



Implementation of Smart Governance Policy to Improve Public Services in The Population and Civil Registration Service of Banyumas Regency

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Abstract

Quality public services are a primary requirement in the era of bureaucratic digitalization. One strategy developed by the local government is the implementation of smart governance through digital service innovation. This study aims to analyze the implementation of smart governance policies at the Banyumas Regency Population and Civil Registration Office (Dindukcapil) using George Edward III's implementation theory indicators, including communication factors, resources, disposition, and bureaucratic structure. The research method used is descriptive qualitative with data collection through interviews, observations, and documentation studies. The results show that the implementation of smart governance at the Banyumas Dindukcapil has undergone a gradual digitalization process since 2015, which continues to be developed into a digital-based service through the website "gratiskabeh.banyumaskab.go.id". However, its implementation still faces obstacles, namely limited digital literacy and unequal internet network infrastructure. The implementation of this public policy is running in accordance with the indicators of George Edward III's theory and supports the improvement of the quality of population administration services. This research provides an academic contribution in enriching studies on the implementation of smart governance in regional-level public services and has a positive impact on service efficiency and transparency.

Keywords: Smart Governance, Public Services, Policy Implementation

1. Introduction

The Society 5.0 era has brought changes to various aspects of life, including governance. This concept makes technology a key pillar to support efficiency, transparency, and the quality of public services (Yasa et al., 2021). In this context, Smart Governance emerged as a response to the challenges of the complexity of public needs. Smart Governance integrates technological advances with government systems, encouraging the creation of fast, transparent, and accountable public services (Lukman & Arif, 2024). Therefore, to build a more adaptive government in the digital era, smart governance is a crucial foundation (Putra Roby, 2025).

Smart Governance is generally realized through the development of the smart city concept as an innovative way to increase the effectiveness of governance, which has been widely adopted by various countries around the world (Ilham et al., 2022). This implementation enables the government to provide data-driven, participatory, and responsive public services to community needs (Syamsul et al., 2024). This aligns with the view of Meijer & Bolívar (2016), who emphasized that smart governance focuses on utilizing information technology to create a more open and responsive government administration system. This digitalization is expected to increase public trust in public services (Andry & Sawir, 2024).



Banyumas Regency, as one of the regions adopting this approach, continues to strive to improve the quality of public services. As a Smart City pilot project since 2019, Banyumas strives to realize more effective governance through the digitization of public services, particularly at the Population and Civil Registration Office (Dindukcapil) (Handayani & Rodiyah, 2024). The Banyumas Regency Dindukcapil plays a vital role in population administration services such as issuing Family Cards (KK), e-KTPs (e-KTPs), birth certificates, and other important documents. The implementation of smart governance at the Banyumas Regency Civil Registration Office (Dindukcapil) is realized through the development of the "Gratiskabeh" digital website platform and the Digital Population Identity (IKD) application, as well as empowering the community to actively participate in the service process, which aims to facilitate public access to population administration services (Rahma et al., 2024).

However, the implementation of smart governance is not without obstacles, which pose challenges for the Dindukcapil in its efforts to optimize digital-based services. These obstacles include limited understanding among some communities and uneven internet network infrastructure (Rahma et al., 2024). This situation indicates a gap between implementation and the reality of implementation on the ground. Despite the adoption of technology, optimizing digital-based services still faces obstacles that need to be addressed immediately.

Previous research by Lili Fitiana and Lukman Arif (2024), entitled "Implementation of Smart Governance in Population Administration Services in Surabaya City (Case Study: Benowo District)," stated that the implementation of Smart Governance in Benowo District, Surabaya City, remains hampered by weak communication between the government and the public, with the city of Surabaya failing to conduct outreach to sub-districts and villages. This finding is similar to research conducted by Syamsul Bahri et al. (2020), who assessed that Smart City implementation in Tangerang City has been ineffective because its benefits have not yet been fully felt by the residents of Tangerang City. These studies indicate that obstacles to policy implementation often occur in aspects of communication and public understanding, which have implications for the suboptimal quality of public services.

This study aims to analyze the implementation of smart governance policies at the Banyumas Civil Registration Office (Dindukcapil) using George Edward III's model of policy implementation indicators, which include communication, resources, disposition, and bureaucratic structure (Edward III, 1980). This research is expected to provide theoretical contributions in strengthening the literature on policy implementation in the digital era, as well as practical contributions to the development of technology-based public services at the regional level.

1.1. Literature Review

Etymologically, the word "policy" comes from the English word "policy" (Siregar, 2023). According to Lorenza & Sihabudin (2022), public policy is a program that includes facilities and infrastructure by a public organization or institution that requires implementation with the aim of considering various factors that can hinder and support it. According to Thomas R. Dye, in his



book, quoted by Alifya et al. (2024), "Public policy is whatever the government chooses to do or not to do." Thomas R. Dye (2013) argues that anything the government does, whether it does or does not do it, can have a significant impact on society. The benefit of public policy is to create balance in people's lives. As a balance, public policy provides justice for all (Husaini & Tua, 2025). Policies can take the form of government programs, for example, the digital service website gratiskabeh.banyumaskab.go.id, which aims to increase the efficiency and effectiveness of public services.

Policy implementation is a crucial aspect of the overall process of implementing government decisions to achieve specific objectives of predetermined public programs (Maude et al., 2021). According to Christianingsih (2020), policy implementation is defined as the process of implementing new ideas, processes, or a series of activities with the aim of gaining acceptance from others and making adjustments within the bureaucratic structure. This includes practical actions taken by policymakers in the relationship between government and the public. In this regard, policy is a concrete manifestation of integrity within an organization, with the hope of having a positive impact on society (Lilis & Lukman, 2024). With the digital service policy, the Banyumas Regency community is expected to be able to access services without having to wait in line.

The Banyumas Regency Government, through the Banyumas Regency Civil Registration Agency (DINDUKCAPIL), establishes policies with targeted objectives, including the implementation of a smart city in Banyumas Regency. The Banyumas Regency Civil Registration Agency (DINDUKCAPIL) strives to improve population administration services through the website gratiskabeh.banyumaskab.go.id, making it easier for the public to access population administration services.

According to G. Edward III, the policy implementation model emphasizes four key factors that determine the success of policy implementation, namely communication, resources, bureaucratic structure, and disposition. Communication plays a crucial role in ensuring that policy objectives and procedures are clearly understood by implementers. Clear and consistent communication between policymakers and implementers prevents misinterpretation and supports effective execution (Jumriah, 2021). In Banyumas Regency, the Civil Registration Office (DINDUKCAPIL) communicates the *gratiskabeh* policy to various stakeholders to improve service efficiency. The integration of all internal units in developing the website gratiskabeh.banyumaskab.go.id reflects coordinated communication that strengthens the quality of population administration services from the district to village levels.

Resources are another essential factor in policy implementation. These include human resources, financial support, and adequate infrastructure. Without sufficient resources, policy implementation tends to be ineffective (Jumriah, 2021). The implementation of website-based population administration services requires funding from both the national and regional budgets (APBN and APBD) as well as competent personnel. Applying the principle of *the right person in*



the right place is necessary to ensure optimal performance. Therefore, a merit-based recruitment system becomes an important foundation for achieving high-quality public services.

The bureaucratic structure and disposition of policy implementers also significantly influence implementation outcomes. A clear organizational structure with well-defined roles and responsibilities helps prevent overlapping authority and improves coordination. DINDUKCAPIL Banyumas Regency has established a structured system supported by the gratiskabeh.banyumaskab.go.id website, which facilitates service management. Furthermore, disposition refers to the attitudes, commitment, and consistency of implementers in achieving policy objectives. Positive attitudes encourage effective implementation, whereas negative attitudes may hinder the process (I Gede et al., 2022). Consequently, the strong commitment of all DINDUKCAPIL units to delivering digital-based population administration services is essential for the successful implementation of the policy.

Smart governance is one aspect of the smart city concept, a form of government governance that implements technology through various innovations to improve public services to create effective and efficient governance (Lilis & Lukman, 2024). Wahyu Pradipta et al. (2024) describe Smart Governance as a form of smart city governance implemented by the government as a form of change to meet the challenges of modern development. Smart governance planning is a primary focus in smart city planning. Smart Governance aims to ensure that local governments implement a high-quality Electronic-Based Government System (SPBE) for good public services. (Rahmatullah, 2021).

According to Wilke, a governance expert who wrote in his book "Smart Governance: Governing the Global Knowledge Society," Smart Governance is viewed as a collection of principles, factors, and capacities that form a governance system capable of addressing societal conditions and urgencies by overcoming complexity and uncertainty through competency and resilience development. (Dwie et al. 2024). This system utilizes integrated information and communication technology in government administration to increase efficiency, effectiveness, transparency, and accountability. The implementation of smart governance involves developing an integrated electronic government system (e-government), addressing the public's need for fast, effective, and efficient services.

Smart governance at the Banyumas Regency Civil Registration Office (DINDUKCAPIL) is implemented through digitizing public services through the website gratiskabeh.banyumaskab.go.id and the IKD application issued by the Ministry of Home Affairs (Kemendagri) of the Central Government. This service improves the population administration process, which has traditionally been performed manually, resulting in lengthy service times. Digital services can be implemented more quickly and also improve efficiency and accountability. Digital services also facilitate public access to services without the constraints of space and time. This allows the public to access services anytime and anywhere, without having to queue at DINDUKCAPIL (Rahardian, 2021).



The development of digital services is not an overnight process; it requires years of continuous improvement and development. The implementation of this digital service is carried out through various evaluations and dynamics that occur in society, so that the government, in this case the Banyumas Regency DINDUKCAPIL, needs to adapt to community developments (Nurlita et al, 2024).

2. Research Method

This study employed a mixed-method research design, that was conducted in 2024 in Gorontalo Province. The population consisted of 120 Lastar participants and sending training institutions from Boalemo, Bone Bolango, North Gorontalo, and Gorontalo City regencies participating in the 2023 basic training program in Gorontalo Province. Due to the relatively small population, saturated sampling was used, with the entire population being sampled.

This study uses a qualitative descriptive approach to describe the implementation of smart governance policies in public services at the Population and Civil Registration Office (Dindukcapil) of Banyumas Regency. This approach was chosen because it allows for contextual exploration of social phenomena through the perspectives of the individuals involved (Creswell & Creswell, 2021). The research location was the Population and Civil Registration Office of Banyumas Regency, which provides digital-based population administration services.

3.1. Data Collection Techniques

Primary data were obtained through in-depth interviews and non-participatory observations, while secondary data were collected from relevant regulations and literature related to smart governance and public services (Kvale & Brinkmann, 2013). Semi-structured interviews were conducted to obtain comprehensive and detailed information. A purposive sampling technique was applied to select eight informants who were directly involved in the implementation of smart governance. The selection of informants was based on their relevance to the research problem as well as their level of knowledge and experience in service digitalization (Sugiyono, 2017). The informants consisted of the Head of the Population and Civil Registration Office, the Head of the Development Division, digital service operator staff, and five community service users.

Observation was carried out in a non-participatory manner to examine the digital service process, particularly the use of the “Gratiskabeh” application, including service flow procedures and interactions between officers and the community without interfering with service activities. This approach was chosen to minimize researcher bias, with field notes serving as the main observation instrument (Flick, 2022). In addition, a documentation study was conducted by analyzing supporting materials such as regulations, publications, and relevant literature concerning policy implementation, smart governance, and the “Gratiskabeh” website service. This method strengthened the primary data and provided historical and legal perspectives to support the research findings.



3.2. Data Analysis

Data analysis was conducted in stages using the interactive model theory through three main stages: 1) data reduction, to select and group relevant data; 2) data presentation, to organize themes according to research indicators; and 3) drawing conclusions (Miles, Huberman, & Saldana, 2014). This model was chosen because it can systematically manage qualitative data and help identify patterns and themes related to the implementation of smart governance in depth and context. To ensure the validity and reliability of the findings, this study used triangulation of methods and sources, namely by comparing the results of interviews, observations, and documentation studies to increase credibility and reduce bias (Fetters, Curry, & Creswell, 2013).

3. Results and Discussions

This research focuses on the main component, namely the implementation of smart governance policies in public services, examining the extent to which these policies have been implemented and how the Civil Registration Agency (Dindukcapil) environment supports the success of such implementation. The Banyumas Regency Dindukcapil's smart governance implementation is an effort to realize a smart city. It began with the digitization of population administration services in 2015 with the "Smard" village application. This application then evolved into the website-based public service platform gratiskabeh.banyumas.go.id in 2018. In 2022, a transition period began using Google Forms due to national data centralization. Finally, in 2022, the official web-based "Gratiskabeh" application was relaunched, which remains in use today. This development aligns with the concept of smart governance, which emphasizes the use of technology to improve public services and encourage public participation (Alam et al, 2024).

The "gratiskabeh" application and the IKD reflect efforts to integrate data and increase transparency in population management. Public services at the Banyumas Regency Population and Civil Registration Office (Dindukcapil) have adopted the Smart Governance concept as part of the Smart City strategy implemented by the regency government. In this context, service digitization is a primary focus, utilizing the "Gratiskabeh" application as an information technology-based public service facility. This digitization aims to improve efficiency, effectiveness, transparency, and accountability in population administration services (Malawat, 2021).

This digitalization implementation improves administrative efficiency and shortens service times, while also enhancing transparency through digital footprints. Smart governance also involves cross-sector collaboration and active public participation to ensure responsive and inclusive services. Cross-sector collaboration and public participation are crucial factors in improving service quality. The smart governance concept also enables accountability and rapid response to administrative issues (Ramadhani et al, 2022). This application facilitates public access to various administrative services, including online Family Card (KK) applications, e-KTP (e-KTP), birth certificates, and transfer documents. Socialization using official letters, social media,



and technical guidance to village and sub-district operators to improve accessibility and public understanding.

Users of the "Gratiskabeh" application not only benefit from faster access to administrative services but also can independently print submitted documents without having to visit the Dindukcapil office. This creates a culture of greater transparency in public administration. Furthermore, the Banyumas Regency Dindukcapil is committed to improving service quality by conducting regular training for staff on the use of the latest applications and information technology, as well as educating the public about the importance of participation in the programs provided. The Dindukcapil must encourage two-way interaction with the public through discussion forums and post-service feedback surveys. Through this approach, it is hoped that public satisfaction with public services will increase, and user input can be applied for continuous improvement (Wole et al, 2021).

The success of smart governance policies also requires adequate infrastructure support. In the long term, local governments need to strengthen internet networks and access to technology in remote areas so that people across all sub-districts can enjoy equal services without gaps. Private sector involvement in supporting information technology projects at the Civil Registration Agency (Dindukcapil) is also highly recommended to create a profitable ecosystem (Rahardian, 2021). However, offline services are still provided for groups of people who cannot yet access digital services, especially the elderly and those living in areas with internet access blackouts. The gratiskabeh.banyumas.go.id website is one implementation of the smart governance policy promoted by the Banyumas Regency Dindukcapil to improve the quality of public services. This application serves as the primary digital platform for digitizing Dindukcapil services, enabling the public to access various population services easily and quickly, including processing Family Cards (KK), Electronic Identity Cards (e-KTP), and other population documents (Prasetijowati et al., 2023).

The implementation of this policy is guided by George Edward III's policy implementation theory, which emphasizes four main indicators: communication, resources, disposition, and bureaucratic structure. Communication plays a vital role in ensuring the effective use of the gratiskabeh.banyumas.go.id website by both the public and Civil Registration Agency (Dindukcapil) employees. Socialization and training programs are conducted to improve understanding of the application and encourage active utilization. Intensive outreach supports public awareness and increases user participation, while user feedback becomes an important input for improving service quality and sustainability (Sari et al., 2020).

Resources constitute another critical factor in the success of policy implementation. Adequate information technology infrastructure and competent human resources are essential to ensure optimal system operation. Dindukcapil must allocate sufficient budgets for website development, system maintenance, and continuous training for staff and the community. In addition, collaboration with third parties specializing in information technology supports system



reliability and innovation. The readiness of technological facilities and human resource capacity strengthens Dindukcapil's role as an effective digital service provider (Wahyudi et al., 2022).

Disposition refers to the commitment and readiness of employees to adopt new technologies as part of their organizational culture. Despite technical challenges and resistance rooted in traditional work habits, employees have shown strong commitment to digital transformation. Leadership support is a key factor in fostering acceptance of technological change. Proactive leadership encourages staff and the public to recognize the benefits of the "Gratiskabeh" application and strengthens organizational alignment with digital service objectives (Khristianto et al., 2024).

The bureaucratic structure also plays a significant role in supporting digital service implementation. Administrative processes have been restructured to reduce bureaucratic layers and enhance service responsiveness. The establishment of dedicated teams to manage digital service issues contributes to improved organizational performance (Andry & Sawir, 2024). Continuous application development and evaluation are conducted as part of the regional government's smart governance strategy (Permana et al., 2022). Although challenges such as limited digital literacy and employee resistance remain (Wahyudi et al., 2022), strengthening human resource capacity and public education will further enhance sustainable smart governance. Consequently, the Banyumas Regency Civil Registration Office not only improves public service delivery but also serves as a model for other regions in implementing smart governance.

4. Conclusion

The implementation of smart governance policies at the Banyumas Regency Civil Registration Office (Dindukcapil) has shown significant progress in improving the quality of public services through the use of the digital website gratiskabeh.banyumas.go.id and the Digital Population Identity (IKD) application. With proven effective implementation indicators for the George Edward III policy, including effective communication, resource provision, employee disposition, and bureaucratic restructuring, this application has successfully increased the efficiency, transparency, and accessibility of population services. However, to achieve optimal service targets, increased human resource capacity and equitable network infrastructure are required. Further development and cross-sector collaboration need to be strengthened as part of an adaptive and inclusive smart governance strategy.

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