

# Implementation of the Electronic Attendance System as an Instrument for Enforcing Civil Servant Discipline Based on Government Regulation Number 94 of 2021

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## Abstract

The implementation of an electronic attendance system is part of the digital transformation in Civil Service management aimed at improving Civil Servant (PNS) discipline. This study aims to analyze the implementation of the electronic attendance system as an instrument for enforcing civil servant discipline based on Government Regulation Number 94 of 2021 at the Sukabumi Class I Non-TPI Immigration Office and identify efforts made to overcome obstacles to its implementation. This study uses a normative legal research method with a statute approach, supported by literature studies and interviews as supplementary data. The results show that the implementation of the electronic attendance system through the STAR ASN application has supported improved employee discipline, particularly in compliance with working hours, transparency of attendance data, and effective supervision. However, its implementation still faces obstacles such as internet network disruptions, application system constraints, and limited supporting facilities. To address these issues, the Sukabumi Class I Non-TPI Immigration Office coordinates with application administrators, implements an attendance verification mechanism when system disruptions occur, and strengthens internal guidance and supervision. Thus, the electronic attendance system has become an effective instrument in supporting the enforcement of civil servant discipline in accordance with the provisions of Government Regulation Number 94 of 2021.

## Keywords

Absence; Discipline; ASN; Immigration; Compliance



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## PENDAHULUAN (Palatino Linotype 12, Space 1.15, Justify)

Good governance requires a professional, ethical, and disciplined civil service capable of delivering high-quality public services and implementing government policies effectively. Civil Servants (Pegawai Negeri Sipil/PNS), as an integral component of the Indonesian State Civil Apparatus (Aparatur Sipil Negara/ASN), occupy a strategic position in carrying out public service functions, implementing

public policies, and maintaining national unity. Consequently, employee discipline has become one of the primary indicators of effective, transparent, and accountable governance. High levels of work discipline contribute to organizational performance, strengthen public trust, and support the realization of bureaucratic reform in accordance with the principles of good governance (Mardiasmo, 2021; Dwiyanto, 2021).

The rapid advancement of information technology has significantly transformed public administration systems, including the adoption of electronic attendance systems to replace conventional manual attendance recording. Electronic attendance systems automatically record employee attendance accurately and in real time, providing more objective and reliable attendance data than traditional methods. The implementation of such digital technology is expected to improve the effectiveness of employee discipline monitoring while minimizing irregularities such as attendance manipulation, proxy attendance, and administrative fraud. Moreover, digital attendance systems contribute to greater transparency, accountability, and efficiency in human resource management within public institutions (Gil-Garcia et al., 2022; World Bank, 2022).

The implementation of electronic attendance systems within the Indonesian State Civil Apparatus represents an administrative action that must be carried out in accordance with the principle of legality. Every governmental administrative action requires a clear legal basis to ensure legal certainty, prevent abuse of authority, and uphold the rule of law. Accordingly, the implementation of electronic attendance as an instrument for monitoring Civil Servant discipline must comply with Government Regulation No. 94 of 2021 concerning Civil Servant Discipline, together with other applicable civil service administrative regulations. Furthermore, the role of ASN extends beyond public service delivery, serving as a fundamental pillar of sustainable national development. Competent, professional, and highly ethical civil servants are expected to formulate effective public policies, oversee governmental administration, and contribute significantly to national development and public welfare (Government of Indonesia, 2021; Government of Indonesia, 2023; UNDP, 2022).

The strengthening of Civil Servant discipline has obtained a comprehensive legal foundation through Government Regulation No. 94 of 2021 concerning Civil Servant Discipline. This regulation establishes the obligations, prohibitions, disciplinary sanctions, and enforcement mechanisms applicable to all Civil Servants. One of the principal obligations stipulated in the regulation is compliance with official working hours and attendance requirements. Employee attendance therefore serves as

an important indicator in assessing compliance with disciplinary obligations, making electronic attendance systems closely associated with the implementation of Civil Servant discipline. Consistent attendance monitoring enables government agencies to evaluate employee performance objectively while promoting greater organizational accountability (Government of Indonesia, 2021; Sedarmayanti, 2022).

In addition to Government Regulation No. 94 of 2021, digital transformation in ASN management has been further reinforced through Law No. 20 of 2023 concerning the State Civil Apparatus. This legislation emphasizes the importance of implementing digital-based systems in civil service management to improve public service quality, strengthen bureaucratic accountability, and establish modern public governance. Consequently, the adoption of electronic attendance systems constitutes an integral component of Indonesia's national bureaucratic reform agenda aimed at enhancing efficiency, transparency, and responsiveness in public administration (Government of Indonesia, 2023; OECD, 2023).

Despite these regulatory developments, the implementation of electronic attendance systems has not been entirely free from challenges. Various government institutions continue to encounter technical problems, including unstable internet connectivity, server failures, application errors, and technological misuse such as location manipulation through fake GPS applications. Several reported cases of electronic attendance fraud in different regions indicate that technological innovation alone cannot eliminate disciplinary violations without effective supervision, adequate technological infrastructure, and consistent law enforcement. Therefore, successful implementation depends not only on technological capability but also on organizational commitment, internal control mechanisms, and employee integrity (Kettunen & Kallio, 2023; World Bank, 2022).

The Class I Non-Border Crossing Immigration Office (Non-TPI) of Sukabumi is one of the government institutions that has implemented the STAR ASN electronic attendance application. This system utilizes Global Positioning System (GPS) technology, location verification, and photographic documentation to ensure accurate employee attendance records. As an institution responsible for providing immigration services to the public, employee discipline directly influences the quality, efficiency, and reliability of public services. Therefore, the implementation of electronic attendance represents an important instrument for strengthening employee discipline and improving organizational performance. Nevertheless, empirical findings indicate that the implementation of the electronic attendance system at the Sukabumi Class I Non-TPI Immigration Office continues to experience several technical obstacles,

including internet network disruptions, application server failures, and limitations in technological infrastructure. Under certain circumstances, the institution applies alternative verification mechanisms to ensure that employees who have fulfilled their attendance obligations are not disadvantaged due to system errors. This practice demonstrates that the effectiveness of electronic attendance systems depends not only on technological sophistication but also on institutional policies, supervisory mechanisms, and employee compliance with disciplinary regulations (Government of Indonesia, 2023; Gil-Garcia et al., 2022).

Based on the foregoing discussion, this study investigates two principal research questions: (1) how the implementation of the electronic attendance system at the Sukabumi Class I Non-TPI Immigration Office conforms to Government Regulation No. 94 of 2021 concerning Civil Servant Discipline, and (2) what measures have been undertaken to overcome the technical and administrative challenges encountered during implementation while ensuring continued compliance with Civil Servant disciplinary regulations. The findings are expected to contribute to the development of effective digital governance practices and provide recommendations for strengthening discipline management within Indonesia's public sector.

## **METHOD**

This study employs normative legal research to examine the legal norms governing the implementation of electronic attendance systems in enhancing Civil Servant (Pegawai Negeri Sipil/PNS) discipline under Government Regulation No. 94 of 2021 concerning Civil Servant Discipline. Normative legal research was selected because the object of the study focuses on analyzing statutory provisions regulating the discipline of the State Civil Apparatus (ASN) and their implementation in personnel administration within the Class I Non-Border Crossing Immigration Office (Non-TPI) of Sukabumi. Normative legal research emphasizes the examination of legal norms, legal principles, and statutory regulations to assess the consistency and effectiveness of legal implementation in practice (Marzuki, 2021).

The study adopts a statutory approach (statute approach) as proposed by Peter Mahmud Marzuki. This approach involves a comprehensive examination of statutory regulations relevant to the legal issues under investigation to determine the consistency between legal norms and their practical implementation. The principal legal instruments analyzed include Law No. 20 of 2023 concerning the State Civil Apparatus, Law No. 30 of 2014 concerning Government Administration, Government Regulation No. 94 of 2021 concerning Civil Servant Discipline, together with other

regulations governing electronic attendance management within the Indonesian civil service. The statutory approach enables researchers to systematically interpret legal provisions while evaluating their application in public administration and administrative law practice (Marzuki, 2021; Soekanto & Mamudji, 2022).

The research utilizes both secondary data and primary data as supporting evidence. Secondary data were collected through an extensive literature review of primary legal materials, including statutory regulations, as well as secondary legal materials comprising academic books, scholarly journal articles, previous research findings, and expert opinions in administrative law and civil service law. Primary data were obtained through semi-structured interviews with the Head of Personnel Affairs at the Class I Non-TPI Sukabumi Immigration Office to obtain information regarding the implementation of the electronic attendance system, the challenges encountered, and the measures undertaken to improve employee discipline. However, the interview findings were not treated as the principal source of data but rather as supporting evidence to strengthen the legal analysis of the applicable statutory norms (Creswell & Creswell, 2023).

Data collection was conducted through library research, document analysis, and semi-structured interviews. All collected data were analyzed using qualitative legal analysis, which involved relating the applicable legal provisions to the actual implementation of the electronic attendance system at the Class I Non-TPI Sukabumi Immigration Office. The analysis was followed by deductive reasoning, whereby general legal principles and statutory norms were systematically applied to the specific facts identified in the research object. This analytical approach facilitates a comprehensive evaluation of whether the implementation of electronic attendance complies with existing legal provisions while identifying legal and administrative factors influencing its effectiveness in strengthening Civil Servant discipline (IRAC method principles in legal analysis; Marzuki, 2021; Creswell & Creswell, 2023).

## RESULTS AND DISCUSSION

### **Implementation of the Electronic Attendance System Under Government Regulation No. 94 of 2021 at the Class I Non-Border Crossing Immigration Office (Non-TPI) of Sukabumi**

Civil Servant (Pegawai Negeri Sipil/PNS) discipline constitutes one of the fundamental elements in establishing a professional, accountable, and public service-oriented bureaucracy. Government Regulation No. 94 of 2021 concerning Civil Servant Discipline stipulates that every Civil Servant is obligated to perform official duties

responsibly, comply with prescribed working hours, and fulfill all obligations established by statutory regulations. These legal provisions serve as the foundation for government institutions to establish attendance supervision mechanisms, including the implementation of electronic attendance systems as an instrument for monitoring employee discipline. The regulation reflects the government's commitment to strengthening bureaucratic governance through improved discipline and accountability in public administration (Government of Indonesia, 2021; OECD, 2023). At the Class I Non-Border Crossing Immigration Office (Non-TPI) of Sukabumi, the electronic attendance system has been implemented as part of the personnel administration digitalization policy within the Ministry of Immigration and Corrections. The institution utilizes the STAR ASN application, which integrates employee identity verification through photographic authentication, Global Positioning System (GPS) location verification, and real-time attendance recording. Through this system, every employee is required to register attendance upon arrival and departure according to officially established working schedules. The integration of digital verification technologies enhances the credibility of attendance records while supporting more efficient personnel management in the public sector (Government of Indonesia, 2023; Gil-Garcia et al., 2022).

The implementation of the electronic attendance system has produced substantial improvements compared with the previously used manual and fingerprint-based attendance systems. The digital platform generates more accurate attendance data because every attendance transaction is automatically recorded and stored within the application server. These attendance records subsequently become one of the principal references for the personnel division in evaluating employee discipline, preparing attendance reports, and determining the provision of rewards or disciplinary sanctions in accordance with applicable regulations. Digital attendance systems therefore contribute to greater transparency, administrative efficiency, and objective performance evaluation within government institutions (World Bank, 2022; Kettunen & Kallio, 2023).

The findings of this study indicate that the implementation of the electronic attendance system has significantly improved employee compliance with official working hours. Employees have become more disciplined because every instance of tardiness or absence is automatically recorded by the system. This mechanism produces a preventive effect against potential disciplinary violations, particularly those related to late arrival and premature departure from work. The existence of an automated monitoring system encourages greater awareness of disciplinary obligations while

simultaneously strengthening institutional supervision through objective attendance monitoring (Sedarmayanti, 2022; OECD, 2023).

Beyond improving employee discipline, the implementation of the electronic attendance system also supports the realization of accountability and legal certainty in the management of the State Civil Apparatus. All attendance data are electronically stored, thereby minimizing subjectivity during the supervision process. Consequently, decisions concerning employee development, performance evaluation, and disciplinary sanctions can be based upon objective administrative evidence that is legally accountable. Furthermore, the implementation of the electronic attendance system at the Class I Non-TPI Sukabumi Immigration Office reflects the principle of legal certainty embodied in Law No. 30 of 2014 concerning Government Administration, since all attendance procedures are conducted according to established legal provisions, ensuring equal treatment for all employees in fulfilling their attendance obligations. Electronic attendance records thus function as reliable administrative evidence supporting disciplinary enforcement under Government Regulation No. 94 of 2021 (Government of Indonesia, 2014; Government of Indonesia, 2021).

Overall, the findings demonstrate that the electronic attendance system functions not merely as an attendance recording tool but has evolved into a comprehensive supervisory instrument that supports the enhancement of professionalism within the Indonesian State Civil Apparatus. Through the utilization of digital technology, attendance supervision has become more transparent, efficient, and accountable while contributing to the development of a stronger disciplinary culture within the Class I Non-TPI Sukabumi Immigration Office. The findings further suggest that digital governance initiatives can strengthen organizational performance when supported by appropriate regulatory frameworks and institutional commitment (UNDP, 2022; Gil-Garcia et al., 2022).

### **Challenges in Implementing the Electronic Attendance System to Improve Civil Servant Discipline**

Although the implementation of the electronic attendance system at the Class I Non-TPI Sukabumi Immigration Office has contributed positively to improving Civil Servant discipline, its implementation has not been entirely free from obstacles. Based on the research findings, the challenges encountered can be classified into three major categories: technical challenges, administrative challenges, and human resource-related challenges. These findings indicate that successful implementation of digital governance initiatives depends not only on technological innovation but also on

institutional readiness, administrative capacity, and employee adaptability (World Bank, 2022; OECD, 2023).

The first category involves technical challenges. The electronic attendance system depends heavily on internet connectivity, application servers, and employees' mobile devices. Whenever one of these technological components experiences disruption, attendance recording cannot be performed normally. In several instances, the STAR ASN application experienced server failures that prevented employees from recording attendance within the prescribed timeframe. Furthermore, unstable internet connectivity delayed synchronization between employee devices and the central server, reducing the effectiveness of the attendance management process. Such technical limitations remain common challenges in the implementation of digital public administration systems, particularly in geographically diverse regions (Gil-Garcia et al., 2022; World Bank, 2022).

These technical disruptions have the potential to create legal uncertainty for employees because attendance delays resulting from system failures may be interpreted as disciplinary violations if adequate verification mechanisms are unavailable. Therefore, administrative policies are required to provide legal protection for employees who have fulfilled their attendance obligations but are unable to record attendance due to technological failures beyond their control. Such protective measures are consistent with the principles of fairness, proportionality, and legal certainty that underpin administrative law and good governance practices (Government of Indonesia, 2014; UNDP, 2022).

The second category concerns administrative challenges. The electronic attendance system forms part of the nationally integrated personnel administration system connected to the STAR ASN application. Consequently, all employee data modifications and system updates are managed centrally, limiting the authority of regional institutions to resolve application problems independently. As a result, technical issues cannot be immediately corrected at the institutional level but instead require coordination with the central system administrator. This centralized governance structure often prolongs the resolution of technical problems and may affect the continuity of attendance administration. These findings suggest that successful implementation of digital personnel management requires effective coordination between central and regional government institutions, accompanied by responsive technical support mechanisms capable of minimizing operational disruptions (OECD, 2023; Government of Indonesia, 2023).

Efforts of the Class I Non-Border Crossing Immigration Office (Non-TPI) of



## Sukabumi to Overcome Challenges in Implementing the Electronic Attendance System

As a public service institution, the Class I Non-Border Crossing Immigration Office (Non-TPI) of Sukabumi has undertaken various measures to ensure that the implementation of the electronic attendance system remains consistent with the provisions of Government Regulation No. 94 of 2021 concerning Civil Servant Discipline. These efforts are intended to ensure that technical disruptions do not diminish the effectiveness of disciplinary supervision or adversely affect the rights of Civil Servants (Pegawai Negeri Sipil/PNS). Such initiatives demonstrate the institution's commitment to maintaining legal compliance while supporting the broader objectives of bureaucratic reform and digital governance within Indonesia's public administration system (Government of Indonesia, 2021; OECD, 2023).

The first measure undertaken involves intensive coordination with the administrators of the STAR ASN application whenever system disruptions occur. This coordination aims to accelerate system recovery and ensure the continuity of personnel administrative services. In addition, the personnel division routinely monitors employee attendance records to verify that all attendance data have been accurately recorded within the electronic system. Whenever application failures prevent employees from recording attendance, the Immigration Office implements an alternative attendance verification mechanism through manual documentation submitted to the personnel division. This mechanism serves as a form of legal protection for employees who have fulfilled their attendance obligations punctually but were unable to register electronically due to technical failures. Consequently, disciplinary assessments continue to be conducted objectively based on actual attendance conditions, thereby upholding the principles of fairness, legal certainty, and administrative accountability (Government of Indonesia, 2014; World Bank, 2022).

Another important effort involves strengthening employee disciplinary guidance through continuous organizational development. Regular supervisory meetings, leadership briefings, dissemination of the obligations of Civil Servants under Government Regulation No. 94 of 2021, and direct supervision by immediate supervisors are implemented to reinforce employee awareness of disciplinary responsibilities. This approach demonstrates that improving employee discipline depends not only on technological innovation but also on cultivating an organizational culture grounded in legal compliance, professionalism, and ethical responsibility. Organizational commitment and leadership support are widely recognized as essential determinants of successful digital transformation within public sector

institutions (Sedarmayanti, 2022; UNDP, 2022).

From the perspective of Legal Compliance Theory, employee compliance with the electronic attendance system is influenced not merely by the existence of administrative sanctions but also by individual legal awareness regarding the importance of discipline as an integral component of professional responsibility within the State Civil Apparatus. Employees possessing higher levels of legal awareness are generally more likely to comply voluntarily with official working hours and the procedures governing electronic attendance systems. Accordingly, strengthening legal awareness through education, supervision, and organizational socialization represents a sustainable strategy for promoting long-term compliance beyond coercive enforcement alone. This finding is consistent with contemporary theories of regulatory compliance, which emphasize that internal motivation and institutional legitimacy significantly influence adherence to legal norms (Tyler, 2021; Parker & Nielsen, 2022).

The findings of this study demonstrate that the various initiatives undertaken by the Class I Non-TPI Sukabumi Immigration Office have successfully maintained the effectiveness of the electronic attendance system despite recurring technical challenges. Existing technical disruptions have not significantly hindered disciplinary supervision because the institution has established alternative verification mechanisms that simultaneously protect employees' legal rights and ensure consistent enforcement of disciplinary regulations under Government Regulation No. 94 of 2021. Consequently, the implementation of the electronic attendance system at the Class I Non-TPI Sukabumi Immigration Office extends beyond fulfilling administrative requirements and reflects the fundamental principles of legal certainty, accountability, effectiveness of law, and good governance in the management of the Indonesian State Civil Apparatus. These findings indicate that the successful implementation of digital governance initiatives requires not only advanced technological infrastructure but also sound institutional policies, effective supervision, and a strong organizational culture that promotes integrity and compliance with the rule of law (Government of Indonesia, 2021; OECD, 2023; Gil-Garcia et al., 2022).

## **CONCLUSION**

Based on the research and discussion, it can be concluded that the implementation of the electronic attendance system at the Sukabumi Class I Non-TPI Immigration Office complies with Government Regulation Number 94 of 2021 concerning Civil Servant Discipline. Through the STAR ASN application, the electronic attendance system supports monitoring of employee compliance with work

attendance obligations and adherence to working hours. The use of information technology produces more objective, transparent, and accountable attendance data, facilitating guidance and enforcement of discipline. However, its implementation still faces obstacles such as internet network disruptions, STAR ASN application server disruptions, and limited supporting facilities. To address these issues, the Sukabumi Class I Non-TPI Immigration Office coordinated with application administrators, implemented an attendance verification mechanism during system disruptions, and strengthened disciplinary oversight and development. These efforts demonstrate that the effectiveness of the electronic attendance system is determined not only by technology but also by administrative governance, employee discipline culture, and leadership commitment to enforcing Civil Servant discipline. Thus, the electronic attendance system has proven effective as an instrument for improving Civil Servant discipline. However, its success still requires the support of adequate technological infrastructure, human resources adaptive to digital transformation, and consistent enforcement of administrative law in accordance with the principles of legal certainty, legal effectiveness, and good governance.

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