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Implementation of E-Performance of State Civil Apparatus in the General Bureau of the Regional Secretary of North Sulawesi Province

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Abstract. In the digital era, performance management of the State Civil Apparatus (ASN) is a challenge that requires innovation to improve efficiency and accountability. This research aims to analyze the effectiveness of the implementation of the e-Performance system at the General Bureau of the Regional Secretariat of North Sulawesi Province, and identify technical and non-technical obstacles faced. The research used a descriptive qualitative approach with data collection through interviews, observation, and documentation. The results showed that e-performance helps improve efficiency, transparency, and accountability of ASN performance through a web-based system that facilitates recording and evaluating tasks. However, its implementation faces obstacles such as limited technological infrastructure, lack of training, and employee resistance to new technology. Technical constraints, such as network access disruptions, as well as non-technical constraints, such as low employee understanding of the benefits of the system, affect the effectiveness of implementation. In conclusion, e-performance is a strategic innovation in ASN performance management. However, its success requires management support, infrastructure improvement, continuous training, and changes in work culture. By overcoming these obstacles, e-performance can become a foundation in building a more modern and accountable bureaucracy.

Keywords. Management, e-Performance, State Civil Apparatus, Human Resources, Effectiveness, Efficiency, Accountability

A. Introduction

Government Regulation No. 53/2010 on Discipline of Civil Servants (PNS) is part of the legal framework that regulates discipline within the state civil apparatus in Indonesia. This Government Regulation aims to ensure that civil servants comply with obligations and avoid prohibitions stipulated by laws and regulations. The Government Regulation on Civil Servant Discipline is expected to increase work productivity and support a fair and transparent career and performance system. Government Regulation No. 53/2010 on Civil Servant Discipline provides a legal framework that regulates the discipline and behavior of civil servants in Indonesia. In this regulation, there is an emphasis on the importance of discipline as part of accountability and professionalism in public service. One of the main aspects is the regulation

on sanctions for civil servants who violate disciplinary provisions, which aims to improve the performance and integrity of civil servants [1]. Government Regulation Number 53 of 2010 has been revised in Government Regulation Number 94 of 2021 concerning Civil Servant Discipline.

The local government policy in North Sulawesi Governor Regulation No. 72/2017 adapts the principles of PP No. 53/2010 with a focus on civil servant performance accountability through the e-performance system. This system is designed to facilitate the measurement and evaluation of civil servant performance within the North Sulawesi Provincial Government. By using e-performance, each employee can report their performance in real-time, allowing for more transparent and accountable monitoring and evaluation. The e-performance system is a web-based application designed to assess and measure the performance of State Civil Apparatus. This application is also used to analyze the needs of positions, workload, and work units in the organization, which is the basis for calculating work performance and providing incentives (Robot et al., 2022) [2].

North Sulawesi Governor Regulation Number 62 of 2020 regulates several important changes related to performance accountability of civil servants (PNS) through the E-performance system. One of the main changes is the adjustment of the civil servant performance assessment mechanism to be more relevant to current conditions, including the impact of non-natural disasters that affect the way employees work and discipline. In addition, this regulation enhances the application of the E-performance system as a tool to assess and report employee performance more effectively and transparently, thus facilitating supervision and evaluation. Given that the previous regulation, namely Governor Regulation No. 72/2017, is no longer in line with current legal developments and needs, this amendment aims to update the existing provisions to be more responsive to the challenges faced by local governments.

In today's digital era, information and communication technology (ICT) plays an important role in better governance. One of the government's strategic initiatives to support this transformation is the implementation of e-Government. E-Government is defined as the utilization of ICT to improve the relationship between government, society, business, and between government agencies. The implementation of e-Government aims to improve transparency, accountability, and efficiency in public services as a whole (Batool et al., 2021) [3].

Transparency is one of the important elements supported by e-Government. Electronic-based systems facilitate public access to government information, thereby increasing public trust and reducing the potential for abuse of authority. According to Dawes (2008) in Novatiani et al. (2019), transparency in e-Government can reduce the risk of corruption by enabling public oversight of government processes [4].

In addition, e-Government contributes to increased accountability. Electronic systems, such as e-performance, enable objective monitoring of the performance of state civil apparatus (ASN). With automatic tracking of ASN activities and work results, the government can ensure employee responsibility for assigned tasks (Wahyuni, 2020) [5]. This is in line with the findings of Heeks (2002), which states that electronic systems are able to increase accountability through data recording that can be properly audited [6].

The efficiency of public services is also a major benefit of e-Government. The implementation of this technology reduces the time and cost of complex bureaucracy, so that people can receive services more quickly and effectively. Sudirman and Saidin (202) explain that e-Government enables the reduction of duplicative work, improves coordination between agencies, and supports optimal task execution [7].

Presidential Instruction No. 3 Year 2003 on National Policy and Strategy for E-Government Development is an important step in utilizing information technology to improve efficiency and transparency in the Indonesian government. This instruction was issued in response to rapid advances in communication and information technology, which opens up opportunities for fast and accurate information management. The main objective of e-Government development is to improve the quality of public services by establishing a network of information and transactions that can be accessed by the public in a broad and affordable manner, as well as creating interactive relationships with the business world to support national economic development. In addition, this instruction aims to facilitate public dialog so that people can participate in policy formulation, and build a transparent and efficient management system to facilitate transactions between government agencies. According to Hardiansyah in Djadjuli (2018) himself, the definition of e-Government is related to the ability to use information and communication technology to improve relations between government and society, between government and business, and between government agencies [8].

E- performance is an information technology-based system designed to improve the performance of the State Civil Apparatus (ASN) in a more objective, structured, and measurable manner. The main objective of implementing e- performance is to increase ASN accountability by ensuring they are responsible for the work that is the main task and function (tupoksi) of each. The system also aims to facilitate a more objective performance assessment by reducing subjectivity through clear and data-based indicators. In addition, e- performance encourages work efficiency and productivity by ensuring ASN works according to predetermined targets and deadlines, while supporting more strategic planning and management of human resources (HR) (Sendouw et al., 2023) [9].

The implementation of e- performance provides various significant benefits, including more transparent performance measurement. All ASN activities are recorded in the system, enabling real-time monitoring of individual and team productivity, thus reducing inequity in assessment. The system also motivates ASN through fair performance-based incentives, so that productive employees are rewarded accordingly, reducing social jealousy, and encouraging a more disciplined and results-oriented work culture. In addition, e- performance helps map the distribution of workload so that it is more equitable and in accordance with employee competencies, minimizes overlapping tasks, and increases the professionalism of ASN in serving the community. By supporting the principles of transparency, accountability, and efficiency, e- performance is part of the effort to realize good governance and effective public services (Mandagi, 2023) [10].

The implementation of the e-performance application must be done, namely because there are employees who work not in accordance with their main duties and functions and not in accordance with the workload of each employee. In addition, position placements have not been based on personal competence and position competence, performance appraisals have not been subjective and there are still many employees who lack discipline in carrying out their job duties. Thus the results of the work carried out by employees are not effective, efficient, transparent and accountable so as to make the public service system slow, convoluted and not running optimally. Then it is hoped that this e- performance will be a performance improvement step for employees within the North Sulawesi Provincial government, so that employees are indirectly more responsible for their respective duties and work without having to get orders from superiors.

According to the State Civil Apparatus Law No. 5 of 2014, article 80 paragraph 3 that performance allowances are paid in accordance with performance achievement. Related to the

provision of employee work allowances, before the e-performance application was implemented, employees who worked in the same position, provided allowances to employees who were disciplined in working and employees who were not disciplined in working were given the same amount. This causes social jealousy between employees so that employees who were previously disciplined at work become lazy to work because of the similarity in the amount of work allowances given (Masengi et al., 2023) [1].

According to Dilapanga (2020: 82), there are individuals, including employees, who resist changes in a policy. This resistance can be caused by five main factors, namely habit, threats to security, economic factors, fear of new things, and selective information processes [11].

E-performance also serves to monitor the activities of employees during working hours, whether the employee is doing activities or not. In addition, it monitors discipline in this case the attendance of the employees themselves, which consists of Alpa, Late, Hurry Home and even not participating in other official activities. This will be known by the employee work report inspection team which is carried out every year, every month, every week and even every day. This e-performance policy is a motivation for employees to improve their performance and make employees who were previously undisciplined at work become more diligent in working and have high competitiveness (Putri et al., 2014) [12].

However, the implementation of e- performance in North Sulawesi Province still faces various challenges. Based on data from the Regional Personnel Agency (BKD) of North Sulawesi Province, only around 60% of ASNs are actively using the e- performance system. Most ASNs complain about the complexity of the system, such as an unintuitive interface, difficulties in accessing the system due to limited technological infrastructure, and lack of adequate training on the use of this system. In addition, there are also problems in ASN's understanding of the performance indicators used, which are often considered incompatible with their daily duties and responsibilities.

Based on the findings of field research and interviews with several ASNs, technical constraints are not the only problem. There are also non-technical challenges such as resistance to change and a work culture that is still oriented towards processes, not results. This causes resistance from ASN to switch to an electronic-based system. They tend to be more comfortable with the old performance appraisal method, which is considered more flexible and less burdensome.

On the other hand, the pressure to meet performance targets listed in e- performance without sufficient understanding can cause job stress and reduce ASN job satisfaction. This has the potential to reduce their motivation and productivity, which in turn can affect the quality of public services provided to the community.

Therefore, it is necessary to conduct research to evaluate the effectiveness of e- performance implementation in North Sulawesi Province and identify obstacles faced by ASN in using this system. This research is important to provide recommendations for improvement, so that the e- performance system can be optimized to support the improvement of ASN performance and accountability.

Based on the phenomena that the author has described, the author is interested in knowing the implementation of the e-performance policy of state civil apparatus employees at the General Bureau of the Regional Secretariat of North Sulawesi Province, therefore the author is interested in conducting research related to "Implementation of E- performance ASN at the General Bureau of the Regional Secretariat of North Sulawesi Province". This research aims to analyze the effectiveness of the implementation of the e- performance system at the General

Bureau of the Regional Secretariat of North Sulawesi Province, as well as identify technical and non-technical obstacles faced.

B. Method

This type of research is descriptive qualitative research is a research process and understanding based on methods that investigate a social phenomenon and human problems, the theoretical basis is used as a guide so that the focus of research matches the facts in the field. Based on a series of theories, the researcher believes in using descriptive research, because this research focuses on describing data in the form of in-depth sentences derived from informants and behavior where this explanation uses qualitative methods, then in-depth information is obtained rather than breadth or amount of information and can draw conclusions from research problems. Creswell in Mamonto et al. (2023) states that qualitative research is a method for exploring and understanding the meaning that a number of individuals or groups of people ascribe to social or humanitarian problems [13].

The focus of this research is the effectiveness of the implementation of the e-performance system at the General Bureau of the Regional Secretariat of North Sulawesi Province with indicators of 1) the mechanism for implementing e-performance, 2) the effectiveness of implementing e-performance, and 3) technical and non-technical constraints on the use of the e-performance system.

The data collection technique used was triangulation technique: observation, interview and documentation study. The informants in this study were determined by purposive sampling technique. The data analysis technique uses the interactive model of Miles and Huberman (1984) in Sugiyono (2017), namely: data collection, data reduction, data display, and conclusion/verification [14].

C. Result and discussion

Mechanism of e-Performance Implementation

The North Sulawesi Government e- performance system is a digital platform designed to manage and monitor the performance of civil servants (PNS) within the local government. The system typically aims to improve transparency, accountability and efficiency in the management of employee duties and responsibilities. The e- performance system is equipped with biometric facial recognition, geolocation and bluetooth low energy beacon features that function to report attendance when entering and completing work by verifying the authenticity of the face and monitoring the location of employee presence.

This e- performance system can accommodate attendance reporting for Work From Home (WFH) and Work From Office (WFO) employees integrated with e- performance so that it becomes part of the application of e-government in supporting government administration during the adaptation of new habits, especially for ASN and THL to remain productive. The following is a view of the e- performance system of the North Sulawesi Provincial Government.

In the initial display, the e- performance system displays user information such as full name, NIP, telephone number, position, and salary. It also has buttons such as Biodata: To manage personal data, My Activity: Track user work activities, Behavior Assessment: Menu for behavioral performance assessment, Organization: Information about the organizational structure, e-Absence Online: For online absences, Special Activities: for certain jobs that require separate reporting, Report Permission/Sickness: To report an absence, Achievement History: Displays the user's performance achievement history.

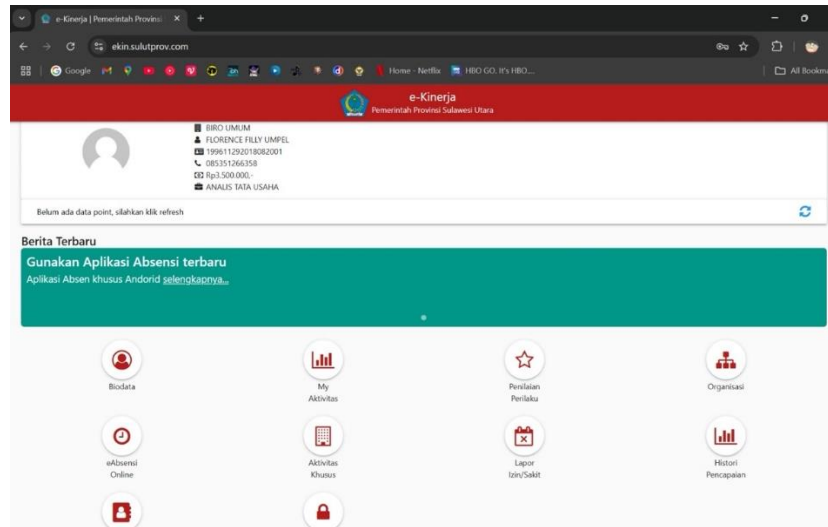


Figure 1. Initial Display of e-Performance System

In figure 2 below, each employee is required to fill in information related to the daily activities they have carried out throughout the working day, including details of tasks, time spent on each activity, and results or achievements obtained from these activities. The purpose of this data entry is to monitor work progress and ensure that each employee carries out their responsibilities in accordance with the predetermined schedule.

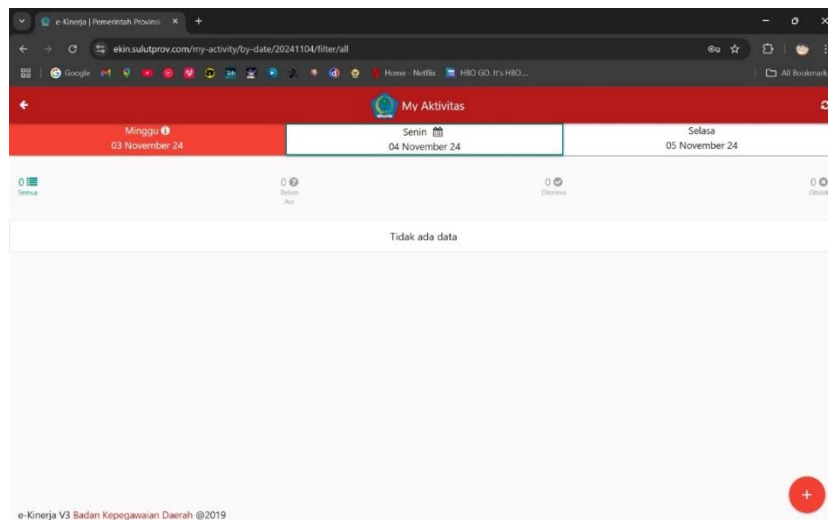


Figure 2. Display to Fill in Employee Daily Activities

In figure 3 below is a view specifically designed for superiors to function as a tool to monitor, review, and approve various activities carried out by employees in order to support the smooth operation of the organization.

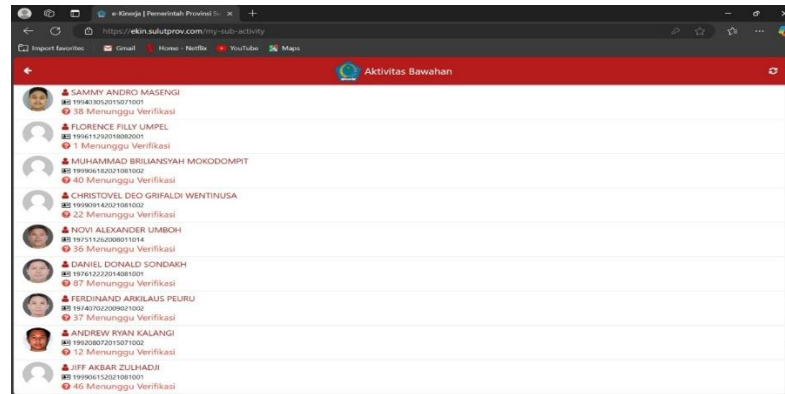


Figure 3. Supervisor View to Approve Employee Activities

Figure 4 below is a view of a behavioral appraisal given directly by a supervisor that includes a comprehensive evaluation of various aspects of an employee's attitude and actions in carrying out duties, including responsibility, work ethics, teamwork, and compliance with applicable rules in the work environment.

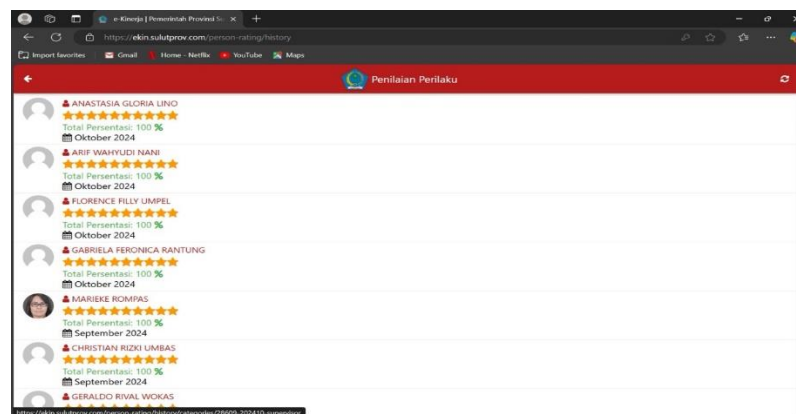


Figure 4. Tampilan Penilaian Perilaku Dari Atasan Langsung

Figure 5 below is an employee attendance view that displays data related to attendance, absence, and working hours of each employee, which can be accessed in detail to monitor performance and ensure the accuracy of recording employee entry and exit times every day.



Effectiveness of e-Performance implementation in the general bureau of the regional secretariat of the province of North Sulawesi

The implementation of the e- performance system in the General Bureau of the Regional Secretariat of North Sulawesi Province is a strategic step to improve efficiency, transparency and accountability in the performance management of civil servants (PNS). This web-based system is designed to simplify administrative processes that were previously carried out manually, through recording and reporting work activities in real-time. With e-performance, the performance assessment process becomes faster and more measurable, making it easier to make decisions related to performance management.

The successful implementation of the e- performance system can be measured by several key indicators, such as an increase in the level of employee compliance in filling out daily reports, a decrease in the number of disciplinary violations, and the achievement of individual and organizational targets. This system also contributes to improving work efficiency, where reporting, evaluating, and monitoring employee performance becomes easier and faster. In addition, transparency in performance appraisal helps minimize subjectivity, thereby supporting fairness in incentives (Veri et al., 2022) [15].

However, the implementation of e- performance is not free from challenges. Technical constraints such as unstable networks and lack of training for employees are obstacles in optimizing the system. Some employees feel burdened by the use of this system, especially those who are not familiar with technology. In addition, the success of the implementation is also greatly influenced by management commitment, the availability of technological infrastructure, and the support of a conducive work environment.

The interview results also showed that the main challenge faced was the lack of employee discipline in filling in data routinely according to a predetermined schedule. Many of them feel that this task is an additional burdensome workload, especially for employees who are not accustomed to or do not have a sufficient level of understanding of the use of technology. In addition, there were also employees who found it difficult to adjust to the new system due to the lack of training or guidance provided. This caused delays in collecting data that should have been done regularly, thus impacting on the effectiveness of the overall work process. Lack of

understanding of the importance of filling in this data is also one of the factors causing their low motivation to do so consistently.

Nevertheless, e- performance has a significant positive impact. The system motivates employees to be more responsible in completing tasks on time, as all work activities are documented in a structured manner. In addition, integration with other systems, such as attendance and payroll, provides accuracy in data management and improves work productivity. This also supports the achievement of organizational targets and the quality of public services.

Overall, e- performance is an effective management tool to improve civil servant performance. However, its successful implementation requires increased employee awareness, adequate training, and strong managerial support. By overcoming the existing obstacles, this system can be a solid foundation for building a more efficient, transparent, and accountable bureaucracy.

Technical and Non-Technical Constraints of e-Performance System

The implementation of the e- performance system in the State Civil Apparatus (ASN) is expected to improve work efficiency and accountability through digital-based performance management. However, the implementation of this system faces various challenges which are divided into technical and non-technical obstacles. Both types of obstacles affect the effectiveness and acceptance of the system by ASNs in carrying out their daily tasks.

Technical constraints are one of the main obstacles in the implementation of the e- performance system. Some of the problems that are often found are slow systems or experiencing access interruptions, especially when there is a surge in usage. In addition, some ASNs still experience difficulties in synchronizing the inputted data with the central system. The application management team has standard procedures for handling disruptions, such as monitoring the system, repairing, and notifying users. However, this process is often constrained by a lack of coordination between the central IT team and related units, which have different technical needs and slow down the maintenance process.

This finding is consistent with the results of interviews with informants who said that One of the main challenges in application management is effective coordination between the central IT team and related units, each of which may have very different hardware, software or technical needs. Each unit often has different ways of working and systems, complicating the flow of communication and decision-making. Unstructured communication is often a major bottleneck, leading to delays in the process of repairing, maintaining and updating applications. In addition, different priorities between relevant units can exacerbate the situation, affecting the efficiency and speed of response to technical issues. Without a clear and organized communication system in place, IT teams struggle to ensure that all technical aspects are well coordinated, which ultimately slows down problem resolution and hampers efforts to keep applications running optimally.

On the other hand, non-technical obstacles also affect the implementation of the e- performance system. Many ASNs do not understand the importance of this system and tend to be more comfortable using manual methods. This shows a low level of understanding and awareness of the benefits of digitization in performance management. In addition, the lack of guidance on the use of advanced features and the lack of structured training causes employees to find it difficult to optimize the system. The ineffectiveness of inter-section communication in terms of data entry and performance reporting is also an obstacle that is often faced.

To overcome these obstacles, several strategies have been proposed. One of them is to improve communication and education for ASN. Employees are expected to be more active in

seeking information through documentation or technical teams, as well as communicating directly with colleagues to understand the system better. In addition, periodic training with specific and easy-to-understand methods is an important solution to ensure all employees feel ready and able to utilize the system effectively. On the technical side, a more structured coordination between the administrative and technical teams is needed to handle system bugs or errors quickly.

By overcoming technical obstacles through infrastructure improvement and responsive handling, and overcoming non-technical obstacles through comprehensive education and training, the e- performance system can be optimized. This holistic approach will support the overall improvement of ASN performance and strengthen accountability and efficiency in carrying out government tasks.

D. Conclusion

Based on the results of in-depth research on the implementation of e-performance of civil servants in the General Bureau of the Regional Secretary of North Sulawesi Province, which aims to evaluate the effectiveness of the system in improving the performance of civil servants and explore technical and non-technical constraints, it can be concluded that the implementation of this technology has a significant impact on efficiency and transparency in the implementation of government tasks in the region within the General Bureau of the Regional Secretary of North Sulawesi Province.

1) The implementation of the e- performance system in the General Bureau of the Regional Secretariat of North Sulawesi Province is a strategic step that has a significant positive impact on the performance management of civil servants (PNS). This system increases efficiency, transparency and accountability through real-time recording of work activities and facilitates evaluation and decision-making. Successful implementation can be seen from increased employee compliance, reporting efficiency, and fairness in performance assessment. The system also encourages employee responsibility and improves productivity through integration with other systems, such as attendance and payroll. However, there are challenges in the form of technical constraints, lack of training, and resistance from employees who are less familiar with technology. Successful implementation relies heavily on management support, infrastructure readiness, and a conducive work environment. By overcoming these obstacles, e- performance has the potential to become the main foundation for creating a more efficient, modern, and accountable bureaucracy, while supporting the achievement of organizational targets and improving the quality of public services.

2) The implementation of the e- performance system among the State Civil Apparatus (ASN) has great potential to improve efficiency and accountability through digital-based performance management. However, its implementation faces challenges that are divided into technical and non-technical constraints. Technical constraints include system access disruptions and lack of coordination between technical teams, while non-technical constraints include ASN's low understanding of the benefits of the system as well as lack of training and effective communication. To overcome these obstacles, strategic steps are needed, such as improving infrastructure and coordination of technical teams to handle system problems quickly, as well as periodic education and training for ASN so that they can optimally utilize the system. This approach is expected to be able to overcome existing obstacles, so that e- performance can function effectively in supporting ASN performance, increasing accountability, and encouraging bureaucratic efficiency.

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