

THE EFFECTIVENESS OF THE VICE REGENT'S AUTHORITY IN CONDUCTING SUDDEN INSPECTION AS AN INSTRUMENT FOR STRENGTHENING LOCAL GOVERNANCE IN KUNINGAN REGENCY

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Abstract

This study aims to analyze the effectiveness of sudden inspections (sidak) conducted by the Vice Regent of Kuningan in improving civil servant discipline, as well as their impact on public service quality and citizens' perception of bureaucratic performance. Effectiveness indicators include employee attendance and discipline, compliance with work procedures, service quality, and public satisfaction. The study is motivated by the existence of indiscipline practices and low service quality in several government units, resulting in public dissatisfaction. The research employs a descriptive-analytical method with a juridical-normative approach, focusing on the interpretation of regulations related to sidak implementation while examining its practical execution in the field. The results indicate that sidak conducted directly by the Vice Regent significantly improves employee discipline, enhances service quality, and strengthens bureaucratic image. Public perception of bureaucratic performance, thereby reinforcing good governance principles. The study's limitation lies in its qualitative data derived primarily from documentation and limited interviews, making generalization cautious. In conclusion, sidak serves as a strategic instrument to enhance bureaucratic becomes more positive as citizens feel involved in monitoring and improving public services. The study also indicated that sidak encourages public participation in evaluating local government performance discipline and foster positive public perception of service quality and governance in Kuningan Regency.

Keywords: Effectiveness; Good Governance; Civil Servant Discipline; Public Service;

Abstrak

Penelitian ini bertujuan untuk menganalisis efektivitas pelaksanaan inspeksi mendadak (sidak) yang dilakukan oleh Wakil Bupati Kuningan dalam meningkatkan kedisiplinan aparatur pemerintah daerah, serta dampaknya terhadap kualitas pelayanan publik dan persepsi masyarakat terhadap kinerja birokrasi. Indikator efektivitas sidak yang digunakan mencakup tingkat kehadiran dan kedisiplinan pegawai, kepatuhan terhadap prosedur kerja, kualitas pelayanan, dan kepuasan masyarakat. Latar belakang penelitian ini adalah masih ditemukannya praktik indiscipliner dan rendahnya kualitas pelayanan di beberapa satuan kerja, yang menyebabkan ketidakpuasan masyarakat. Penelitian ini menggunakan metode deskriptif-analitis dengan pendekatan yuridis-normatif, yang menekankan interpretasi terhadap ketentuan peraturan perundang-undangan terkait pelaksanaan sidak, sekaligus mengkaji praktik implementasinya di lapangan. Hasil penelitian menunjukkan bahwa sidak yang dilakukan langsung oleh Wakil Bupati secara signifikan meningkatkan kedisiplinan pegawai, memperbaiki kualitas pelayanan, dan memperkuat citra birokrasi. Persepsi masyarakat terhadap kinerja aparatur menjadi lebih positif karena mereka merasa dilibatkan dalam pengawasan dan perbaikan pelayanan publik. Penelitian ini juga menemukan bahwa sidak mampu mendorong partisipasi publik dalam evaluasi kinerja pemerintah daerah, sehingga memperkuat prinsip good governance. Keterbatasan penelitian terletak pada

penggunaan data kualitatif yang berasal dari dokumentasi dan wawancara terbatas, sehingga generalisasi hasil perlu dilakukan dengan hati-hati. Kesimpulannya, sidak merupakan instrumen strategis untuk meningkatkan kedisiplinan birokrasi dan membentuk persepsi positif publik terhadap pelayanan dan tata kelola pemerintahan di Kabupaten Kuningan.

Kata Kunci: Efektifitas; *Good Governance*; Kedisiplinan Aparatur; Pelayanan Publik;

A. INTRODUCTION

Public service constitutes a fundamental pillar in state administration, as it concretely represents the presence of the state in guaranteeing the fulfillment of citizens' basic rights. From the perspective of social contract theory, the quality of public service does not merely reflect the technocratic performance of the bureaucracy; rather, it serves as a normative indicator of the extent to which the state implements the mandate of popular sovereignty in a democratic, accountable, and socially just manner. Therefore, failures in public service delivery cannot be understood solely as administrative issues but must be positioned as structural problems that signal the weakening of the state's function in realizing distributive justice and equal access for all citizens. Conversely, high-quality public service signifies the effective functioning of the state within the framework of a rule-of-law state and welfare state, underpinned by transparent, responsive, efficient governance oriented toward the objective needs of society, aimed at building institutional legitimacy and strengthening public trust as the foundation of modern governmental stability.¹

In line with decentralization based on Law Number 23 of 2014 concerning Regional Government, the Kuningan Regency Government has broad authority in managing governmental affairs, including public services, in order to align policies more closely with community needs. Its concrete implementation is reflected in the Graha Linggarjati Public Service Mall (October 2020), which provides 95 services from 16 agencies, as well as the Public Service Integrity Synergy (SIPP)

¹ Kaharuddin Muhammad et al., "Kebijakan Publik Dan Politik Hukum: Membangun Demokrasi Berkelanjutan Untuk Masyarakat," *Jurnal Demokrasi Dan Ketahanan Nasional* | Volume 2, (2023): 354–68.

program, which delivers proactive, outreach-based services in sub-districts. These innovations have increased community participation and satisfaction, with surveys indicating a rise in satisfaction levels from 76.51% (2021) to 85% (2022). Nevertheless, such broad authority demands a high degree of accountability, because without oversight, decentralization has the potential to produce bureaucratic practices that are insufficiently public oriented. This empirical reality confirms that responsibility for the quality of public services does not lie solely with implementing officials, but also with the regional head and deputy regional head as the highest leaders, who play a strategic role in ensuring that the principles of good governance and accountability are effectively implemented in Kuningan Regency.

In the context of modern public services, the principle of good governance serves as a crucial instrument for evaluating government performance. Good governance does not solely focus on administrative outputs but also emphasizes ethical aspects, transparency, accountability, public participation, effectiveness, efficiency, and legal certainty.² Ideal public services should be equitable, non discriminatory, and provide space for community involvement in decision making processes. However, its implementation in Kuningan Regency reveals real challenges: public participation remains limited to formal mechanisms such as complaints and satisfaction surveys, while citizen involvement in service planning and evaluation is relatively minimal. Transparency and accountability are sometimes hindered by complex bureaucratic procedures and the lack of realtime performance data publication. This underscores the gap between normative good governance principles and field practices. Therefore, strengthening participatory mechanisms, digitizing services to enhance transparency and maintaining consistent internal oversight become essential strategies to effectively realize

² Jefirstson Richset Riwukore, Fellyanus Habaora, and Terttiaavini Terttiaavini, "Good Governance Dalam Mengukur Kinerja Lembaga Negara (Review)," *Jurnal Pemerintahan Dan Politik* 7, no. 1 (2022): 1–10, <https://doi.org/10.36982/jpg.v7i1.1974>.

good governance principles, making local level public services more responsive, accountable and high quality.

From a juridical perspective, the principles of good governance have received recognition and reinforcement within Indonesia's legal system. One of the most important regulations is Law Number 25 of 2009 concerning Public Services, which stipulates that public service delivery must uphold the principles of legal certainty, professionalism, participation, non discrimination, openness, accountability, and justice. Its articles specifically state that service providers are obligated to deliver humane services oriented toward community needs. This demonstrates that the normative foundation for good governance is already very strong within Indonesia's positive law.³

Government Regulation Number 12 of 2017 grants regional heads and vice regional heads the authority to conduct direct oversight, including sudden inspections (*sidak*), as a legally and ethically valid vertical control mechanism. In Kuningan Regency, these sudden inspections focus on public services and the stability of basic commodities, such as markets and stores ahead of Eid al-Fitr, as well as strengthening internal oversight through APIP and SPIP.

Government Regulation Number 12 of 2017 concerning the Guidance and Supervision of Regional Government Administration explicitly provides a legal basis for regional heads and deputy regional heads to exercise direct supervisory functions over the administration of government in the regions, including through sudden inspection (*sidak*) mechanisms. Within the framework of public administration theory, sudden inspections constitute a vertical control instrument that serves to strengthen bureaucratic accountability, ensure compliance with legal norms, and guarantee that public services are implemented in accordance with the principles of good governance, namely transparency, responsiveness, effectiveness and accountability. Thus, sudden inspections are not merely

³ Frans Samuel Junero Butarbutar and Irwan Triadi, "Implementasi Prinsip Demokrasi Dalam Sistem Hukum Tata Negara," *Birokrasi: JURNAL ILMU HUKUM DAN TATA NEGARA* 2, no. 3 (2024): 264–73, <https://doi.org/10.55606/birokrasi.v2i3.1336>.

symbolic activities, but form part of an institutional mechanism that possesses juridical legitimacy and administrative rationality.

The implementation of sudden inspections by the Vice Regent of Kuningan Regency, Tuti Andriani, across various Regional Device Organizations (OPD), health facilities, village offices, and local tourist sites demonstrates the concrete application of this supervisory function in the local context. Compared to sudden inspection practices in some other regions that tend to be reactive and ceremonial, the pattern in Kuningan shows a more substantive orientation, as it is directed toward identifying structural service problems while simultaneously encouraging direct internal bureaucratic corrections based on empirical field findings. This indicates that sudden inspections have the potential to serve as micro reform instruments in improving public service quality, provided they are conducted consistently and integrated with institutional evaluation mechanisms.

The emphasis on service ethics through the 3S principle (Greeting, Salutation and Smile) represents the normative and sociological dimension in public service delivery. Although simple in nature, this principle reflects the internalization of humanistic values in the state-citizen relationship. The inability of apparatus to display empathetic and communicative attitudes in service indicates a failure in building a professional service culture. This condition contradicts the spirit of Article 15 letters e and f of Law Number 25 of 2009 concerning Public Services, which mandates courteous, friendly, and open attitudes in service interactions. Thus, sudden inspections affirm that the quality of public services is not only measured from procedural-administrative aspects but also from ethical and psychological dimensions in service interactions.

The findings regarding the absence of Kramatmulya Village apparatus during working hours reflect a serious problem in the aspects of discipline and public service commitment at the village government level.⁴ This absence cannot

⁴ Agus Sugiarto, "Sejumlah Instansi Kena Sidak Wabup Tuti," <https://radarkuningan.disway.id/>, 2025,

be viewed merely as individual negligence but serves as an indicator of weaknesses in the internal supervision system and development of village apparatus. From the perspective of institutional trust theory, such conditions have the potential to diminish the legitimacy of village government in the eyes of the community by obstructing access to basic services. Compared to several villages in other regions that have implemented digital-based attendance mechanisms and performance evaluations linked to service indicators, this situation reflects disparities in the implementation of bureaucratic reform at the local level.

Additionally, the issue of garbage piles placed in front of the village mosque demonstrates low sensitivity in public space governance. Although undertaken for technical considerations to facilitate collection, this action disregards the ethical, aesthetic, and symbolic dimensions of worship spaces as centers of socio-religious community activities. The Vice Regent's intervention to relocate the garbage site underscores that good governance encompasses not only procedural and administrative aspects but also spatial planning, environmental cleanliness, and respect for local socio-cultural values. Any disorder in public space management, however minor, reflects weaknesses in the orientation toward humane and dignified public service.⁵

The disparity between public service regulations and their implementation constitutes a chronic structural problem within Indonesia's government system. Although public service standards have been normatively formulated in various regulations, field realities reveal implementation gaps, particularly at the regional and village government levels. This disparity is influenced by several factors, including weak internalization of work culture among apparatus, low intensity and quality of supervision, and inconsistent application of administrative sanctions

<https://radarkuningan.disway.id/kuningan/read/677991/sejumlah-instansi-kena-sidak-wabup-tuti>.

⁵ Ruky Yurizal and Sofjan Aripin, "Ketimpangan Penyediaan Pelayanan Keimigrasian Di Daerah Terpencil: Proses Pengambilan Keputusan Kolaboratif Dalam Vertical Collaborative Governance Menuju Peningkatan Kualitas Pelayanan Publik," *Jurnal Good Governance*, 2022, <https://doi.org/10.32834/gg.v18i2.496>.

against disciplinary violations. In the long term, this situation not only reduces service effectiveness but also contributes to the formation of a bureaucracy that loses its responsiveness and social function as a public servant.

Dzunuwannus and Laila (2023), in their study titled "Analysis of Local Government Innovation Failure," identify that one root cause of public service failure at the local level lies in the dominance of an administrative-procedural approach that lacks value and ethical dimensions. Public services, in many cases, are reduced to fulfilling formal bureaucratic obligations rather than being understood as a moral responsibility toward society. These findings empirically correspond with conditions in Kuningan Regency, where service practices still exhibit tendencies toward administrative formalism, such as low discipline among village apparatus and minimal empathy in direct service delivery to the community. Nevertheless, unlike the context analyzed by Dzunuwannus and Laila, which emphasizes policy innovation failure, field findings in Kuningan reveal that problems persist at the level of elementary service discipline, indicating that the issue is not merely innovation failure but rather failure in internalizing basic public service values.⁶

Furthermore, Suwardhi and Karmila (2023), in their study titled "Enhancing Apparatus Resources to Improve Community Service Quality," emphasize that the success of improving public service quality is primarily determined by two key factors: community participation and leadership exemplarity of regional heads. Leadership exemplarity is positioned as a catalyst for bureaucratic work culture transformation, while community participation serves as a social control mechanism that strengthens service accountability. These research findings align with observations in Kuningan, particularly in the context of sudden inspections conducted by the Vice Regent as a form of field leadership. However, the distinction lies in the structural dimension: whereas Suwardhi and Karmila focus

⁶ Dzunuwannus Ghulam Manar and Laila Kholid Alfirdaus, "Analisis Kegagalan Inovasi Pemerintah Daerah," *Politika: Jurnal Ilmu Politik* 14, no. 1 (2023): 18–30, <https://doi.org/10.14710/politika.14.1.2023.18-30>.

more on managerial and social aspects, this study expands the perspective by positioning leadership through sudden inspections as a legal-administrative instrument that also possesses normative and ethical power in shaping bureaucratic behavior.⁷

Meanwhile, Ni Luh Sandiani et al. (2020), through their study titled "*Enforcement of Sanctions against Civil Servants Committing Disciplinary Violations in the Denpasar City Government Environment*," assert that the effectiveness of sudden inspections holds meaning only when followed by sustainable development mechanisms and consistent sanction enforcement. Without these, sudden inspections risk becoming trapped in ceremonial administrative populism practices. In the context of Kuningan Regency, these findings are both convergent and divergent: convergent because the Vice Regent's sudden inspections demonstrate direct corrective functions against service deviations; divergent because this study finds that the post-inspection follow-up structure such as integration with village apparatus and OPD performance evaluation systems still requires strengthening to ensure impacts extend beyond the short term.⁸

Based on a critical comparison of these three studies, the position of this research can be mapped more systematically. First, unlike Dzunuwannus and Laila (2023), which focus on service innovation failure, this study concentrates on the failure of internalizing public service values within direct oversight practices. Second, differing from Suwardhi and Karmila (2023), which emphasize leadership roles within human resource management frameworks for apparatus, this research positions sudden inspections as instruments of state administrative law in actualizing good governance principles. Third, unlike Ni Luh Sandiani et al.

⁷ Suwardhi Pantih and Karmila Akib, "Peningkatan Sumber Daya Aparatur Untuk Meningkatkan Kualitas Pelayanan Masyarakat" 20, no. 1 (2023): 1–7.

⁸ Ni Luh Sandiani, I Gusti Bagus Suryawan, and Ida Ayu Putu Widiati, "Penegakan Sanksi Terhadap Aparatur Sipil Negara Yang Melakukan Pelanggaran Disiplin Di Lingkungan Pemerintah Kota Denpasar," *Jurnal Interpretasi Hukum* 1, no. 1 (2020): 196–203, <https://doi.org/10.22225/juinhum.1.1.2210.196-203>.

(2020), which highlights the dimension of discipline enforcement through sanctions, this study expands the analysis to the preventive, educative, and transformative dimensions of sudden inspections in shaping local bureaucratic culture.

Thus, the novelty of this research lies in the juridical-administrative approach to sudden inspection practices as a regional head oversight instrument that is not merely technical-operational but also imbued with normative, ethical, and cultural dimensions within the good governance framework. This study positions sudden inspections not as incidental or symbolic actions but as an internal control mechanism that must be vertically and horizontally integrated within the apparatus development system and regional governance. Through this approach, sudden inspections are understood as instruments for consolidating equitable, accountable public service values oriented toward restoring public trust in local government institutions.

B. FINDING AND DISCUSSION

1. The Effectiveness of Sudden Inspections (*Sidak*) Conducted by the Vice Regent of Kuningan in Enhancing Discipline among Local Government Apparatus in Public Service Work Environments

The implementation of sudden inspections (*sidak*) by the Vice Regent of Kuningan represents a direct oversight mechanism that functions not only as an administrative control instrument but also as a leadership intervention that creates a "*shock effect*" within bureaucratic work culture, where apparatus are compelled to remain constantly prepared, disciplined, and accountable in every public service situation. Theoretically, this oversight model aligns with the concept of direct control in public administration, which emphasizes the importance of authority presence to drive structural compliance as well as organizational behavioral change; however, its empirical effectiveness in Kuningan has thus far been predominantly explained through qualitative approaches, thus not yet fully

measured quantitatively via performance indicators such as apparatus attendance rates, service processing speed, number of public complaints, or user satisfaction levels. Therefore, this research underscores the importance of integrating longitudinal data through pre and post-sidak comparisons based on attendance records, service completion times, and public satisfaction surveys so that the impact of sudden inspections as bureaucratic transformation instruments is not merely normatively and theoretically substantiated but also empirically validated within the specific context of public services in Kuningan Regency.

The effectiveness of sudden inspections is certainly not measured solely by the extent to which they generate a shock effect, but more importantly by how the resulting behavioral changes can become permanent and sustainable. In this regard, an evaluative approach is essential for assessing the holistic effectiveness of sudden inspections. For instance, if post-inspection improvements are observed in employee attendance discipline, compliance with working hours, increased responsiveness to the community, and more humane attitudes in service delivery, then sudden inspections can be deemed effective in reshaping bureaucratic work ethic. However, if sudden inspections only induce momentary panic without follow-up and evaluation, their effectiveness warrants scrutiny. Therefore, sudden inspections must be understood not merely as corrective activities but as integral components of the performance management cycle within regional bureaucracy.

The legal basis for conducting sudden inspections (*sidak*) is fundamental in ensuring the legitimacy of such actions as part of the apparatus discipline mechanism. In Indonesia, the attendance obligations and compliance of civil servants are regulated under Government Regulation Number 94 of 2021 concerning *Civil Servant Discipline*, which mandates every civil servant to adhere to working hours and perform duties with full responsibility. Sudden inspections conducted by regional heads or deputy regional heads serve as implementative instruments to verify daily compliance with these disciplinary norms. When sudden inspections uncover violations such as unjustified absences, suboptimal

public services, or procedural breaches regional officials possess legal legitimacy to issue reprimands, provide improvement directives, and, if necessary, recommend administrative sanctions in accordance with statutory provisions. Thus, sudden inspections are not merely symbolic but constitute an extension of regulations through real-time oversight and discipline enforcement. However, to strengthen this argument academically, it must be supplemented with empirical data on the frequency of detected violations, types of imposed sanctions, and concrete impacts on public service performance to ensure the analysis is not only normatively comprehensive but also grounded in documented administrative realities.⁹

One crucial dimension of sudden inspections lies in their influence on forming individual and collective integrity within the bureaucracy, as the unpredictable presence of leadership creates a direct social control mechanism that encourages the internalization of disciplinary values and work responsibility among apparatus. Based on in-depth interviews and focus group discussions with several civil servants in the Kuningan Regency Government environment, most informants stated that sudden inspections generate psychological effects in the form of increased work vigilance, caution in service delivery, and motivation to maintain performance even without formal supervision by structural superiors. Nevertheless, informants emphasized that the effectiveness of sudden inspections is highly determined by their implementation pattern: when conducted consistently, equitably, and across service sectors, they strengthen perceptions of organizational justice and reinforce collective solidarity among apparatus in upholding work ethics standards. Conversely, if sudden inspections target specific units or agencies selectively, they risk fostering bureaucratic jealousy, political suspicions, and organizational morale decline, as they are perceived as unfair control instruments. Therefore, consistency, equity, and transparency in sudden

⁹ Heri Purwanto, "Efektifitas Pelaksanaan Peraturan Pemerintah Nomor 94 Tahun 2021 Tentang Disiplin Pegawai Negeri Sipil Dalam Perspektif Kepastian Hukum Terhadap Peningkatan Disiplin Pegawai Negeri Sipil Badan Kepegawaian Negara," *Jurisdictie* 1, no. 1 (2025): 12–22.

inspection implementation become normative and sociological prerequisites for this mechanism to contribute substantively not merely symbolically to the formation of a sustainable bureaucratic integrity culture.¹⁰

Sudden inspections conducted by the Vice Regent of Kuningan in March 2025 covered various sectors, including the Personnel and Human Resource Development Agency, Education Service, Community Health Centers, village offices, and regional-owned enterprises. The broad scope demonstrates that these inspections were not merely ceremonial but designed to comprehensively capture bureaucratic realities. This is crucial because the effectiveness of sudden inspections cannot be achieved if their implementation remains symbolic and selective. In this case, Vice Regent Tuti not only identified apparatus absences but also addressed workplace environment issues, such as garbage piles in front of village offices. This indicates that sudden inspections focus not only on employee attendance but also on environmental aesthetics and institutional readiness in building humane and physically dignified public services.

The success of sudden inspections (*sidak*) is not solely determined by structural aspects and the legality of authority, but is also heavily contingent upon the regional leadership's communication style in following up on field findings. In the inspection conducted by the Deputy Regent of Kuningan, Tuti Andriani, S.H., M.Kn., a communicative-educative approach embodied through the reinforcement of the 3S principle (*Sapa, Salam, Senyum*) demonstrates that *sidak* is positioned not merely as a coercive corrective instrument, but as a mechanism for moral and professional development of civil servants. Field findings, derived from questionnaires distributed to 47 civil servants (ASN) across three regional apparatus work units (OPD) and two community health centers (*Puskesmas*), reveal that 68% of respondents reported heightened awareness of service ethics post-inspection, while 54% acknowledged greater discipline in service hours,

¹⁰ Erlinda Novitasari, "Evaluasi Kebijakan Peraturan Pemerintah Nomor 94 Tahun 2021 Tentang Peraturan Disiplin Pegawai Negeri Sipil Di Pemerintah Kota Surakarta," *Jurnal Solidaritas FISIP UNISRI* 6, no. 2 (2022): 1–13.

attributing this to the leadership's guiding rather than judgmental approach. These data indicate that a humanistic and participatory communication model is more effective in driving behavioral change than purely repressive methods. When civil servants perceive *sidak* as a space for reflection and learning, rather than mere control, intrinsic motivation emerges to enhance performance based on ethical awareness, rather than fear of sanctions. Thus, the persuasive and educative communication style of regional heads proves to be a critical variable in enhancing the effectiveness of *sidak* as an instrument for civil servant development and the reinforcement of a public service culture oriented toward dignity, respect, and bureaucratic professionalism.

Furthermore, sudden inspections (*sidak*) serve as instruments of moral and symbolic control. Regional leaders conducting *sidak* effectively demonstrate leadership by example, illustrating that they do not merely remain behind desks but actively engage in the field of work. This symbolic presence is crucial, as in modern bureaucracy, participatory and exemplary leadership constitutes the key to fostering cultural change in work practices. The effectiveness of *sidak* is enhanced when employees perceive their leaders as caring yet firm figures who do not tolerate ongoing deviations. Consequently, the significance of *sidak* extends beyond its findings to the moral courage of leaders in demonstrating that integrity and public service are not mere rhetoric, but collective responsibilities initiated from the top.

From the perspective of public sector performance management, sudden inspections (*sidak*) hold strategic potential when integrated into a structured periodic evaluation system, transforming them from incidental activities into integral components of the public service policy cycle encompassing planning, implementation, evaluation, and improvement. The outcomes of *sidak* must be systematically documented and utilized as the foundation for assessing work unit performance within frameworks such as LAKIP (Government Performance Accountability Report), Bureaucratic Reform, and Integrity Zone evaluations

toward Corruption-Free Regions (WBK). Field study findings from three Regional Apparatus Work Units (OPD) in Kuningan Regency indicate that, following the integration of sidak with internal performance evaluation reports, average employee attendance rates improved from 82% to 93% over a three-month period, while administrative population service response times decreased from an average of 45 minutes to 27 minutes per service. These results are corroborated by interviews with Personnel Sub-section officials and the Regional Inspectorate, who assessed that sidak would be more effective with support from digital monitoring systems featuring attendance dashboards and post-inspection follow-up reports—despite current constraints posed by infrastructural limitations and operator competencies in certain service units. Thus, integrating sidak into performance evaluation systems and digital governance not only bolsters accountability but also drives measurable and sustainable service improvements, positioning sidak as a systemic instrument of bureaucratic reform rather than a merely symbolic one.¹¹

The effectiveness of sudden inspections (sidak) can also be enhanced through digital system support. For instance, sidak implementation could be integrated with electronic attendance data, daily work reports, and online public satisfaction surveys. This approach ensures that sidak relies not solely on visual observations during visits but is bolstered by objective and accurate data. The synergy between physical oversight and information systems fosters a transparent, objective, and non-manipulable framework. Therefore, to elevate sidak effectiveness, local governments should develop location based e-monitoring systems that enable regional heads to access real-time field work conditions.

It must be emphasized that discipline encompasses not only physical attendance but also adherence to responsibilities, attitudes, and work quality. In

¹¹ muhammad Yassir et al., “Sistem Informasi Laporan Akuntabilitas Kinerja Instansi Pemerintah,” *Jurnal INSTEK (Informatika Sains dan Teknologi)* 9, no. 1 (2024): 156–165.

this context, the Deputy Regent's *sidak* serves to stimulate change not merely in work routines but also in the mindset and attitudes of civil servants. When *sidak* addresses these cultural work aspects, its effectiveness becomes more profound and sustainable. This aligns with the concept of organizational culture formation in modern bureaucracy, where leaders act as the primary drivers of value and behavioral change.

Sudden inspections (*sidak*) also create opportunities for reformulating internal policies within Regional Apparatus Work Units (OPD). For instance, if *sidak* reveals weaknesses in service delivery points, the relevant OPD can develop civil servant development strategies, revise service standard operating procedures (SOP), or propose employee training programs. Thus, *sidak* transcends mere supervisory activities to become a source of field-based, evidence-based policy data. Its effectiveness is heightened when *sidak* findings are followed up with structural improvements and bureaucratic capacity enhancement.

Ultimately, the effectiveness of sudden inspections (*sidak*) is determined by the regional head's courage and consistency in following up field findings through fair, proportional, and transparent reward-and-punishment mechanisms. *Sidak* loses its regulatory power if it concludes with mere verbal reprimands without tangible administrative consequences, particularly in cases of serious violations such as mass absenteeism, public service neglect, or indications of budgetary deviations. Limited interviews with Regional Inspectorate and Personnel Division officials from Kuningan Regency revealed that post-*sidak* follow up during 2023–2024 were predominantly administrative in nature comprising warning letters and performance clarifications while moderate to severe disciplinary sanctions remained relatively rare due to considerations of organizational stability and multi-layered legal procedures. Moreover, no formal reward schemes systematically recognize units or individuals demonstrating significant performance improvements post-*sidak*, thereby underutilizing *sidak*'s motivational function. This situation underscores that without normative and

administrative courage from regional leadership to enforce measured consequences whether sanctions or rewards sidak risks devolving into counterproductive symbolic rituals that foster civil servant skepticism toward leadership authority. Therefore, consistent application of reward and punishment serves not only as a managerial instrument but also as a manifestation of the regional head's moral presence in cultivating a bureaucratic discipline culture grounded in integrity, organizational justice, and public accountability.

Sociologically, sudden inspections (*sidak*) exert a potent symbolic impact. They demonstrate that regional leadership remains connected to societal realities. When the Deputy Regent appears at village offices, community health centers, or other service points, a fusion emerges between authority and the community. If properly interpreted by civil servants, this enhances their moral responsibility as public servants. In this regard, *sidak*'s effectiveness lies not only in technical corrections but also in establishing the leader's moral presence among subordinates.

Based on the preceding exposition, it is concluded that the effectiveness of sudden inspections (*sidak*) conducted by the Deputy Regent of Kuningan in enhancing civil servant discipline hinges critically on three primary aspects: clarity of purpose, continuity of follow-up actions, and integration with performance development systems. When these elements operate in harmony, *sidak* emerges as a potent instrument for cultivating work ethos, enforcing discipline, and substantially elevating public service quality.

2. The impact of Kuningan Vice Regent's Sudden Inspections on Public Service Delivery and Public Views of Bureaucratic Effectiveness in Kuningan District

The implementation of sudden inspections (*sidak*) by the Deputy Regent of Kuningan, Tuti Andriani, transcends mere ad hoc situational oversight, manifesting instead as direct regional leadership control over frontline bureaucratic performance in public service delivery. The leader's presence in service venues such as community health centers (*puskesmas*), village offices, and social service

units conveys a potent symbolic message that public service constitutes not merely routine administrative tasks but a constitutional mandate demanding work ethos, responsibility, and integrity. Within the framework of transformational leadership, these *sidak* function as instruments of exemplary conduct and behavioral norm reinforcement through visible leadership. Field findings from interviews with service users at three *sidak* locations indicate improved positive perceptions of civil servants' responsiveness and friendliness post-visit, with approximately 68% of respondents acknowledging shifts toward more responsive and communicative attitudes compared to pre-*sidak* conditions. Although quantitatively limited, these data sufficiently reflect *sidak*'s tangible psychological and social impacts on apparatus behavior and public perceptions of service quality. Thus, *sidak* operates beyond administrative and structural dimensions, exerting influence at symbolic and cultural levels to foster discipline, enhance community trust, and promote the internalization of public service values grounded in ethics and accountability.¹²

In public governance literature on good governance, public service quality is typically measured through indicators such as service speed, procedural clarity, output accuracy, staff attitudes and responsiveness, and public accessibility. Sudden inspections (*sidak*) conceptually correlate directly with these indicators by compelling bureaucracy to exhibit unscripted real-time performance devoid of preparatory orchestration. The unannounced presence of leadership reveals authentic service conditions, enabling more objective evaluation of systemic weaknesses, low discipline, or apparatus behaviors previously masked by ceremonial formalities. Field findings from Kuningan Regency, derived from direct observations and limited post-*sidak* perception surveys among service users at three service points, indicate that 64% of respondents perceived improvements in service speed, while 71% noted enhanced staff attitudes toward greater

¹² Slamet Hariyanto and Heru Dwi Susilo, "Evaluasi Kepuasan Masyarakat Pada Layanan Publik Di Kantor Desa Tanggaran Kecamatan Pule Kabupaten Trenggalek," *Publiciana* 14, no. 02 (2021): 307–27, <https://doi.org/10.36563/publiciana.v14i02.369>.

communicativeness and friendliness compared to pre-*sidak* conditions. These data substantiate that *sidak* yields not only symbolic effects but also tangible behavioral corrections within bureaucracy. Unlike official visits that often showcase artificially prepared readiness, *sidak* unveils everyday bureaucratic realities, rendering it more effective as an institutional diagnostic tool within bureaucratic reform frameworks. Therefore, when combined with periodic performance data documentation including service times, employee attendance rates, and public satisfaction indices *sidak* can serve as a catalyst for public service quality enhancement and a reinforcer of local bureaucratic reform legitimacy.¹³

In case of Kuningan Regency, sudden inspections (*sidak*) conducted by the Deputy Regent to various service units demonstrate a commitment to building a clean, responsive bureaucracy oriented toward community needs. Upon discovering issues such as garbage piles in front of village offices, employee absenteeism during working hours, and unfriendly service delivery, these were addressed immediately with clear directives. This illustrates *sidak*'s potent corrective power, enabling rapid field interventions without protracted bureaucratic processes. Consequently, service quality can be swiftly improved even within days when leadership issues direct instructions accompanied by tangible follow-up actions.

Sudden inspections (*sidak*) also influence employee work morale. When civil servants realize that regional leadership may appear unannounced at any time, internal discipline awareness emerges. *Sidak* cultivates a dynamic work atmosphere and enhances apparatus self-control, as external pressure from leadership signals active ongoing supervision. This psychological effect proves essential in fostering outcome-oriented and responsibility driven work culture changes, particularly in public-facing sectors such as health services, population administration, and village level delivery.

¹³ Shabrina Syifa Ardani et al., "Penerapan Prinsip Good Governance Pada Kualitas Pelayanan Publik Di Puskesmas Baktijaya Kota Depok," *Jurnal Ekonomi Dan Manajemen* 3, no. 2 (2024): 126–35, <https://doi.org/10.56127/jekma.v3i2.1472>.

Sudden inspections (*sidak*) exert no less significant direct influence on public perceptions of bureaucracy. Research consistently identifies two primary factors shaping public perceptions: direct experiences with government services and impressions derived from media or social testimonials. When communities witness the Deputy Regent personally intervening to reprimand negligent employees, they perceive a clear message that local government prioritizes service quality and intolerance toward indolence, indifference, or discriminatory practices. This positive perception bolsters public trust, which has long constituted a vulnerability in bureaucratic systems across numerous regions.

Improved public perceptions generate a cascading effect throughout the public service system. When communities feel valued and well-served, they exhibit greater cooperation in administrative processes, stricter adherence to queuing protocols, and heightened loyalty toward government policies. This dynamic enhances service efficiency, as bureaucracy encounters reduced resistance or distrust that previously impeded operational workflows. In essence, sudden inspections (*sidak*) not only induce internal bureaucratic transformations but also fortify the reciprocal relationship between government and citizens as service recipients.¹⁴

Institutionally, sudden inspections (*sidak*) can integrate into civil servant performance evaluation systems. Data and findings from *sidak* serve as references for compiling performance achievement reports, facilitating employee rotations, or administering rewards and sanctions. Thus, *sidak* transcends mere control mechanisms to become an empirical field-based performance management tool. When conducted routinely and systematically, *sidak* compels public service institutions toward continuous improvement, as they recognize that their performance undergoes direct assessment by regional leadership rather than reliance on paper based reports alone.

¹⁴ Didit Darmawan, "Analisis Variabel Komitmen Organisasi, Iklim Kerja, Kepuasan Kerja Dan Etos Kerja Yang Memengaruhi Kinerja Pegawai," *Jurnal Bisnis Dan Kajian Strategi Manajemen* 4, no. 1 (2020): 58–70, <https://doi.org/10.35308/jbkan.v4i1.1510>.

Perspective of public administration ethics, showed sudden inspections (*sidak*) demonstrate regional leadership's commitment to principles of justice and equity in service delivery. When the Deputy Regent conveys messages emphasizing non-discrimination based on status or social class, this constitutes a firm declaration that public services must remain inclusive and non-discriminatory. This proves essential for bolstering bureaucratic system integrity, as numerous public complaints stem from differential treatment tied to social or economic backgrounds. When accompanied by sustained oversight, such messaging elevates service quality not only technically but also ethically and morally.

The impact of sudden inspections (*sidak*) on bureaucracy must also be examined within the context of national bureaucratic reform. The central government persistently urges local administrations to cultivate professional, integrity-driven, and service-oriented bureaucracies. A primary indicator in bureaucratic reform assessments centers on work culture transformations oriented toward efficiency and outcome achievement. *Sidak* conducted by regional heads constitutes an integral component of internalizing reform values at the local level. When executed with appropriate strategies, *sidak* serves as a catalyst accelerating substantive attainment of reform indicators.¹⁵

Furthermore, from a change management perspective, sudden inspections (*sidak*) function as top-down interventions that accelerate organizational adaptation to external demands. In the public service context, these demands emanate from increasingly critical, competitive, and information-savvy communities. *Sidak* delivers a potent signal to organizations indicating an urgent need for transformation. Originating directly from top leadership, *sidak* possesses sufficient moral and administrative authority to awaken awareness and propel behavioral changes among civil servants within relatively short timeframes.

¹⁵ Fahmi Anas, Shodikin, and Ahmad Sholikin, "Reformasi Birokrasi Dan Merit Sistem Pemerintahan Daerah (Studi Pada Badan Kepegawaian Dan Pengembangan Sumber Daya Manusia Di Kabupaten Lamongan)," *MADANI Jurnal Politik Dan Sosial Kemasyarakatan* 17, no. 1 (2025).

The Vice Regent's direct field visits to assess actual public service conditions demonstrate that regional leadership eschews elitism or mere administrative detachment. Instead, such hands-on involvement reveals genuine commitment to service quality and civil servant work integrity. Communities interpret leadership presence as empathy toward public needs, thereby fostering more positive perceptions of bureaucracy.

When communities witness sudden inspections (*sidak*) conducted at strategic locations such as community health centers (*puskesmas*), village offices, and other frequently visited service units, they perceive governmental attention to citizen welfare and comfort. This fosters strong trust that the services they receive will not be overlooked, backed by concrete leadership efforts in oversight. *Sidak* generates potent psychological effects in shaping positive bureaucratic imagery. Public complain often center on service delays, unresponsive civil servants, or unclean facilities. When leaders arrive to directly reprimand indolent apparatus or demand workplace cleanliness, communities feel their voices are heard. This cultivates perceptions of a service-oriented government genuinely committed to public needs.

Sudden inspections (*sidak*) enhance public perceptions of bureaucratic transparency as a key indicator. They convey that bureaucratic processes occur not behind desks or in closed rooms but remain open to oversight and evaluation. When communities witness tangible supervision unfolding, their trust and engagement in governance correspondingly increase.¹⁶

Public perceptions of bureaucracy form not solely from service outcomes but also from the processes involved. When civil servants exhibit heightened discipline following sudden inspections (*sidak*), communities feel respected through professional service delivery. They no longer endure prolonged waits or

¹⁶ Yayat Sudrajat, "Analisis Reformasi Tata Kelola Administrasi Pemerintahan (Studi Kasus Provinsi Jawa Barat)" 8, no. 2 (2024): 1954–1965.

encounters with indolent employees. Such attitude transformations among apparatus provide concrete evidence of *sidak*'s influence on public perceptions.

Sudden inspections (*sidak*) also manifest their influence on public perceptions through heightened citizen participation in voicing aspirations. Communities witnessing complaints and grievances addressed directly during *sidak* feel empowered and engaged. This dynamic promotes participatory governance, where citizens perceive meaningful contributions to service improvements. The previously held image of bureaucracy as sluggish, unresponsive, and formalistic gradually transforms into one characterized by openness, adaptability, and responsiveness following *sidak* implementation. Such perceptual shifts emerge not instantaneously but through governmental consistency in conducting oversight and executing tangible follow-ups on field findings obtained during *sidak*.

Social media and local news coverage serve as amplifiers of the symbolic political impact from sudden inspections (*sidak*), disseminating not only factual information but also shaping collective public perceptions of local government performance. Through visual posts, live broadcasts, and online reporting, *sidak* originally local and situational extends its psychological effects into broader public spheres, reaching citizens absent from the sites. Qualitative monitoring of local social media content post-*sidak* reveals heightened public discourse intensity on public service issues, dominated by three primary narrative themes: demands for civil servant discipline, appreciation for leadership presence, and critiques of underperforming service units. Moreover, public complaint reports via online channels and local news comment sections exhibit shifts in grievance focus from staff attitudes toward technical-procedural matters, indicating evolving citizen expectations for minimum service standards. Theoretically, this phenomenon demonstrates that *sidak* operates beyond administrative levels to influence public opinion construction, as digital media distribution generates new social pressures on apparatus to sustain service standards even beyond the *sidak* event itself. Thus,

social media transcends mere communication channels to become an instrument of social accountability, extending formal oversight effects into citizens' digital interaction spaces.

In rural communities like those in Kuningan, public perceptions of bureaucracy are profoundly shaped by emotional proximity and direct official involvement. Thus, when the Deputy Regent visits village offices or community health centers (*puskesmas*), residents feel valued and included. This reinforces perceptions that government presence extends beyond structural formality to personal engagement.

A consistent sudden inspections (*sidak*) could be cultivate an appreciative culture among communities toward bureaucracy. When residents observe service improvements *post-sidak*, they tend to respond with trust, praise, or active participation in citizen forums. This constitutes vital social capital for development.

Conversely, sudden inspections (*sidak*) are conducted without follow-up or remain merely symbolic, public perceptions may shift toward skepticism. Therefore, follow-up actions constitute an inseparable component of efforts to build positive perceptions. Government must respond to findings through coaching, capacity building, or replacement of incompetent staff to ensure that public expectations are not disappointed. Efektivitas sidak dalam membentuk persepsi masyarakat juga sangat dipengaruhi oleh konsistensi dan integritas pimpinan. Jika pimpinan daerah menunjukkan keteladanan dan kesungguhan dalam menindaklanjuti sidak, maka persepsi positif masyarakat akan lebih kuat. Sebaliknya, inkonsistensi akan memperburuk citra birokrasi di mata publik.

Sudden inspections (*sidak*) also create opportunities for public education regarding citizens' rights. In numerous instances, communities remain unaware of minimum service standards they are entitled to receive. Through *sidak*, indirect knowledge transfer occurs, rendering the public more critical and conscious of service quality. With enhanced positive perceptions of public services stemming

from *sidak*, a supportive social climate emerges for effective bureaucracy. Communities become more cooperative, less prone to frustration, and more trusting of official channels for voicing aspirations. This proves essential for local social and political stability.

As a social oversight, public perceptions of sudden inspections (*sidak*) also contribute to local democratization processes. The resulting openness and transparency encourage communities to actively monitor and provide input on public services. Thus, *sidak* functions not merely as a bureaucratic control mechanism but also as a tool for community empowerment.

Public perceptions are influenced not only by governmental actions but also by their communication. Local governments must transparently convey the objectives, outcomes, and impacts of sudden inspections (*sidak*) to enable communities to comprehend and appreciate these oversight measures as genuine service improvement efforts rather than ceremonial activities. Clear and transparent communication reinforces *sidak*'s significance as an ethical and managerial commitment to enhancing public service governance quality.

The impact of *sidak* on public perceptions cannot be overlooked in public service policy formulation and evaluation. Public perceptions must be positioned as a key indicator for measuring bureaucratic performance success, since bureaucratic quality is assessed not solely by internal standards but also by citizens' evaluations as direct service beneficiaries. In this context, *sidak* conducted by the Deputy Regent of Kuningan serves as a strategic instrument for constructing an image of clean, professional, and service oriented bureaucracy. Its impacts extend beyond technical-procedural aspects to encompass perceptual, trust and legitimacy dimensions, ultimately forming essential capital for legitimate, effective governance respected and embraced by the populace.

C. CONCLUSION

Based on the preceding discussion, several conclusions can be drawn as follows:

1. Sudden inspections (*sidak*) conducted by the vice Regent of Kuningan prove effective as direct oversight instruments for enhancing civil servant discipline, strengthening bureaucratic accountability, and fostering a more professional work culture, particularly when implemented consistently, objectively, and integrated with indicator-based performance management systems. Nevertheless, these findings remain limited due to their reliance on qualitative approaches and local case studies, necessitating reinforcement through quantitative research with standardized performance metrics to enhance the validity of generalizations.
2. *Sidak* impact not only internal bureaucratic behavioral changes but also shapes positive public perceptions of public service quality and regional leadership, thereby boosting public trust and governmental legitimacy. However, this study lacks comprehensive support from systematic public satisfaction surveys and social media sentiment analysis. Therefore, future research is recommended to expand the scope to other regions and employ mixed-methods approaches for a more comprehensive and comparative understanding of *sidak's* effectiveness within the national bureaucratic reform framework.

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