

# **BIBLIOMETRIC ANALYSIS ON CIVIL SERVANT (ASN) PERFORMANCE USING VOSVIEWER<sup>1</sup>**

## **ANALISIS BIBLIOMETRIK KINERJA APARATUR SIPIL NEGARA MENGGUNAKAN VOSVIEWER**

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### **ABSTRACT**

*Civil Servant (ASN) Performance has been the main focus of the Government of Indonesia as a part of ASN's main role as a motor of national development. Studies have shown interrelations of ASN Performance into many aspects including achieving organizational goals, gaining public trust, and providing an accessible and optimal public service. This research aims to develop a conceptual framework of ASN Performance by utilizing VOSViewer to analyze research publication trends indexed in Dimensions and mapped in three different visualizations: network visualization, overlay visualization and density visualization. The result of the study shows that research on ASN Performance experienced fluctuations as a result of various factors including government policy, Covid-19 Pandemic and bureaucracy reform. ASN Performance is closely interrelated to various areas such as merit system, motivation, work discipline, human resources management, organizational culture, and supervision. A research on the influence of individual motivation and organizational climate to ASN Performance is the most cited article in the span of 2016-2023. Findings of this results contributes to future efforts in improving ASN performance by providing general overview of topics related to it that are actively researched, discussed, aiming to ensure quality of public services.*

**Keywords:** *Bibliometric Analysis, Performance, Civil Servant*

### **ABSTRAK**

Kinerja Aparatur Sipil Negara (ASN) menjadi perhatian utama Pemerintah Republik Indonesia sebagai bagian dari peran utama ASN sebagai penggerak pembangunan nasional. Studi menunjukkan bahwa kinerja ASN secara langsung terkait dengan pencapaian tujuan organisasi, kepercayaan publik, dan menyediakan pelayanan publik yang berkualitas. Penelitian ini bertujuan untuk membangun kerangka konseptual dari penelitian Kinerja ASN dengan menggunakan perangkat lunak VOSViewer untuk menganalisis tren publikasi yang terindeks dalam Dimensions

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dalam kurun waktu 2016-2023. Analisis dilakukan dengan tiga jenis visualisasi: network visualization, overlay visualization, dan density visualization. Hasil dari analisis menunjukkan bahwa penelitian mengenai Kinerja ASN mengalami fluktuasi sebagai akibat dari faktor tertentu, termasuk kebijakan pemerintah, Pandemi Covid-19, dan reformasi birokrasi. Kinerja ASN memiliki keterkaitan erat dengan aspek-aspek seperti sistem merit, motivasi kerja, disiplin kerja, manajemen sumber daya manusia, budaya organisasi, dan pengawasan. Implikasi temuan ini menunjukkan pentingnya faktor-faktor tersebut dalam meningkatkan kinerja ASN. Penelitian ini menggarisbawahi perlunya penelitian lebih lanjut untuk memahami keterkaitan antara berbagai aspek kinerja ASN. Hal tersebut dapat membantu instansi terkait dalam merancang kebijakan yang lebih efektif untuk meningkatkan kinerja ASN. Studi lanjutan diperlukan untuk menggali lebih dalam keterkaitan masing-masing bidang yang mempengaruhi kinerja ASN.

**Kata Kunci:** Analisis Bibliometrik, Kinerja, Aparatur Sipil Negara

## A. INTRODUCTION

The ambition of Republic of Indonesia to achieve world-class bureaucracy enhances the urgency of the needs of civil servants (ASN) and their structural role in development. Decision No.1 of 2023 by the Head of the National Administrative Agency on the Curriculum for Structural Leadership Training reveals that achieving a world-class bureaucracy requires officials with competencies in collaborative, strategic leadership, and performance or service improvement in each government agency. The required profile of ASN is to face global competition in the digital realm, including the transition to digital bureaucracy.

Civil Servants (ASN), according to the Republic of Indonesia Law Number 20 of 2023 concerning Civil Servants, refer to professionals who work for the government, including civil servants and government employees with work agreements, employed in government agencies. ASN, characterized by integrity, professionalism, neutrality, freedom

from political intervention, and being free from corruption, collusion, and nepotism (KKN) practices, are capable of providing public services to the community to achieve the state's objectives as outlined in the preamble of the 1945 Constitution of the Republic of Indonesia.

The role of ASN as planners, implementers, and supervisors of general government tasks and national development is regulated in Article 12 of the Republic Indonesia Law No.20 of 2023 concerning Civil Servants. Effective management is necessary to produce the ideal quality of ASN. Government Regulation NO.11 of 2017 on Civil Servant Management urges the management of civil servants to produce professional, values-based, ethically sound, politically non-intervened, and free from corruption, collusion, and nepotism civil servants to ensure the success of planned government programs.

Mangkunegara (2018) as cited in Ratnasari et al. (2021) defines performance (work achievement) as the quality and quantity of work accomplished by an employee in

carrying out their duties in accordance with the given responsibilities. Performance is the outcome produced by an official or actor that is visibly demonstrated by the employee in line with their role and responsibilities within the organization (Mahendra et al., 2021). This definition aligns with the opinion of Sedarmayanti (2011), as cited in Akbar (2018), stating that performance refers to the results of work and a management process or an organization as a whole, where these results must be demonstrated concretely and measurably by comparing them with established standards. Keban (2004) as cited in Ibrahim et al. (2019) argues that performance can be used to assess how far an organization achieves results when compared to the set goals and targets.

According to Prabu M. (2000) as cited in Pratama et al. (2020), there are two factors that influence ASN performance: ability and motivation. The ability factor refers to the potential (IQ) and the actual abilities of employees (knowledge and skills). Meanwhile, the motivation factor refers to the formation of the mental attitude of employees to move in a directed manner to achieve the organization's work goals.

A good performance of ASN is required in fulfilling their role as drivers of development. Given that employee performance reflects the level of organizational activity implementation and influences the contribution to the organization, government organizational performance is crucial for achieving good governance and clean governance, supporting government

tasks in providing the best service to the public (Afriana, 2019).

ASN performance is an interesting topic for researchers, often associated with the quality of public service. Research on ASN performance has been conducted and published in journals. ASN performance is often associated with the quality of public service. Pusat Studi Kependudukan Universitas Gadjah Mada in Listiani (2011), has found several factors which indicate that Indonesian public service is still low:

- a. Uncertainty of time, cost, and service mechanisms.
- b. Difference in service according to personal relations, political affiliations, ethnic or religious beliefs.
- c. People has to go through a long bureaucracy chain to get services.
- d. Difference in service speed due to bribery and illegal leview.
- e. Officials and superiors tend to prioritize service personnel over the public or society in providing services.
- f. Continuous development of culture of power.
- g. Service is not provided based on trust, but rather distrust.
- h. The application of service procedures has not been consistent in regulating the behavior of service providers.
- i. Unequal authority distribution among various units or service-providing units.

Previous research using bibliometric analysis has been conducted to analyze various research areas. Bibliometric analysis was employed to encourage the government to enhance service quality and utilize the e-government

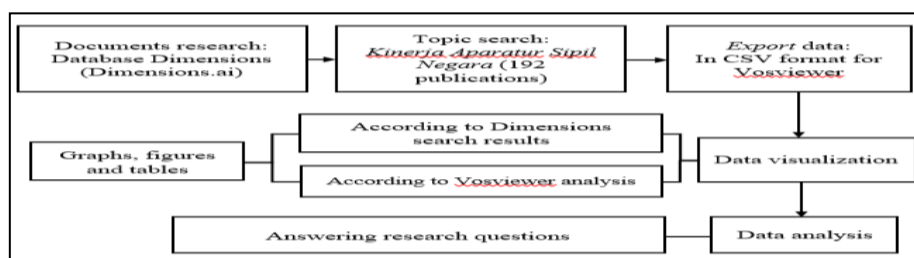
concept to increase trust in the government and attract public interest for sustained use (A. H. H. Ibrahim et al., 2023). Previous research utilizing the Vosviewer application has also been conducted to categorize themes and concepts related to sustainable tourism governance during the Covid-19 pandemic. The results of that study can assist further research in developing a conceptual framework related to the tourism sector (Fathani et al., 2023).

No publications have been found that discuss bibliometric analysis in research on the performance of civil servants (ASN). Therefore, this study aims to identify and analyze trends in scholarly publications on the performance of civil servants. This research is important as it provides a mapping of research trends to understand how to enhance the effectiveness and efficiency of civil servant performance. The study has formulated the following questions: (1) What are the relationships and groupings of themes in publications on the performance of civil servants? (2) What are the dominant themes in civil servant performance? This research analyzes articles through a phased process involving the search for articles and mapping of discussion topics collected from the Dimensions database.

This article provides a systematic examination of literature examining civil servant (ASN) performance by applying bibliometric methods and content analysis to objectively and measurably assess the current state of ASN competency development in the literature. The analysis focuses on the annual evolution of publications and citations, the most representative articles, authors, and institutions, keywords related to concepts, and journals with the highest number of publications. The goal of this research is to assist in identifying trends and suggesting future research directions in the domain of improving civil servant performance.

## B. RESEARCH METHODS

This research employs bibliometric analysis methodology. This approach is utilized as the foundation for the development of scholarly fields, obtained through the analysis of selected journal articles based on specific journal indices. Bibliometric analysis is conducted using Dimensions in this study. The research process is carried out based on the model used in the bibliometric study by A. H. H. Ibrahim et al. (2023) and adapted to fit the features and capabilities of Dimensions journal index.



**Figure 1. Research Procedure**

Source: A. H. H. Ibrahim et al., (2023)

Figure 1 illustrates the research process undertaken. Document search was conducted on January 10, 2024, through the Dimensions database (dimensions.ai). The selection of Dimensions as the data source is based on its increasing popularity as a journal indexer since its emergence in 2018. Dimensions indexes journals with Digital Object Identifiers (DOIs). The topic search using the keyword 'civil servant performance' on the Dimensions website resulted in 192 articles published in various journals. These articles were published from 2016 to 2023, based on the latest updates in January 2024. The publication data was then exported in CSV format for further analysis using Vosviewer software.

Vosviewer is a JAVA-based software developed by Van Eck and Waltman. This software is used to construct and visualize bibliometric networks, which can involve journals, researchers, or individual publications. These networks can be constructed based on citation relationships, bibliographic coupling, co-citation, or co-authorship. Cascajares et al. (2021) in Azhari et al. (2022) state that Vosviewer has advantages compared to other bibliometric analysis software, particularly in terms of its graphic display capacity to analyze data on a large scale and its ability to index publications, contributions from each country, and form coordination seeking relationships between national and international authors.

To map keywords, term co-occurrence analysis was conducted in Vosviewer based on text data obtained

from the Dimensions bibliographic database. After being processed using the full counting calculation method on the title and abstract sections, and filtered based on a minimum occurrence of 30 times, 50 keywords meeting the criteria were obtained from a total of 11,728 keywords. The filtered keyword list was further refined to eliminate unrelated words, resulting in a keyword mapping presented through graphs and figures. The analysis results can be displayed through three methods: network visualization, overlay visualization, and density visualization. Vosviewer will also automatically classify all processed keywords into 5 clusters based on their interrelations.

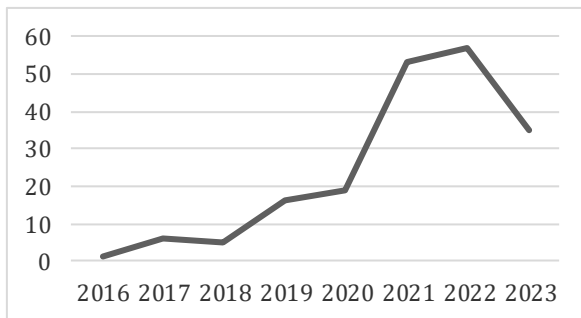
### C. FINDING AND DISCUSSION

The publication trend with the keyword 'Civil Servant Performance' has experienced fluctuations.

**Table 1. Total Number of Research Articles on ASN Performance**

| Year | Research Articles |
|------|-------------------|
| 2016 | 1                 |
| 2017 | 6                 |
| 2018 | 5                 |
| 2019 | 16                |
| 2020 | 19                |
| 2021 | 53                |
| 2022 | 57                |
| 2023 | 35                |

(Source: Dimensions.ai)



**Figure 2. Publication Trend of Research Articles on ASN Performance 2016-2023**

(Source: Dimensions.ai)

In 2016, only 1 article was indexed in Dimensions. There was an increase of publications in 2017 with 6 articles and an additional 5 articles the following year of 2018. The rise in the number of publications during that period could be driven by the enactment of the Republic of Indonesia Government Regulation Number 11 of 2017 concerning Civil Servant Management, which increased the interest in writing and served as an incentive to conduct research to enhance the performance of civil servants (ASN).

The number of articles continued to increase in 2019, reaching 16 articles, and rose again in 2020 to 19 articles. This increase may be triggered by the initiatives of central and regional governments in developing digital-based bureaucracy to improve the quality and accessibility of services in an effort to obtain the smart city label (Bachtiar et al., 2020). The intensified digitalization of bureaucracy activities created opportunities for researchers to assess its effectiveness on the performance of civil servants, especially during the early period of the Covid-19 pandemic in 2020. The Covid-19 pandemic forced the government of Republic of Indonesia to adapt in a situation with multiple limitations, particularly through

bureaucratic transformation to ensure public services to continue operating amid all ongoing changes (Firdaus et al., 2021).

The first significant publication spike occurred in 2021, with a total of 53 articles published in journals. Similarly, the Covid-19 cases in Indonesia also surged in the same year, reaching the highest daily record of 56,757 cases in June 2021. The previously ongoing challenging situation prompted the government to further strive for public services to function properly, especially in the context of health service performance (Sirajuddin et al., 2021; Zubaidah & Tua, 2021). Additionally, the government's directive for government agencies to implement work from home policies to curb the spread of the virus within the workplace became a widely researched topic. These studies were conducted considering the challenges faced by civil servants in adapting to the new method of remote service delivery (Nuryamin & Wulandari, 2022; Syarifuddin & Mulyadin, 2021). This is also related to the development of public service innovations to facilitate the limitations of remote public service delivery, which had never been done on such a large scale before in Indonesia.

The government's force for the digitalization of bureaucracy, which included as a key program in Indonesia's vision of bureaucratic reform, was one of the main triggers for the emergence of bureaucracy system innovations in 2021. Some of these innovations received the Top Public Service Innovation award at the Ministry of Administrative and Bureaucratic Reform's Public Service Innovation Competition (2021).

Examples include D-SIGN: Electronic Signature for Civil Registration, the Legal Research and Human Rights Information System (SIPKUMHAM), Performance-Based Capitation (KBK) for Quality Services at Primary Healthcare Facilities, and others. The emergence of these public service innovations provided researchers with an opportunity to test their effectiveness on the performance of civil servants in executing their roles as implementers of government programs.

By the end of 2021, Indonesia entered the third wave of the Covid-19 pandemic in which was caused by the emergence of the new Omicron variant, which had a higher transmission rate than previous variants (Putra, 2022). Furthermore, Indonesia entered the New Normal transition era as the pandemic began to subside in the middle towards the end of 2022, serving as another factor driving researchers' interest to write about ASN performance in providing public services. Hence the number of publications increased again in 2022, with 57 articles in total.

However, after years of growth, the number of publications entering the database declined in 2023, with only 35 publications registered in that year.

**Table 2. Most-Cited Research Articles on ASN Performance**

| Total citation | Title   | Author (Year)                                     |
|----------------|---|---|
| 9              | Pengaruh <i>Individual Motivation Dan Organization</i> Terhadap Kinerja Pegawai | Apriasdittika, Rizka; Hartono, Bambang Dwi (2020) |

|   |  |  |
|---|--|--|
|   | Sekretariat Direktorat Jenderal Pencegahan Dan Pengendalian Penyakit Kementerian Kesehatan RI  |  |
| 8 | Pengaruh <i>Work From Home</i> terhadap Kinerja Aparatur Sipil Negara di Kantor Imigrasi Kelas I Khusus TPI Medan  | Ashal, Rezeky Ana (2020)                         |
| 8 | Kompetensi Profesional Pegawai ASN (Aparatur Sipil Negara) Di Indonesia  | Komara, Endang (2019)                            |
| 5 | Pengaruh Penerapan Sistem Penilaian E-Kinerja Dan Kompetensi Terhadap Kinerja Pegawai Di Kecamatan Semarang Timur Melalui Motivasi Sebagai Variabel <i>Intervening</i> | Nurhayati, Ema (2019)                            |
| 5 | Pengembangan Kompetensi Aparatur Sipil Negara di Lingkungan Pemerintah Provinsi Kalimantan Timur   | Sartika, Dewi; Kusumani ngrum, Mayahayati (2018) |
| 5 | Birokrasi Dan Hoax: Studi Upaya Menjaga Netralitas   | Faedlulloh, Dodi; Duadji,                        |

Aparatur Sipil Negara Di Era *Post-Truth* Noverman (2019)

4 Kebijakan *Work From Home* Bagi Aparatur Sipil Negara Di Masa Pandemi Covid-19 Darmawan, Eki; Atmojo, Muhammad Eko (2020)

4 Analisis Deskriptif Tentang Tampilan Kinerja Aparatur Sipil Negara Di Sekretariat Pemerintah Kota Kupang Nusa Tenggara Timur Indonesia Habaora, Fellyanus; Riwukore, Jefirston Richset; Yustini, Tien (2021)

3 *Merit System* Dalam Mewujudkan Transparansi Pembinaan Karier Aparatur Sipil Negara Ismail, Nurwita (2019)

3 Efektivitas Kinerja Aparatur Sipil Negara Dalam Pelayanan Administrasi di Kota Depok Kadarisma, Muh (2019)

3 Sistem Merit pada Sektor Pemerintahan : Proses Pengisian dan Penempatan Jabatan Pelaksana di Badan Kepegawaian Daerah Jawa Tengah Faiz, Ahmad; Astuti, Retno Sunu; Afrizal, Teuku (2020)

(Source: Dimensions.ai)

Based on Table 2, there are 11 articles that have been cited by other authors more than 2 times. The article titled *The Influence of Individual Motivation and Organizational Climate on the Performance of Employees at the Secretariat of the Directorate General of Disease Prevention and Control, Ministry of Health of the Republic of Indonesia*, written by Rizka Apriasdittika and Bambang Dwi Hartono, published in 2020 in the Journal of Business and Public Management, is the most cited publication, with a total of 9 citations. The article examines employee performance in terms of individual motivation and organizational climate influence.

**Table 3. Clusters of ASN Performance Research Keywords**

| Cluster   | Title   |
|-----------|---|
| Cluster 1 | 1. Assessment<br>2. Leadership<br>3. Manajemen sumber daya manusia<br>4. Merit system<br>5. Penilaian kinerja<br>6. Supervision |
| Cluster 2 | 1. Job satisfaction<br>2. Leadership style<br>3. Organizational culture<br>4. Work environment                                  |
| Cluster 3 | 1. Analisis kinerja<br>2. Motivation<br>3. WFH  |
| Cluster 4 | 1. Good governance<br>2. Pelayanan publik<br>3. Public service  |
| Cluster 5 | 1. Professionalism<br>2. Work discipline  |



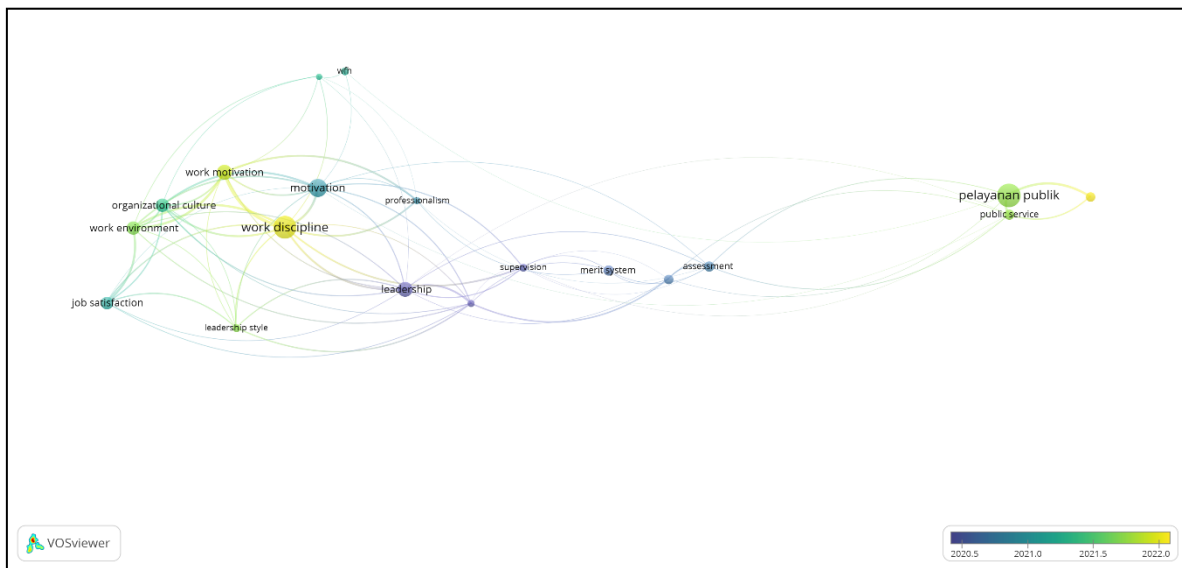
### 3. Work motivation

(Source: Dimensions.ai)

The data visualization generated through the VOSViewer application includes 11,728 keywords. It is then narrowed down to keywords that have appeared at least 30 times, resulting in a total of 50 keywords. After further filtering, 19 relevant keywords are identified. Table 3 illustrates these 19 keywords divided into 5 clusters. Clustering in VOSViewer represents a group of closely related keywords, and the number of clusters is determined by the resolution parameter. The higher the value of this parameter, the larger the number of clusters. VOSViewer detects connections

between keywords such as assessment, leadership, human resource management, merit system, performance appraisal, and supervision. Thus, these keywords are grouped into cluster 1.

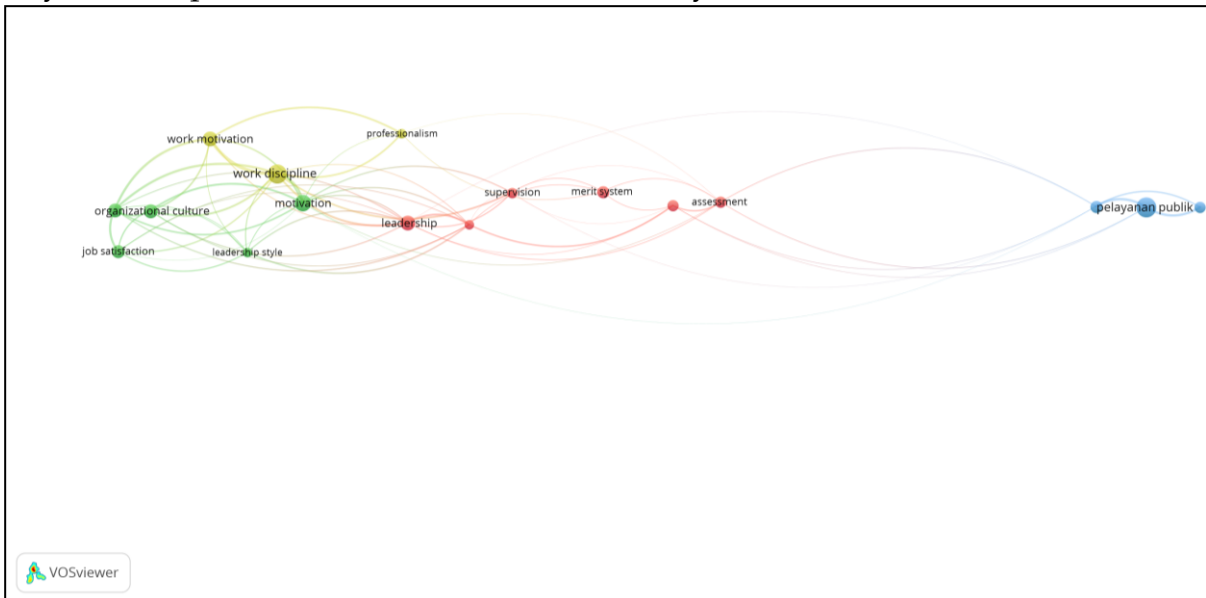
The connections between each keyword are then visualized using three available types in VOSViewer: network visualization, overlay visualization, and density visualization.



**Figure 3.**  
**Keyword Network Analysis on ASN Performance Research**  
(Source: Dimensions.ai)

In the visualized analysis results based on the network Figure 3, each keyword is represented by its label with varying sizes. The larger the size of the circle label, the higher the weight of that keyword. Meanwhile, the lines and distances between keywords represent the extent of their

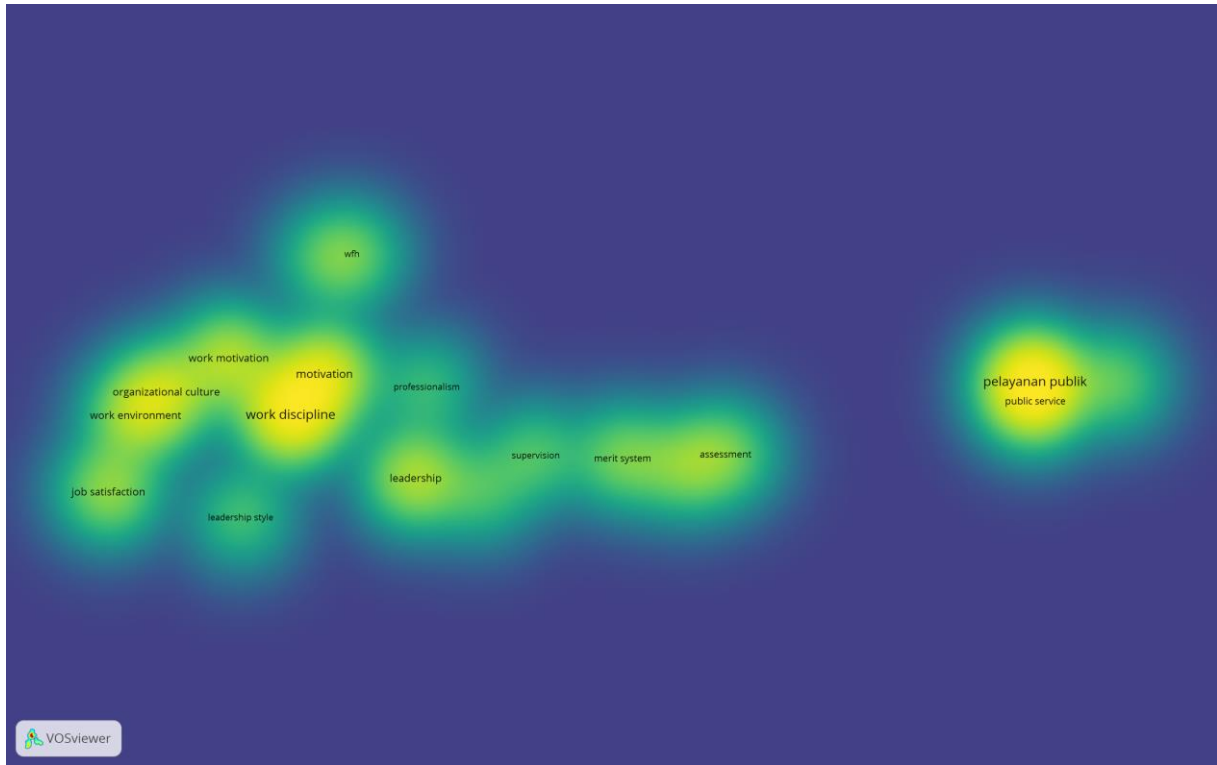
connections. The closer the location of two keywords, the stronger their connection. In the trend of publications on ASN performance indexed in Dimensions, public service emerges as a keyword with the lowest connection to other research keywords.



**Figure 4.**  
**Keyword Overlay Analysis on ASN Performance Research**  
 (Source: Dimensions.ai)

In the visualized analysis results based on overlay (Figure 4), it is broadly similar to the network type. In this visualization, keyword objects have their respective colors based on the spectrum located in the bottom right corner. These colors represent the average publication year containing that keyword. In this analysis, publications span from 2020.5, indicating May 2020, to the year 2022.

The analysis results can help researchers identify keyword trends that are popular as research topics per year. In 2022, work discipline becomes the most popular keyword explored in research on ASN performance. Meanwhile, in the period from 2020 to 2021, research on ASN performance was largely related to leadership, supervision, merit system, and assessment.



**Figure 4.**  
**Keyword Density Analysis on ASN Performance Research**  
 (Source: Dimensions.ai)

In the density visualization, the information obtained is that the brighter the color of the keyword, the more the keyword is included in a research. This visualization can assist other researchers in observing the development of recent study focuses to identify potential gaps for further research. For example, research on ASN performance is more associated with work discipline compared to leadership style. The details of the top ten keywords along with supporting data are presented in Table 4.

**Table 4. Classification of 10 Keywords with the Highest Links, Link Strengths, and Occurrences on ASN Performance Publications**

| Keyword | Links | Total Link Strength | Occurrences |
|---------|-------|---------------------|-------------|
|---------|-------|---------------------|-------------|

|                            |    |     |    |
|----------------------------|----|-----|----|
| Leadership                 | 13 | 211 | 39 |
| Motivation                 | 13 | 263 | 50 |
| Work discipline            | 11 | 529 | 68 |
| Human Resources Management | 10 | 164 | 17 |
| Organizational Culture     | 9  | 235 | 36 |
| Work environment           | 9  | 327 | 34 |
| Assessment                 | 8  | 56  | 25 |
| Supervision                | 8  | 82  | 19 |
| Leadership style           | 8  | 113 | 18 |
| Work motivation            | 8  | 361 | 39 |

(Source: Dimensions.ai)

Table 4 shows the top 10 keywords with the highest level of relevance and occurrence in research on ASN performance. The 'Link' column represents the number of connections between one item and another, while 'Total Link Strength' indicates the strength of the connections for that keyword with others. The keyword with the highest relevance is 'leadership.' This indicates a trend in publications discussing the relationship between leadership and ASN performance. This keyword has 13 connections with ASN performance (links) with a strength score of 211 (total link strength) and has appeared 39 times (occurrences).

#### D. CONCLUDING REMARKS

Research on the performance of Civil Servants (ASN) indexed in Dimensions has experienced fluctuations. The highest number of publications was in 2022, with a total of 57 articles. The most frequently used keywords in research on ASN performance include leadership, motivation, work discipline, human resource management, organizational culture, work environment, assessment, supervision, and leadership style. The results of this bibliometric analysis can assist researchers in understanding trends in ASN performance research over the past 8 years, as well as identifying gaps for further investigation. This research can also contribute to future efforts to improve ASN performance by providing a general overview of topics related to ASN performance that are actively researched and discussed, aiming to ensure quality public services.

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