A significant decrease occurred in 2020 with only 1,241 findings, which was largely influenced by the COVID-19 pandemic which limited surveillance activities. 2021 and 2022 showed a resurgence with 2,871 and 2,727 findings, respectively, as well as fairly high follow-ups, namely 4,973 and 5,484 cases. The surge in findings occurred in 2023 with 3,095

cases, the highest number of recommendations (9,845), and follow-up reached 8,694 cases, which was largely influenced by the increase in the effectiveness of surveillance systems, such as the implementation of the SRS application. In 2024, the number of findings will decrease again to 1,581 with 3,107 follow-up cases. Overall, the trend of follow-up to the findings is relatively high, demonstrating the Inspectorate's commitment to following up on the results of the audit to improve accountability and better governance.

A more number of recommendations than the number of findings indicates that a single finding can result in more than one improvement recommendation. This can happen because each finding has several aspects that need to be improved, both from the administrative, financial, and operational sides. In addition, the increased recommendations also reflect the Inspectorate's efforts to provide more comprehensive and detailed solutions to ensure that each finding is appropriately acted upon. With many recommendations, it is hoped that the audited agencies can make more thorough improvements and prevent the recurrence of the same findings in the future.

The SRS application not only has a significant impact on the performance of the Jombang Regency Inspectorate but also has an impact on the effectiveness of community services, especially in terms of transparency and accountability of supervision. With a more integrated system and digitization of the supervision process, the public can obtain faster and more accurate information regarding the follow-up of inspection results. In addition, the use of this application helps increase public trust in governance, as the potential for abuse of authority can be minimized through stricter and more systematic monitoring. Thus, the SRS Application plays a role in creating a more efficient, responsive, and public service-oriented bureaucracy. The following is the Community Satisfaction Index (CSI) for the services provided by the Jombang Regency Inspectorate.

Table 3. Community Satisfaction Level

Community Satisfaction Index			
YEAR 2021	YEAR 2022	YEAR 2023	YEAR 2024
87,61	80,56	84,75	83,27

Source: Data processed by Researchers, 2025

From Table 3, it can be seen that the level of community satisfaction above 80% means that the majority of people are satisfied with the services provided. In general, this figure shows that the quality of service has met or even exceeded people's expectations. A high satisfaction index reflects the effectiveness, efficiency, and responsiveness of agencies in providing services, and indicates that there are relatively few complaints or problems that arise. In addition, a figure above 80% can also be an indicator that innovations and improvements made, such as the implementation of the SRS application, have a positive impact on services and governance. However, even though this figure is quite good, evaluation and improvement of service quality still needs to be carried out so that community satisfaction continues to increase.

There are challenges in **the use of the SRS application**, especially related to the readiness of human resources. Some Inspectorate employees still have difficulty operating the application due to a lack of understanding in digital technology. Even though they have been given training, there are still employees who are more familiar with conventional methods, so the transition process to the digital system takes time. In terms of infrastructure, **limitations in internet access and technological devices**

are quite significant obstacles. Not all devices used by Inspectorate employees support the SRS application optimally and so far they are still using the intranet so that they cannot be accessed outside the Jombang Regency Inspectorate Office. In addition, technical glitches on the internet network can cause delays in data input or retrieval. Therefore, there is a need for better infrastructure support so that this system can function optimally so that it can be used anywhere and anytime. Cyber attacks are also one of the things that need to be considered.

Cyber attacks in the use of SRS applications also need to be considered because they can threaten the security of supervised data and system integrity. Threats such as hacking, *malware*, or data theft can have an impact on the leakage of sensitive information and hinder effective surveillance processes. Therefore, security measures such as data encryption, double authentication, monitoring user activity, and regular system updates need to be implemented to protect the application from potential attacks. In addition, increasing awareness and training for users related to *cyber security* is also an important factor in maintaining the reliability of the SRS system and ensuring that services continue to run optimally.

From the results of the evaluation, the SRS application has a positive impact on transparency and accountability of supervision. The data stored in the system is more structured and well-documented, making it easier to audit the audit process and reducing the potential for errors or data manipulation. This is in line with the main purpose of supervision, which is to ensure that every government activity runs in accordance with applicable regulations. In addition to increasing transparency, the app also speeds up the reporting and decision-making **process**. With the availability of real-time data, auditors, PPUPDs and Inspectorate leaders can more quickly analyze the results of supervision and determine the steps that need to be taken. This speed in decision-making is critical in handling audit findings that require immediate follow-up. However, there are still several challenges that need to be overcome to maximize the use of the SRS application. One of them is the resistance to change from some employees who still feel more comfortable with the manual system. Therefore, a more strategic approach is needed in building a work culture that is more adaptive to digital technology.

To ensure that these applications continue to evolve, periodic evaluations of their effectiveness and efficiency of use are required. Input from users, both auditors and Inspectorate staff, needs to be collected and analyzed so that system updates can be carried out according to needs. In addition, system developers need to work closely with the Inspectorate to fix bugs or add features that can improve the functionality of the application. Overall, the SRS application has brought many benefits in optimizing supervision at the Jombang Regency Inspectorate, although there are still various challenges that need to be overcome. With the right support in terms of training, infrastructure, and management of changes in work culture, this application can be a very effective tool in improving the quality of supervision at the local government level.

4. Conclusion

Digital transformation in government marks a significant shift from conventional bureaucracy to a more responsive and participatory technology-based public administration system. Digitalization brings great opportunities to expand the space for dialogue between the state and citizens through e-government, e-participation, and open government that encourage transparency and collaboration. Various digital applications have increased the effectiveness of policies and the speed of public services, but still face structural obstacles in the form of inequality in literacy and access. Digital participation is often symbolic if not accompanied by a real redistribution of power and deliberative mechanisms. Another risk is the concentration of data-based power that can be exploited politically without public accountability. In this context, criticism of algorithmic logic and pseudo-participation becomes very relevant. Efforts to integrate technology and deliberative democracy require inclusive institutional design that is able to accommodate public input into real policies. Strategies such as the vTaiwan deliberation model demonstrate the importance of neutral and data-based opinion mapping. However,

many developing countries are still stuck in the early stages of digital participation without empowering citizens substantively. Therefore, this transformation demands more than just technological development—it requires institutional reform, redistribution of social capital, and equitable digital-political literacy. Without all of these, digitalization will only be a cosmetic democracy that reinforces exclusion in a new form. The success of digital governance lies in its ability to guarantee equal and impactful access, justice, and participation in the public policy process

References

- Afrilia, U. A., Muharam, R. S., & Nurlia, E. (2024, November). Transformasi Digital dalam Tata Kelola Pemerintahan: Mewujudkan Society 5.0 yang Inklusif. In *Seminar Nasional Hukum Ilmu Sosial dan Ilmu Politik* (Vol. 1, pp. 524-533).
- Anggita, A. R. D., & Nurhaeni, I. D. A. (2021). Partisipasi Elektronik: Pemanfaatan Monggo Lapor dalam Aplikasi Magelang Cerdas di Kota Magelang. *Jurnal Mahasiswa Wacana Publik*, 1(2), 293-311.
- Calloni, M. (2025). Polarization and enmity in the algorithmic age. Striving for a digital ethos of relationality and pluralism. *Philosophy & Social Criticism*, 51(4), 672-692.
- Dedeng, D., Nugraha, A., Pasyah, T., Syaifuddin, M., Idris, A., Saputra, R., & Putri, T. Y. (2023). Tata Kelola Pemerintahan Yang Baik Tentang Partisipasi Masyarakat Dalam Pembuatan Peraturan Desa Di Desa Sungai Pinang Kecamatan Rambutan Banyuasin. *Jurnal Pengabdian Kolaborasi dan Inovasi IPTEKS*, 1(3), 224-231.
- Hakim, A., & Hayat, A. (2024). Transforming Public Policy in Developing Countries: A Comprehensive Review of Digital Implementation. *Journal of ICT Standardization*, 12(3), 337-364.
- Hardinandar, F., Rizkan, M., Amelia, R., Mulya, K. S., & Akbar, M. (2023). *KELEMBAGAAN, INOVASI DAN GELIAT EKONOMI: Kajian Akademis NTB Gemilang*. PT. Sonpedia Publishing Indonesia.
- Herwanto, T. S., Rohmansyah, H., Daga, A. K., & Roflebabbin, B. G. (2024). Kompetensi Aparatur Sipil Negara Di Era Digital Sebuah Kerangka Konseptual. *Kebijakan: Jurnal Ilmu Administrasi*, 15(02), 201-209.
- Hidayat, E. W. (2024). Transformasi Digital Partisipasi Publik Dalam Proses Pembuatan Kebijakan. *Jurnal Studi Interdisipliner Perspektif*, 23(2), 221-232.
- Irfan, B., & Anirwan, A. (2023). Pelayanan Publik Era Digital: Studi Literatur. *Indonesian Journal of Intellectual Publication*, 4(1), 23-31.
- Jannah, I. (2025). *Implementasi Pengarusutamaan Gender Dalam Rekrutmen Dan Promosi Jabatan Struktural Pada Sekretariat Majelis Permusyawaratan Ulama Aceh* (Doctoral dissertation, UIN Ar-Raniry Banda Aceh).
- Kusuma, D. A., Yendra, M., Bakhtiar, R., Takdir, M., & Handrina, E. (2024). Pengaruh Media Sosial Terhadap Pola Komunikasi Pemerintah Dan Masyarakat Dalam Era Digital. *Ekasakti Jurnal Penelitian dan Pengabdian*, 5(1), 23-32.
- Mayyora, R., Sholihah, Q., Wanusmawatie, I., & Wanto, A. H. (2025). Transformasi Digital Desa dan Implikasinya Terhadap Pembangunan Berkelanjutan: Pendekatan Literature Review. *Indonesian Journal of Intellectual Publication*, 5(2), 100-111.
- Millard, J. (2023). Impact of digital transformation on public governance. *European Union, Luxemburg*.
- Natika, L. (2024). Transformasi pelayanan publik Di era digital: Menuju pelayanan masa depan Yang lebih Baik. *The World of Public Administration Journal*, 6(1), 1-11.
- Nazaruddin, M., & Kamil, A. I. (2025, January). Public Participation as a Basis for the Public Policy Process: New Dynamics and Challenges in the Digital Era. In *1st Joint International Conference*

- on Social and Political Sciences: Challenges and Opportunities in the Future (JICSPPS 2023)* (pp. 212-223). Atlantis Press.
- Nelly, S. (2024). Partisipasi Masyarakat Dalam Proses Pembuatan Kebijakan Publik. *Jurnal Sociopolitico*, 6(1), 86-94.
- Pribadi, U., Aji, J. S., Saharuddin, E., Sos, S., Ahdarrijal, Y., IP, S., ... & IP, S. (2024). *Smart Government Berbasis Partisipasi Publik*. Samudra Biru.
- Scupola, A., & Mergel, I. (2022). Co-production in digital transformation of public administration and public value creation: The case of Denmark. *Government Information Quarterly*, 39(1), 101650.
- Suryosumunar, J. A. Z., & Noorzeha, F. (2023). Kritik terhadap Penerapan Demokrasi dari Masa Reformasi hingga Era Digital di Indonesia. *Sophia Dharma: Jurnal Filsafat, Agama Hindu, dan Masyarakat*, 6(2), 20-42.
- Wiranti, N. E., & Frinaldi, A. (2023). Meningkatkan efisiensi pelayanan publik dengan teknologi di era digital. *JIM: Jurnal Ilmiah Mahasiswa Pendidikan Sejarah*, 8(2), 748-754.