



## Analysis of the Performance of State Civil Apparatus in Public Services in the Office Duingi Sub-district Head, Gorontalo City

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### ABSTRACT

Public services are an important indicator in assessing the performance of the government, especially the State Civil Apparatus (ASN) as the main implementer of services to the community. However, in practice, the performance of civil servants still faces various obstacles such as lack of understanding of main tasks and functions, low use of information technology, and suboptimal time discipline, so that it has an impact on the effectiveness of public services. This study aims to analyze the performance of civil servants in public services at the Duingi Sub-district Office, Gorontalo City and identify the factors that affect it. This study uses a qualitative approach with a descriptive type of research. The results of the study show that the performance of civil servants is not fully optimal. Based on four indicators, namely ability, initiative, punctuality, and quality of work results, it was found that three indicators of ability, initiative, and punctuality still face obstacles. Meanwhile, the quality of work results is the best indicator, with service results that are relatively accurate, neat, and according to the needs of the community. In conclusion, improving the performance of civil servants needs to be focused on strengthening capabilities, increasing initiatives, and improving discipline and the use of technology so that public services can run more effectively, efficiently, and of high quality.

### INTRODUCTION

Public services are one of the main indicators of the success of government implementation that is oriented towards the welfare of the community. The government is required to be able to provide fast, precise, transparent and satisfactory services, in accordance with increasingly complex public needs. In its development, there are more and more new challenges that are so complex that it is an important requirement to have quality human resources or capabilities. For this reason, it is necessary to improve and develop the capabilities, knowledge and skills of Human Resources. In an organization or agency, which is precisely in a government institution, or those who are referred to as State Civil Apparatus (ASN). These civil servants must be able to increase their performance productivity. Therefore, a State Civil Apparatus is needed who has a high professionalism and competence, because it can support the improvement of the performance of the organization or agency.

Public services are also one of the real benchmarks in assessing government performance. Through public services, the public can directly assess the extent to which the government is able to carry out its functions and responsibilities as a state administrator. The quality of public services is the main indicator of the success of the bureaucracy in meeting the needs and expectations of the community, because its impact can be felt directly by all levels of society without exception. Therefore, quality public services are in the common interest and are the main measure of the effectiveness and credibility of the government in the eyes of the public. The government's success in building a professional, effective, efficient, and accountable public service system will have a positive impact

on the image of the government itself. A government that is able to provide public services quickly, precisely, and transparently will gain the trust and support of the public. To realize optimal public services, human resources are needed who have adequate abilities and competencies.

In Indonesia, the implementation of public services still faces various obstacles that directly or indirectly affect the performance of the State Civil Apparatus (ASN). Some of the problems that are often encountered include the lack of optimal training and competency development for ASN, limited adequate work facilities and infrastructure, and the implementation of service completion time standards in accordance with the Standard Operating Procedures (SOP) that have been set. These conditions result in the public service process running less efficiently and often not on time, causing dissatisfaction among the public as service recipients. Thus, increasing the capacity of human resources, improving supporting facilities, and consistency in the implementation of SOPs are important aspects to realize quality public services that are oriented towards community satisfaction (*Ministry of PANRB, 2022*). In line with these problems, in Gorontalo Province, the performance of civil servants in public services also shows similar dynamics. Although there have been successes in terms of service quality, such as reliability, accuracy, and empathy for the community, weaknesses are still found in the aspects of responsiveness and service assurance. Obstacles that arise include the lack of self-development training programs for civil servants, as well as the lack of optimal application and integration of information technology such as the use of e-SOP in the public service process. In addition, the limitation of work facilities and infrastructure is also a factor that hinders the effectiveness of services, so efforts to improve the quality of public services in Gorontalo Province still need to be focused on strengthening the capacity of civil servants, utilizing technology, and providing adequate supporting infrastructure. In particular, at the Duingingi Sub-district Office, Gorontalo City, problems were found that affect the performance of ASN in public services, namely lack of understanding of the main tasks and functions of work, low use of information technology in the service process, and time discipline that is not optimal, especially related to attendance and punctuality of services. This condition has an impact on the lack of optimal services provided to the community even though in general aspects of service quality such as facilities, reliability, and empathy have shown good results. Efforts to improve the competence of ASN, develop a culture of discipline, and increase the use of technology are the main focuses in improving the quality of services in accordance with Law Number 25 of 2009 concerning Public Services which emphasizes the importance of ASN professionalism as the key to the quality of public services.

According to Law Number 5 of 2014 concerning the State Civil Apparatus, civil servants are expected to have competence, professionalism and integrity in carrying out every service task. These ideal conditions are the main basis in creating good *governance* at all levels of government. In the structure of local government, the sub-district occupies a strategic position as an extension of the city government in providing administrative services to the community. The Duingingi Sub-district Office of Gorontalo City, as one of the regional apparatus, has a great responsibility in ensuring that public services run well and in accordance with minimum service standards. At the sub-district level, ASN has a very strategic role in bridging services between the city government and the community. The Duingingi Sub-district Office, Gorontalo City is one of the government agencies that plays a direct role in providing various forms of administrative services to the community.

From the perspective of public administration, the performance of ASN is not only measured by the results of work alone, but also by the attitudes, behaviors, and competencies shown in the implementation of their duties. A professional ASN must be able to understand his role as a public servant, not just an administrative implementer. According to *the Ministry of PAN-RB (2023)* in the 2023 ASN and Public Service Performance Report, ASN in the era of bureaucratic reform is required to have the ability to adapt to technological changes and apply a high work ethic. Improving the performance of ASN needs to be carried out comprehensively by improving competence and fostering sustainable discipline. This is also supported by the latest regulation in Law Number 20 of 2023 concerning the State Civil Apparatus which emphasizes that the performance management of ASN must be carried out in a sustainable and evidence-based manner, to increase professionalism, effectiveness, and accountability. PANRB Ministerial Circular Number 3 of 2023 adds that performance assessments must be fair, transparent, and motivate ASN in improving the quality of public services. Employee principles that must be upheld include integrity, innovation, collaboration, and excellent service. Thus, strengthening the capacity of ASN in terms of competence, ethics, discipline, and the use of technology is the main key in realizing a responsive and quality bureaucracy in today's digital era.

Based on initial observations made at the Duingingi Sub-district Office, the researcher found several problems related to the performance of the State Civil Apparatus (ASN) in the implementation of public services. The first problem is related to the lack of understanding of some ASNs on their main duties and functions (tupoksi). This condition can be seen from the emergence of overlapping jobs and the unclear division of responsibilities between employees, which has an impact on the slow service process. The second problem is the low ability of ASN to utilize information technology, even though the use of digital-based devices and applications is needed to improve the speed and accuracy of services in the digital era. In addition, the level of discipline of ASN, especially related to punctuality of attendance and readiness to provide services, is also still not optimal. On several observation occasions, researchers found that there were ASNs who were not on the spot during working hours or were late, thus affecting the smooth running of services to the community.

The dynamics of public services today are also influenced by the increasing demands of the public for transparency, speed, and ease of access to services. Modern society demands an efficient service system based on digital technology. However, based on observations at the Duingingi Sub-district Office, the performance of civil servants at the Duingingi Sub-district Office still faces main obstacles in the form of a lack of understanding of authority, low use of technology, and suboptimal discipline and attendance. This condition causes slow administrative completion and a decrease in service efficiency to the community. Previous research has also shown that the work culture and discipline of civil servants have a great influence on the accountability and quality of public services in the office. Therefore, comprehensive improvement efforts are needed, ranging from competency development, technology improvement, to strengthening discipline so that public services become more professional, responsive, and reliable.

Based on the background of the above problems, it can be concluded that this research is important to analyze how the performance of ASN at the Duingingi Sub-district Office in carrying out public services. Therefore, the author is interested in conducting further research with the title: "Analysis of the Performance of State Civil Apparatus in Public Services at the Duingingi Sub-district Office, Gorontalo City"

## **RESEARCH METHODOLOGY**

### **Approaches and types of research**

This research uses a qualitative approach. This approach was chosen because it is considered the most suitable for understanding in depth various social phenomena related to the performance of the State Civil Apparatus (ASN) in providing public services at the Duingingi Sub-district Office, Gorontalo City. Through a qualitative approach, the researcher seeks to explore and interpret the meaning behind the behavior, attitudes, and actions of ASN in the context of the implementation of public services that are in direct contact with the community. The qualitative approach does not only focus on collecting numerical data, but emphasizes on a deep understanding of social reality as it exists in the field. In this context, the researcher plays the role of the main instrument that directly interacts with informants, observes the service process, and interprets the meaning of each finding that arises. Thus, this research is expected to be able to produce a comprehensive description of how ASN carries out their duties and responsibilities, as well as the factors that affect the quality of their performance in providing services to the community.

The type of research used is descriptive research, because this research aims to provide a factual, systematic, and accurate picture of the actual conditions related to the performance of ASN in public services. Descriptive research is not intended to test hypotheses, but rather to explain phenomena in depth based on data and information obtained from the field. Through this approach, researchers can explain how ASN behaves in carrying out service functions, obstacles faced in the service process, and forms of community response to the quality of services provided.

By combining a qualitative approach and a descriptive type of research, this study is expected to provide a comprehensive and contextual understanding of the performance of ASN at the Duingingi Sub-district Office, Gorontalo City. The results of the research are expected not only to make a theoretical contribution to the study of public administration, but also to be a practical input for local governments in improving the professionalism and effectiveness of public services at the sub-district level.

### **Research location and research time**

This research was carried out at the Duingingi Sub-district Office, Gorontalo City, which is one of the regional apparatus at the sub-district level that has a strategic role in the implementation of public services. Duingingi District was chosen purposively with the consideration that this area is one of the areas that is active in providing administrative and social services to the community, so it is relevant to the focus of research on the performance of the State Civil Apparatus (ASN) in public services.

The Duingingi Sub-district Office is the right location to review the implementation of ASN performance because this agency is the spearhead of the city government in providing direct services to the community. ASN in the sub-district environment has a great responsibility in carrying out government, development, and community functions that demand professionalism and high work discipline. Thus, this location is expected to provide a comprehensive empirical picture related to the implementation of apparatus performance in the context of public services at the sub-district level.

The time for the research to be carried out lasts for 2 months, namely November 2025 to January 2026. This time span is considered sufficient to carry out all stages of research, starting from initial observation, in-depth interviews, to collecting and verifying field data. During this period, researchers will interact directly with apparatus, service recipients, and other related parties to obtain valid and accurate data.

### **Data Source**

Data is a basic need of research activities that must be met. A research can answer the problem being researched if it is supported by complete research data. The researcher will use primary data and secondary data to support this research process:

Primary data was obtained directly from the object of this research. Primary data was obtained by the researcher through observation or direct observation and the results of interviews with informants. Some of the informants in this study include:

Head of the Dudingi Sub-district Office	: 1 person
Public Service Technician	: 1 person
ASN/administrative staff/IT	: 4 people
Service user community	: 3 people
Quantity	: 9 people

Secondary data, namely data obtained from official documents such as performance reports, employee attendance, sub-district office profiles, government regulations, and literature or scientific journals relevant to this research.

### Data Analysis Techniques

(Moleong, 2011) in explaining that the data analysis process in a study begins with examining all data collected from various sources. The results of the analysis of all the data are a reference for researchers to be able to redact data. In dividing the qualitative data analysis process into three stages, namely, the data reduction process, the data presentation process, and the conclusion drawing process.

### ASN Capabilities

The ASN capability indicator in public service shows the extent to which employees are able to understand and carry out their main duties and functions in accordance with the stipulated provisions. ASN capabilities are not only related to technical mastery of work, but also include an understanding of SOPs, service regulations, and the ability to adjust to policy dynamics and community needs. In the scope of public services at the Dudingi Sub-district Office, the ability of ASN is an important factor in ensuring the smooth and quality of administrative services to the community.

Based on the results of an interview with the Head of the Dudingi Sub-district Office, namely Mr. "HA", on Thursday, December 18, 2025 at 10.30 WITA with the first question already associated with the second question. "How do employees understand the main tasks, functions, and service SOPs? As well as the ability of employees to use technology or service support facilities? He said:

*"In principle, the ability of ASN at the Dudingi Sub-district Office to understand the duties and service SOPs is quite good, because each employee has duties according to their position. However, there are still some employees who need understanding, especially when there is a change in policy or adjustment of service procedures. Regarding the use of technology, we realize that the ability of ASN is not entirely at the same level. Differences in background, age and work experience also affect the speed of adaptation to technology-based service systems. In this case, we continue to strive to encourage capacity building through coaching and mentoring."*

Furthermore, an interview with Mrs. "HM" who served as the Head of Government on the same day at 11.15 WITA, with the same question she said that:

*"Employees' understanding of the duties and service SOPs basically already exists, because it has been conveyed from the beginning, both through the direction of the leadership and when dividing tasks. But the abilities of each employee are different. Some have really understood and some still need to be directed frequently, as well as the ability to use technology, there are employees who are quite capable and quick to adjust, while others are still limited so they often need help. But we continue to help each other and learn so that the service continues to run well."*

Furthermore, the researcher interviewed Mrs. "ZM" as an ASN employee of the dudingi sub-district office on the same day at 13.30 WITA, with the same question, she answered:

*"From the understanding of the duties and service SOPs, employees already know their respective responsibilities because SOPs have become a reference in work. However, there are still employees who do not understand, especially if there are additional tasks or other employees do not enter. For the use of service technology, I also admit that not all of them are optimal, including myself, because the abilities of employees are different. Some are used to using computers and administrative systems, some still need to learn and be helped. Usually we help each other, if there are obstacles we coordinate so that services to the community continue to run."*

Furthermore, on Friday, December 19, 2025 at 09.30 WITA the Researcher interviewed Mrs. "AM" as an ASN employee of the dudingi sub-district office with the same questions and indicators, she said:

*"For the understanding of duties and service SOPs, employees already know their respective duties. But, what is different is the level of understanding. Some are independent, some still need to be directed, especially new employees or those who rarely follow SOP updates. If you use technology, there are also employees who are used to it and are fluent, and there are also those who still need the help of other colleagues. So services sometimes run slower."*

Then still on the same day at 10.15 WITA, the researcher interviewed Mr. "RT", as an employee of ASN IT (service operator), still with the same question, he said that:

*"I think the understanding of employees related to duties and SOPs has been told by other ASNs, yes, it already exists and has been carried out quite well in accordance with the flow of services. But in terms of technology, technological capabilities are not all evenly distributed. Some employees are used to using computers and service applications, while others are still limited and often need help. As part of IT, I often accompany colleagues so that services continue to run."*

Then Mr. "SR" as an IT ASN employee also gave a response to the question earlier, where he said that:

*"An understanding of duties and SOPs already exists, but not all ASN really understand their role, especially when dealing with system-based services. From a technological perspective, the ability to use technology is still an obstacle, because not all ASN are used to using computers or service applications."*

Furthermore, the interview with Mrs. "LA" as a community that has finished taking care of the service, still with the same indicators and questions, she answered:

*"In my opinion, the service is not bad, but it will be better if all employees have the same understanding, so that people don't go home and ask questions. For technology, I think it still needs to be improved, so that services to us can be faster and not long waiting."*

Then, the answer from Mr. "AS", he said that:

*"When it comes to understanding, there are actually employees who understand very well, there are also those who are sometimes still confused, so I have to wait a long time because I still have to check or ask other employees first. In terms of technology, when I take care of letters, there are some employees who type manuals or check data on old computers, so wait again. But I still try to serve, it's just that sometimes it's not smooth if you have to use something like that."*

Based on the results of interviews conducted by the researcher with informants, the indicators of ASN's ability in public services at the Duingingi Sub-district Office are known that the ability of ASN to understand the duties in general is quite good and runs in accordance with applicable regulations. However, in its implementation, there are still several obstacles that affect the optimization of services to the community.

In terms of understanding of duties and service procedures, some ASN at the Duingingi Sub-district Office are considered to have understood the flow of services in general. The results of the interview with the informant showed that in general ASN has understood their respective duties and responsibilities in accordance with the position they hold. This was also conveyed by one of the informants who stated that service SOPs have become the main guideline in the implementation of daily tasks, so that employees have a clear reference in providing services to the community. The existence of SOPs is considered to help ASN in maintaining the consistency and order of the administrative service process. However, the results of the interview also revealed that this understanding has not been completely evenly distributed among all employees. Some informants said that there are still ASNs who have not optimally understood the duties and SOPs, especially when faced with additional tasks or changes in service policies. This condition causes certain employees to still need further direction or coordination from superiors and colleagues so that services continue to run according to applicable regulations.

In addition, the results of the interviews also revealed that the ability of civil servants to utilize service technology is still diverse. Some employees have been able to adjust to the use of digital-based service systems, but others still experience limitations in mastering technology. So in practice, the implementation of services still depends on the assistance of other employees who understand the system better.

Overall, the indicators of ASN ability at the Duingingi Sub-district Office can be said to be in the category of quite good, characterized by a basic understanding of the duties and service SOPs. However, the results of this study also show that there is a need to increase the capacity of ASN, especially through coaching, training, and continuous socialization, so that all employees have a relatively even level of ability and are able to provide public services optimally.

### **ASN Initiative**

The ASN initiative indicator describes the ability of employees to act proactively without always having to wait for orders from their superiors, especially in solving public service problems faced by the community. Initiative is one of the important elements in ASN's performance because it reflects the concern, responsibility, and readiness of employees in providing fast and solution-solving services. In public services at the Duingingi sub-district office, ASN initiatives are needed considering the diverse needs of the community and the dynamics of administrative problems that often arise in the field.

The following is a description of interviews with several informants related to the ASN Initiative indicators, with the question "How are employee initiatives when the community needs fast service or experiences file problems? The first informant was the "HA" sub-district head, he explained that:

*"Regarding the ASN initiative, basically we encourage all employees to not only work regularly, but also have sensitivity to the needs of the community. In conditions where the community needs fast service or experiences problems with the completeness of files, employees are expected to be able to provide*

explanations directly and help direct what needs to be completed, so that the community does not feel difficult. In its implementation, most employees have shown the initiative, although there are still things that need to be encouraged so that the services provided can be faster, right to the satisfaction of the community."

Furthermore, in response from "HM"'s mother, she explained that:

*"In terms of employee initiatives, in general, employees are quite responsive when the community needs fast service, especially if the urgency is high. Usually, employees try to explain the existing obstacles first, for example, incomplete files, then are directed what must be completed so as not to go back and forth. There are also employees who immediately help find solutions, for example contacting the relevant department or directing them to the right service desk."*

Furthermore, Mrs. "ZM" responded to the question above which has been associated with the second presentation, namely "What is the initiative of employees when the community needs fast service or experiences file problems, and what efforts are made to facilitate services when it is crowded or there are obstacles?". She answered:

*"If it is an employee's initiative, I am an ASN in the service department, usually when there are people who need fast service or have problems with completing the file, we try to immediately give an explanation. For example, if the file is incomplete, we explain what is missing and how to complete it, so that the community does not go back and forth. And we also help to recheck the file so that there are no errors when processing."*

*"If the service is crowded, we help each other between employees, for example helping at other counters so that the queue is not too long and focusing on the main service so that the community is still served."*

Then, Mr. "RT" as an ASN in the IT department, he replied:

*"When there are system problems or digital files, we immediately help service employees to keep the process running. When conditions are crowded, we are usually ready to help speed up the data input process or fix technical obstacles that arise."*

Furthermore, the response from Mr. "SR", namely:

*"We take the initiative to help if there are employees or the community who experience problems related to the system or application. In crowded service conditions, we focus on ensuring that the system continues to run and helping other employees so that services are not hampered."*

Then an interview with the community as a service user at the Dudingi sub-district office with Mrs. "LA", she replied:

*"When my file was incomplete, there were employees who immediately explained it with instructions, so I knew what to give completely. If it is crowded, the employee still serves, even if you have to wait a little longer."*

Then in an interview with 'FH's's mother, she replied:

*"The employees are quite helpful when there are file problems, but there are also those who just say, 'come back later', so I sometimes delay it."*

Furthermore, the response from Mr. "AS", he said:

*"I see that there are employees who immediately move quickly to help, but there are also those who are still waiting for such directions. If the conditions are more crowded, employees continue to serve, it's just a bit long because many are temporarily taking care of it too."*

Furthermore, still with the same indicator, with the second question "What efforts are made by employees to facilitate services when conditions are crowded or obstacles occur?", Mr. "HA" explained that:

*"If the service conditions are crowded or there are obstacles, our efforts are to arrange the division of duties, help each other between employees, and prioritize services that are urgent and direct services to the community to continue to run smoothly."*

Furthermore, "HM" mother said:

*"The efforts we make are usually to help each other between employees and in essence, we try our best to keep the service running smoothly even though it is in limited conditions."*

Based on the results of interviews conducted by the researcher with informants, the indicators of ASN initiatives in public services at the Dudingi Sub-district Office show that in general employees have had a good initiative in serving the community. The ASN initiative is reflected in the willingness of employees to provide explanations and directions to the community when facing service constraints, especially related to the completeness of administrative files. Employees strive to help the community to understand service procedures so that the administrative process can run in accordance with applicable regulations.

The results of the study show that most ASN have been able to act responsively without always having to wait for instructions from their superiors. In situations where the community needs fast service, employees try to provide an initial solution by checking files, directing the community to the appropriate service section, and helping to smooth the service flow. This attitude shows the responsibility and concern of ASN in providing effective services to the community. However, the results of the interview also revealed that the level of ASN initiative is not completely even. There are still some employees who tend to wait for directions first before taking action,

especially when faced with a service situation that is not routine or when certain obstacles occur. This condition affects the speed of service and causes the administrative process to be less than optimal at certain times.

In addition, in crowded service conditions or when there are technical obstacles, ASN at the Duingi Sub-district Office shows efforts to maintain smooth service through cooperation between employees. Employees help each other in managing queues, assisting with services at other counters, and ensuring that the service system continues to run. ASN who have a better understanding of service systems and technology also play a role in helping other employees when technical problems occur.

Overall, the indicators of ASN initiatives at the Duingi Sub-district Office can be categorized as quite good. ASN has shown the ability to be responsive and help the community in the public service process. However, the results of this study also show the need to increase the equitable distribution of initiatives through fostering and strengthening a proactive work culture so that the quality of public services can be more optimal.

### **Punctuality**

The ASN punctuality indicator describes the ability of employees to complete services according to the time set in the service standards. Punctuality is one of the important aspects in ASN performance because it is directly related to the effectiveness of services and the level of community satisfaction. In public services at the Duingi Sub-district Office, punctuality is needed so that the community can obtain certainty of service and do not experience delays in management.

The following is a description of the interview with several informants related to the ASN Initiative indicators, with the question "How is the discipline of employees in attending and starting services according to the schedule and has there ever been any delays that affect services and how is it handled? The head of the "HA" Sub-district explained that:

*"In general, the presence of employees at the Duingi sub-district office has followed the provisions of the applicable working hours. Services to the community in principle start according to the schedule that has been set. However, we also admit that in its implementation there have been delays, both late attendance and starting services, which of course can have an impact on the comfort of the community. And we handle it gradually. First, we provide reprimands and coaching directly to the employees concerned. We conduct an evaluation to see the cause of the delay. In the future, we will continue to strive to strengthen supervision and discipline enforcement so that public services can run more on time and optimally."*

Furthermore, in an interview with the mother of the "HM" Service Kasie, she said:

*"Employee discipline in attending and starting services still needs to be improved. Some are on time, but some still arrive late. These delays sometimes have an impact on community services. The handling is usually in the form of reprimands and rearranging services to keep running."*

Then, the response from Mrs. "ZM" as a service ASN, she replied:

*"Most of the employees have tried to be present on time, but there are still some who are late, especially in the morning because there are sudden matters or personal problems. Delays have indeed occurred, if there is a delay, usually other employees who have been present first help to keep the service running."*

Furthermore, the response from Mr. "RT" in the IT department, he said:

*"From the IT side, time discipline also has an effect, because if employees are late, the service system is also used late. Delays have indeed occurred, and usually we still try to prepare the system as quickly as possible so that the service can run immediately. In my opinion, this discipline can be further improved."*

Furthermore, in an interview with the "LA" mother community, she said:

*"I have come in the morning, but the service has not started immediately because the employees are not complete. Later, so wait a few hours, then the service will start running."*

Then, Mr. "AS" as a society also said:

*"I have experienced service delays because during working hours the employees are not ready. So wait until the service starts running."*

Based on the results of interviews conducted by the researcher with informants, the indicators of the punctuality of ASN in public services at the Duingi Sub-district Office show that in general employees have tried to carry out services in accordance with the working hours and service schedules that have been set. The presence of employees in principle has followed the provisions of the applicable working hours, so that services to the community can be started in accordance with the service standards that have been determined.

The results of the study show that some civil servants have shown discipline in attending on time and starting services according to schedule. Employees who attend early try to ensure that services continue to run, especially in the early hours of service. This effort is made so that the community continues to receive services even though there are obstacles in the presence of other employees. However, the results of the interviews also

revealed that there are still employees who are not fully disciplined in terms of punctuality, especially at work hours. Delays in employee attendance and delays in starting services have occurred and have an impact on delays in services to the community. This condition causes people to have to wait longer before services can run optimally.

In the face of these delays, the Duingi Sub-district Office handled the issue in the form of reprimands, coaching, and evaluation of the employees concerned. In addition, other employees who had attended early tried to help each other so that services could continue to run even though not all employees were present. In terms of service support, such as the information technology section, efforts were also made to prepare the system as quickly as possible so that services were not further delayed. From the perspective of the public as service users, service delays are still felt at certain times, especially when services have not started right at working hours. This shows that although in general the punctuality of ASN is quite good, there are still obstacles that affect the effectiveness of public services.

Overall, the punctuality indicator of ASN at the Duingi Sub-district Office is in the category of quite good, but still needs improvement. Strengthening discipline, more consistent supervision, and more effective division of tasks are needed so that public services can be carried out in a timely manner and provide certainty of services for the community.

### Quality of Work Results

The quality indicator of work results shows the level of accuracy, neatness, and suitability of service results with the standards that have been set. The quality of work results is an important measure in assessing the performance of ASN because it is directly related to the accuracy of documents, clarity of information, and public satisfaction with the services received.

Based on the results of an interview with the head of the Duingi sub-district office, Mr. "HA" with the question "how thorough are employees in checking files and processing administrative services? and what is the quality of documents or services received by the community, including the use of technology? He said:

*"The accuracy of employees in checking files and processing administrative services in general has gone quite well. Employees have tried to ensure that the files processed are in accordance with the applicable terms and conditions. Regarding the quality of documents and services received by the public in general, they are in accordance with the provisions. The use of technology has begun to be implemented, although it is not fully optimal, it still needs to be improved. We consider this step as part of efforts to improve the quality of work and services to the community."*

Furthermore, in an interview with the "HM" service manager, he answered:

*"Employees are basically careful in checking files, especially related to administrative completeness. If the quality of the services and documents produced is good enough. The use of technology has helped the service process, although it is not completely optimal. In the future, we hope that the use of technology can be further improved so that services are fast, accurate and efficient."*

Furthermore, the response from Mrs. "ZM" as the ASN of the service section, namely:

*"We try to be careful when checking community files, because if there are mistakes, it can have an impact on the next process. For service quality, we try to provide services according to SOPs. And the use of technology is quite helpful, although sometimes there are still obstacles."*

Then an interview with Mr. "RT" as an ASN in the IT department, he said:

*"In terms of the system, the accuracy of employees has a great influence on service results. If the data is input correctly, then the quality of the documents is also good. The use of technology has helped improve the quality of service, although it is still necessary to improve the capabilities of ASN."*

Furthermore, in an interview with the public as a user of the service of "LA", she replied:

*"In my opinion, the employee is quite thorough in checking the files, but sometimes there are still things that I have to complete. The documents I received are appropriate, it's just that the process takes a little longer."*

Based on the results of interviews conducted by the researcher with informants, the indicators of the quality of ASN's work in public services at the Duingi Sub-district Office show relatively better conditions compared to other performance indicators. The quality of ASN's work results is reflected in the level of accuracy of employees in checking the completeness of administrative files, the suitability of the service process with the standards that have been set, and the clarity of documents received by the public.

The results of the study show that civil servants in general have shown accuracy in checking and processing administrative service files. Employees strive to ensure that each processed file meets the applicable requirements so that it can minimize the occurrence of administrative errors. This accuracy contributes to the quality of the documents produced and provides certainty for the public as service users. In addition, the quality of service received by the public is considered to be in accordance with service standards. The documents produced are

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generally clear, neat, and can be used as appropriate. Although in some cases the community still has to complete the lack of files, it does not indicate any errors in the service results, but is part of the administrative procedure that must be met.

The use of technology in supporting the quality of ASN's work has also begun to be implemented. The use of administrative systems and information technology helps employees in processing data and producing more accurate documents. However, the use of technology is not fully optimal and still needs improvement, especially in terms of the ability and readiness of ASN in operating technology-based service systems. From the perspective of the public as service users, the quality of the documents received is considered to be in accordance with the applicable needs and regulations. Although there are complaints regarding the length of the service process at a certain time, it does not directly affect the quality of the final service results received by the community.

Overall, the quality indicators of ASN's work at the Duingingi Sub-district Office can be categorized as good and are the most appropriate performance indicators compared to other indicators. This shows that ASN has been able to produce services and documents that are in accordance with standards, although improvements are still needed in the aspects of technology utilization and service process efficiency so that the quality of work results can continue to be maintained and improved.

## DISCUSSION

In this study, the main focus of the discussion is on a number of problems that the researcher has successfully identified related to the Performance of the State Civil Apparatus (ASN) in Public Services at the Duingingi Sub-district Office. The identification of problems that the researcher found are: (1) There are still ASN who have not fully understood their respective duties. (2) The ability of ASN to utilize technology is still low. (3) The level of discipline of ASN, especially related to punctuality of attendance, presence in place during service hours, and readiness to provide services is not optimal. The above problems then became the basis for the formulation of research questions that refer to Robbins' theory (2016). This study aims to analyze the performance of ASN in public service and identify the factors that affect this performance using 4 main indicators, namely: (1) Ability; (2) Initiative; (3) Punctuality; (4) Quality of Work Results. Each of these indicators will be discussed in depth in the following discussion section:

### Capabilities

In this study, the ability of ASN is interpreted as the capacity of employees to understand the main tasks and functions, service SOPs, and technical abilities in carrying out public services, including the use of supporting facilities and infrastructure. The ability of ASN is one of the main factors that determine the success of the implementation of public services. Robbins (2016) explained that ability is the capacity of individuals to carry out various tasks in a job, consisting of intellectual abilities and physical abilities. In the context of public services, the ability of ASN is reflected in the understanding of the main tasks and functions, mastery of standard operating procedures (SOPs), and skills in utilizing supporting facilities, including service technology.

Based on the results of the research, the ability of ASN at the Duingingi Sub-district Office is generally in the category of quite good. ASN in general has understood the duties and responsibilities in accordance with their respective positions, and made SOPs as guidelines in the implementation of administrative services. This condition shows that conceptually, ASN already has the basic skills needed to carry out public service duties. This is in line with the view of Robbins (2016) who stated that intellectual abilities, such as understanding procedures and work rules, play a very important role in supporting individual performance. However, research findings show that ASN's abilities are not completely evenly distributed among all employees. There are still ASNs who do not understand the duties and SOPs optimally, especially when facing additional tasks, policy changes, or non-routine service conditions. This situation results in certain employees still needing direction from their superiors or assistance from colleagues. According to Robbins (2016), differences in ability levels between individuals can lead to inconsistencies in performance, as individuals with lower abilities tend to have difficulty completing tasks independently.

In addition to understanding the duties and SOPs, ASN's ability is also closely related to the mastery of technical skills, especially in the use of service technology. The results of the study show that ASN's ability to use service technology is still diverse. Some employees have been able to operate computer-based administrative systems well, while others still experience limitations and are highly dependent on the assistance of other employees. This condition shows that ASN's technical capabilities have not been fully developed evenly. When associated with Robbins' theory (2016), the limitations of technical capabilities show that there is a gap between job demands and individual capacity. Robbins emphasized that optimal performance will be achieved if individual abilities are in accordance with the complexity of the tasks faced. The mismatch between ASN's abilities and the demands of technology-based services can have an impact on the slow service process and a decrease in work effectiveness.

Thus, the ability of ASN at the Duingingi Sub-district Office can be categorized as quite good, but not completely optimal, because obstacles are still found in the form of uneven understanding of the main tasks and functions as well as limitations in the use of service technology

### Initiatives

In this study, ASN initiatives are interpreted as the ability and willingness of employees to act proactively in carrying out public service duties, including the willingness to take necessary steps, provide solutions to service problems, and help the community without always having to wait for orders or instructions from superiors. Initiatives reflect the level of responsibility, concern, and awareness of ASN to the importance of fast, precise, and community-oriented services. ASN initiatives can also be seen from the ability of employees to adjust to the service situation they face, such as providing additional explanations to the community, helping to complete administrative requirements, and directing the community so that the service process can run smoothly. ASN who have high initiative not only carry out their duties regularly, but also try to find the best way for services to be provided effectively and efficiently.

The ASN initiative is one of the important aspects of the performance of the apparatus because it reflects proactive, responsive, and responsible work behavior in providing public services. According to Robbins (2016), individual performance is not only determined by ability, but also by work attitudes and behaviors that encourage individuals to act without always having to wait for orders. Initiatives in this context are related to the willingness of ASN to take necessary actions in completing work and overcoming service problems.

Based on the results of the research, ASN initiatives at the Duingi Sub-district Office have generally been formed and are in the category of being quite good. ASN in general shows a responsive attitude in helping the community, especially when the community experiences obstacles related to the completeness of service files. Employees try to provide explanations, directions, and initial solutions so that the service process continues. This condition shows the awareness of ASN to the responsibility of public services. However, the findings of the study show that the level of ASN initiative is not completely even. There are still ASN who tend to wait for directions from their superiors before taking action, especially when facing non-routine service situations or when certain obstacles occur. According to Robbins (2016), the difference in work behavior is influenced by individual attitudes towards work and the level of confidence in carrying out their duties. ASN with a lower level of confidence and work readiness tend to be less daring to take the initiative independently.

The results of the study also show that ASN initiatives are closely related to work ability. ASN who have a good understanding of the duties and service SOPs tend to be more proactive and quick to act in helping the community. On the other hand, ASN with limited abilities tend to hesitate in making decisions and choose to wait for directions. This is in line with the view of Robbins (2016) who states that work ability and attitudes influence each other in determining individual behavior and performance.

In crowded service conditions or when obstacles occur, ASN at the Duingi Sub-district Office shows efforts to maintain smooth service through cooperation between employees. Employees help each other, share tasks, and support the service process so that the community is served. This behavior reflects the existence of collective initiatives in the organization, which according to Robbins (2016) is a form of positive work behavior that can improve the performance of the team and organization.

Overall, the ASN initiative indicator at the Duingi Sub-district Office can be categorized quite well. However, the initiative has not shown consistency in all ASN, because there are still employees who tend to wait for leadership direction in certain situations, so this indicator cannot be categorized optimally as a whole.

### Punctuality

The punctuality of ASN is interpreted as the ability of employees to complete every public service process in accordance with the set time standards, both based on service SOPs and applicable administrative provisions. Punctuality reflects the level of discipline, responsibility, and efficiency of ASN's work in providing services to the community. Punctuality is not only related to the speed of service completion, but also to the ability of ASN to manage working time, manage service flows, and minimize obstacles that can cause service delays. ASN who are able to work on time will provide service certainty to the community, so that it can increase public trust and satisfaction with public services.

Punctuality is one of the important indicators in assessing the performance of ASN because it is directly related to work discipline, service effectiveness, and community satisfaction. According to Robbins (2016), punctuality is part of work behavior that reflects individual discipline and responsibility in carrying out duties. Employees who are able to manage their working time well tend to show more effective performance and can meet the demands of work optimally.

Based on the results of the research, the punctuality of ASN at the Duingi Sub-district Office has generally been running, but it is not fully optimal. ASN in principle has followed the provisions of the applicable working hours and is trying to start services according to the schedule. However, the findings of the study show that there are still delays in employee attendance and delays in starting services, especially in the early hours of service. This condition has an impact on delays in the service process and requires people to wait longer.

The findings of the study are in line with the view of Robbins (2016) who states that time discipline is greatly influenced by work attitudes and individual commitment to the organization. ASN who have high work commitment and responsibility tend to be present on time and ready to carry out tasks according to schedule. On

the other hand, ASN with low work discipline has the potential to cause delays that have an impact on the overall performance of the organization.

The results of the study also show that the delay in the presence of ASN not only has an impact on the aspect of direct services, but also affects the readiness of the service system, including the use of technology and supporting facilities. When employees are not ready or have not been present on time, the administrative service process cannot run optimally. This condition shows a relationship between punctuality, work readiness, and the effectiveness of public services.

In facing the problem of delays, the Duingingi Sub-district Office has made efforts to handle it in the form of reprimands, coaching, and rearranging the division of tasks so that services continue to run. This effort shows the existence of organizational awareness in maintaining the performance of public services. According to Robbins (2016), consistent supervision and evaluation are part of the organizational mechanism to form disciplined and responsible work behavior.

Therefore, the punctuality indicator of ASN at the Duingingi Sub-district Office is still a problematic aspect, because even though it has followed the provisions of working hours, delays in attendance and service readiness still occur and have an impact on the length of the community's waiting time.

### **Quality of Work Results**

In this study, the quality of work results is interpreted as the level of accuracy, neatness, and conformity of the service results provided by ASN with applicable standards and regulations. The quality of work results reflects the ability of ASN to produce accurate, clear, and accountable service outputs, so as to be able to meet the needs and expectations of the community as service users. The quality of work results is not only seen from the completion of a service, but also from the accuracy of the content of documents, the clarity of the information provided, and the lack of administrative errors in the service process. ASN who have good quality work results will be able to provide professional, reliable, and community-oriented services.

The quality of work results is a performance indicator that describes the level of rigor, neatness, and conformity of work results with the standards that have been set. According to Robbins (2016), the quality of work is one of the main dimensions in the assessment of individual performance, which reflects the extent to which the work is completed accurately and in accordance with the demands of the organization. In public services, the quality of the work results greatly determines the trust and satisfaction of the public in the services provided.

Based on the results of the study, the quality of ASN's work at the Duingingi Sub-district Office shows relatively better conditions compared to other performance indicators. ASN in general has worked carefully in checking administrative files and processing services in accordance with applicable operational standards and procedures. This accuracy contributes to the accuracy of service documents and minimizes the occurrence of administrative errors.

The findings of the study show that the documents and service results received by the community in general are in accordance with the provisions and can be used as appropriate. Although in some cases the community is still asked to complete the file, this condition does not show the low quality of the work of ASN, but is part of the administrative procedure that must be met. This is in line with the view of Robbins (2016) who states that good quality of work is characterized by the conformity of work results with the standards that have been set.

In addition, the results of the study also show that the use of service technology has contributed to supporting the quality of ASN's work results. The use of administrative systems and information technology helps to improve the accuracy of data and the neatness of service documents. However, the findings of the study also show that the use of technology is not fully optimal due to differences in the ability of ASN to operate the service system. According to Robbins (2016), the quality of work is greatly influenced by the suitability between individual abilities and job demands, including in the use of technology. When associated with other performance indicators, the quality of ASN's work results at the Duingingi Sub-district Office is not the main problem in public services. Although there are still obstacles in terms of ability, initiative, and punctuality, the final quality of service results received by the community is maintained. This condition shows that ASN has tried to maintain work quality standards despite facing various limitations in the service process.

Thus, this discussion emphasizes that the quality of ASN work at the Duingingi Sub-district Office has been in the good category and in accordance with applicable service standards, and the final service results received by the community are relatively accurate, neat, and in accordance with the set service standards. Referring to Robbins' theory (2016), efforts to improve the quality of work results need to be supported through improving the technical capabilities of ASN, optimal use of technology, and strengthening an integrated work system. These efforts are expected to maintain and improve the quality of public services in a sustainable manner.

### **CONCLUSION**

Based on the results of research and discussion on the performance of the State Civil Apparatus (ASN) in public services at the Duingingi Sub-district Office, Gorontalo City, it can be concluded as follows:

The ability of ASN in public services is not fully optimal. This shows that there are still ASN who have not understood their main duties and functions in depth and have not been optimal in utilizing information technology

in supporting services. This condition has an impact on the suboptimal implementation of public services.

ASN initiatives in public service there are still some ASNs who tend to wait for directions from the leadership before taking action, so that work initiatives are not even and have not been optimal in supporting the smooth running of services.

The punctuality of ASN is still an aspect that needs attention. This is shown by the fact that there are still delays in attendance and unpreparedness of ASN in starting services according to the set time. This condition has an impact on the inhibition of the service process and the decrease in the effectiveness of services to the community.

The quality of ASN work results is an optimal indicator compared to other indicators. The results of services provided to the community generally meet the set standards, characterized by accurate, neat, and in accordance with the needs of the community.

## SUGGESTIONS

It is recommended to the Dungingi Sub-district Office to improve the ability of ASN through continuous coaching and training, especially related to the understanding of main duties and functions (tupoksi) and the use of information technology in public services. In addition, it is necessary to strengthen the work discipline of ASN, especially in terms of punctuality of attendance and readiness to provide services, so that the service process can run more effectively and not experience delays.

Agency leaders are expected to encourage the growth of ASN initiatives through providing trust, clear division of duties, and creating a more proactive work culture. This effort is important so that ASN not only waits for instructions, but is able to take action independently and responsively in facing the needs of the community.

The quality of ASN's work that has run well needs to be maintained and improved through periodic performance evaluations and giving appreciation to outstanding ASNs. Thus, the optimal quality of service can continue to be maintained and become a motivation for other ASNs to improve their performance.

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