

## **Innovation in the Digitalization of the Sijapati Application as a Medium for Performance Management of the Civil Service**

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### **Abstract**

Digitalization of the performance management of the State Civil Apparatus (ASN) is an important need to increase the effectiveness, transparency, and accountability of performance in the public sector. However, the implementation of digital innovation is often faced with user acceptance challenges and technical constraints. This study aims to analyze the development and implementation process of the SIJAPATI application developed by the Kuningan Regency Personnel and Human Resources Development Agency (BKPSDM), identify the factors that affect its acceptance and utilization, and examine the obstacles faced in its implementation. This study uses a descriptive qualitative approach with data collection techniques through interviews, observations, and documentation, and uses the theory of Diffusion of Innovation by Rogers (1983), which includes five characteristics of innovation, namely relative advantage, compatibility, complexity, trialability, and observability. The results of the study show that the development and implementation of SIJAPATI is carried out in stages through trials, socialization, and continuous evaluation. SIJAPATI acceptance is influenced by relative advantage in the form of ease of performance reporting, system conformity with ASN regulations and work needs, trial opportunities before full implementation, and visibility of performance results that can be monitored directly. Implementation obstacles mainly arise in the early stages in the form of technical obstacles and user adaptation processes, but they are temporary. This study concludes that SIJAPATI is effective as a digital innovation in supporting the management of ASN performance within the Kuningan Regency government.

**Keywords:** *SIJAPATI; Inovasi Digital; Kinerja ASN; Difusi Inovasi; Pemerintah Daerah*

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### **INTRODUCTION**

Advances in the field of digital technology have resulted in the continuation of innovation in various systems, tools, and devices designed to improve and simplify the way we live, work, and interact with the environment (Mulyana et al., 2024). Along with technological advances in this digital era, many aspects of human life are becoming increasingly dependent on technological advancements (Wulandari et al., 2021). Advances in information technology and the internet have changed people's expectations regarding fast, easy, and accountable public services. This encourages the government to implement e-government as part of bureaucratic reform (Herlina & et.al, 2023). Therefore, a strategic step to realize modern and accountable governance is by implementing bureaucratic digitalization (Muhammad Rizky et al., 2025).

Digitalization in the management of the State Civil Apparatus (ASN) in Indonesia is a strategic step needed to overcome the increasingly dynamic demands of society and the challenges of bureaucratic reform (Nugroho et al., 2023; Nyeleker et al., 2025; Siregar et al., 2025; Waris & Susanti, 2025; Yuniarti et al., 2024). The use of digital technology plays an important role in maximizing the planning, management, and development of ASN in an efficient, transparent, and accountable manner (Adila & Mahendra Putri, 2024). The digitalization of ASN management encourages the development of competencies, a flexible work culture, and performance-based public service innovation (Ferine et al., 2024; Prayogo et al., 2025; Siregar et al., 2025; Taufiq & Suhendar, 2026; Umar & Nur'Iva, 2025). In the

era of globalization and technological disruption, competent civil servants need to be supported by a modern data-based management system to speed up bureaucratic processes and decision-making. Thus, the digitalization of ASN management is a solution to modern bureaucratic challenges, including resistance to change, inequality of digital capabilities, and demands for the provision of technological infrastructure in the government environment. (Mandela & Ambarawati, 2025).

The Government of the Republic of Indonesia issued a regulation regarding the ASN performance management system as a concrete action from the direction of transformation to encourage the acceleration of bureaucracy (Fikri, 2025; Simandjorang & Kurniawan, 2022; Subroto & Indriati, 2024; Yuliawati & Prasetyo, 2019). Presidential Regulation Number 95 of 2018 concerning Electronic-Based Government System (SPBE) emphasizes that modern government is implemented with the principles of effectiveness, integration, sustainability, efficiency, accountability, interoperability and security. Meanwhile, the performance assessment of ASN is regulated by Government Regulation Number 30 of 2019 which is a reference for assessment which in its implementation must be objective, measurable, transparent and integrated. These two regulations are the basis for regional agencies to be more innovative by digitizing the ASN performance assessment system which aims to improve bureaucratic efficiency and good governance.

The Kuningan Regency Government has implemented the digitization of ASN performance management through web-based e-performance used by ASN for reporting daily activities and Employee Performance Targets (SKP). In line with changes in national regulations related to ASN performance management, as well as the issuance of Government Regulation Number 30 of 2019 and PANRB Ministerial Regulation Number 6 of 2022, the implementation of e-performance needs to be updated to comply with the latest regulations. To overcome this need, the Kuningan Regency Personnel and Human Resources Development Agency (BKPSDM) took the initiative to develop the SIJAPATI application (Integrated Employee Performance Information System) as an update of the previously existing performance management system through regulatory adjustments, improved appearance, and greater flexibility in application-based access to support a more integrated ASN performance management process. transparent, and accountable.

Although SIJAPATI is designed as a digital innovation to improve the effectiveness of ASN performance management, the implementation of electronic-based systems in the bureaucracy does not always run without challenges. The transformation from the previous system to a new application has the potential to cause user adaptation dynamics, differences in perception of the benefits of innovation, and technical obstacles in the early phase of implementation. In addition, digital innovation in the management of ASN performance is not only related to technological readiness, but also to the level of acceptance and comfort of ASN as the main user of the system. This condition shows that the success of digital innovation is not solely determined by the availability of technology, but also by the empirical experience of users as well as the governance of supporting systems.

The innovation of the SIJAPATI application in Kuningan Regency is a strategic step in strengthening the digitalization of ASN performance management. However, academic studies on the dynamics of the implementation of this innovation are still limited. Most previous research has focused on public service innovation, not on apparatus performance

management systems. Rogers (1983) defines innovation as an idea, procedure, or object that is considered new by the adoptive individual or unit, and the acceptance of innovation is strongly influenced by the user's perception of the novelty and benefits of the innovation. In this case, the theory of Diffusion of Innovation proposed by Rogers can be used to explain the process of adopting innovation through 5 main characteristics, namely, relative advantage, compatibility, complexity, trialability, and observability. This theory is relevant to analyze the extent to which digital innovations such as SIJAPATI can be accepted and adapted by local government officials.

Previous research by Melinda, Syamsurizaldi, and Kabullah (2020) on the innovation of online population administration services in Padang Panjang City stated that the implementation of digital innovation optimizes the effectiveness and efficiency of public services, although it still faces technical obstacles. The findings confirm that many studies on digital innovation in the public sector have been conducted, but research on digital innovation in the ASN performance management system is still limited. This condition shows that there is a theoretical and empirical gap related to the use of the Diffusion of Innovation theory in the context of regional bureaucracy. Therefore, the need for this research is to provide a deeper understanding and support the development of digital innovations in regional personnel governance.

Based on the above explanation, this research is important because digital innovations such as the SIJAPATI application play an important role in strengthening performance-based personnel governance in the regions, but have not been widely studied scientifically from the perspective of innovation diffusion theory. Therefore, this study has the following objectives: (1) Analyzing the process of developing SIJAPATI application digitization innovation as a medium for ASN performance management, (2) Analyzing the factors that support the innovation process of digitizing the SIJAPATI application as a medium for ASN performance management, and (3) Knowing the factors that hinder the innovation process of digitizing the SIJAPATI application as a medium for managing ASN performance.

## **METHOD**

This study used a descriptive qualitative approach to describe in detail the application of digitalization innovation through the SIJAPATI application managed by the Kuningan Regency BKPSDM.

The object of the research was the digitalization innovation of the SIJAPATI application as a medium for ASN performance management developed by the Kuningan Regency BKPSDM. The subjects of the study included parties directly involved in the development and implementation of the application, comprising BKPSDM structural officials, SIJAPATI development teams and operators, as well as ASN users across several regional government agencies. Informants were selected using purposive sampling, as they possessed specialized experience and hands-on understanding of the application's implementation.

Data were collected through in-depth interviews, observations, and documentation. Semi-structured interviews were conducted with the head of BKPSDM, Performance Assessment, Welfare and Apparatus Development staff, SIJAPATI operators, and ASN users to gain an understanding of the application's development and implementation process.

Observations were carried out by directly observing the use of SIJAPATI and ASN behavior in performance reporting. Documentation included regulations, application guidelines, and performance reports. Data validity was established through triangulation, comparing results across multiple sources and data collection methods, while data analysis was conducted through three stages: data reduction, data presentation, and drawing conclusions.

## **RESULT AND DISCUSSION**

The results of this study illustrate empirical findings regarding the innovation of digitization of ASN performance management through the SIJAPATI application developed and managed by BKPSDM and used within the Kuningan Regency Government. The description of the results is structured narratively with reference to the innovation diffusion framework of Rogers (1983), which emphasizes five characteristics of innovation, namely relative profitability, suitability, complexity, possibility of testing, and ease of observation.

In general, SIJAPATI acts as a digital system that facilitates the management of ASN performance in an integrated manner. Through this application, ASN can report on performance activities, monitor achievements, and prepare Employee Performance Goals (SKP) in one centralized system. The implementation of SIJAPATI replaces the previous mechanism which was still dominated by manual recording and separate administrative processes, so that performance data is now systematically documented and can be accessed according to authority.

Based on the informant's information, the implementation of SIJAPATI is considered to provide real benefits compared to the performance management mechanism in the pre-digitalization period. The previous reporting process was seen as less efficient because it involved manual recording, recapitulation at the end of the period, and separate administrative stages. After SIJAPATI is implemented, performance reporting can be done directly through the system, so that it is considered more practical, structured, and supports time efficiency.

In addition to the ease of the process, the informant also highlighted the improvement of performance transparency. Work achievement information is clearly displayed in the system, allowing civil servants and leaders to monitor performance developments on an ongoing basis. The visibility of performance data also affects the reporting discipline, especially because performance achievements are directly related to the assessment mechanism and Employee Income Supplement (TPP).

Informants also view SIJAPATI as beneficial because it supports the linkage between organizational performance and individual performance. The preparation of the SKP is carried out in stages, accompanied by a layered approval mechanism that encourages the verification process and performance communication between superiors and subordinates. The characteristics of this system further strengthen the perception of the benefits of the application in the management of ASN performance.

Furthermore, the results of the study show that the implementation of SIJAPATI has a strong level of conformity with the work needs of ASN and the personnel regulatory framework. The informant said that this application was designed in line with the provisions of PermenPANRB Number 6 of 2022 concerning Performance Management of ASN

Employees, so as to substantially support the performance management mechanism within the Kuningan Regency Government.

In practice, SIJAPATI is considered to have accommodated the main elements of ASN performance management. However, the study notes that some supporting features, in particular the formal mechanism for filing objections or appeals on the results of the assessment, are not yet fully available in the system.

In terms of use, the informant revealed that SIJAPATI has been widely used within the Kuningan Regency Government. The high level of usage is influenced by local government policies that require the use of applications as part of a performance management system. The ASN adaptation process tends to go well, although there are differences in the speed of adjustment influenced by individual factors, including age and technology usage habits.

Research also shows that barriers to implementation in the early stages of implementation are relatively limited. The obstacles that arise are more related to technical adjustments than to resistance to the system. The adaptation process is supported through socialization and mentoring by BKPSDM.

In the early stages of implementation, a number of informants revealed that the use of the system has not been fully smooth. This condition is mainly influenced by the need for user adaptation to new workflows and system mechanisms. Civil servants who were previously accustomed to different reporting patterns need to adjust to a more systematic and integrated performance reporting structure within the application.

The adjustment process is not only related to changes in administrative procedures, but also concerns understanding the logic of the system. Some ASNs have difficulties in understanding the mechanism of performance linkage, especially in the process of reducing performance from the organizational and supervisory levels to the subordinate level. This situation initially affected the smooth filling and performance reporting.

In addition to the aspect of user understanding, the study also noted that there were technical obstacles in the initial phase of implementation. The informant mentioned the emergence of system disruptions, such as application bugs and certain functions that are not fully optimal. However, the frequency of technical problems reported tends to decrease over time, in line with the improvements and updates that are carried out. The informant also explained that SIJAPATI was previously developed in an Android-based version, but its use was not continued after changes in ASN performance management regulations. Changes in business processes have led to system development being focused on web-based platforms.

In addition to these technical constraints, this study also identifies operational aspects of the system related to data management. Based on the informant's statement, the data backup mechanism on the SIJAPATI server has run automatically. Meanwhile, the process of downloading or storing data to local media is still done manually. The informant explained that this mechanism is part of the data management procedures implemented in the system. Automatic data backup functions to maintain data availability and security, while manual processes at the local level are carried out according to administrative needs. This condition indicates that data management in an application involves a combination of automated and manual processes.

In facing these various obstacles, BKPSDM is considered to play an active role in supporting the user adaptation process through the provision of guidance, technical

assistance, and responses to complaints. In the early implementation period, certain tolerances were also given regarding the filing deadline as part of the adjustment process. The informant assessed that the mechanism for handling problems and improving the system was running relatively quickly.

The results of the study show that the SIJAPATI application developed by the Kuningan Regency BKPSDM has gone through the trial stage before being fully implemented within the Kuningan Regency Government. The informant explained that the trial period lasted for a period of about six months to one year, namely in the period from 2021 to 2022. This period coincides with the dynamics of changes in ASN performance management regulations, so that the development and implementation of the system is carried out in stages.

During the trial period, SIJAPATI was operated in parallel with the system used previously. This approach provides space for civil servants to get to know, learn, and adjust to the application-based performance reporting mechanism without having to immediately leave the old work pattern. The informant considers that the parallel implementation helps reduce the potential for administrative disruption while facilitating the process of user adaptation to the new system.

The trial process also involves various elements of personnel management in the regional apparatus. BKPSDM first held an initial socialization activity which was attended by officials and personnel operators, such as the head of the personnel subdivision and operators in each regional apparatus. This mechanism allows the information dissemination process to take place in stages, where the socialization material is then forwarded to ASN in their respective work units. In addition, BKPSDM also provides space for regional officials to submit direct socialization requests, which in practice are widely used by regional officials. This socialization and training took place before SIJAPATI was officially implemented based on the Kuningan Regent Regulation Number 303 Year 2022, thus giving ASN time to adapt to the system.

The implementation of the trial was evaluated in stages by taking into account the level of participation of regional apparatus, the involvement of civil servants in the preparation of SKP through applications, and feedback from external parties through the system integration mechanism. The results of the evaluation are the basis for system improvements, including feature adjustments, improved application stability, and strengthening performance reporting efficiency aspects. These findings show that SIJAPATI is not implemented instantly, but through a learning and evaluation process that supports organizational and user readiness.

The results of the study show that the implementation of the SIJAPATI application allows ASN performance to be observed directly by employees and leaders through an integrated performance reporting system. Based on the informant's information, the development of ASN performance is reflected in daily and monthly reports that are inputted into the application, so that work progress can be monitored on an ongoing basis. This information not only functions as administrative documentation, but also serves as a reference for leaders in conducting performance evaluations and the preparation and assessment of annual Employee Performance Goals (SKP).

The visibility of performance in the system can be seen from the way the application presents work achievement information. Performance data is clearly displayed in the form of

activity recaps or performance assessment categories, such as "lacking", "good", or "very good". The presentation of this information is supported by a visual display, including a graph that illustrates the weight and achievement of the assessment, making it easier for users to quickly understand the performance conditions. The informant explained that every performance input made by ASN will be directly reflected in the system and updated periodically, allowing performance developments to be observed directly.

In addition to increasing the visibility of work results, the study also found that there are behavioral impacts that arise from the characteristics of the system. The informant said that the direct relationship between performance reporting, assessment, and Employee Income Supplement (TPP) encourages ASN to be more disciplined in filling out reports. Unreported performance has the potential to impact performance values, so the app indirectly forms more consistent and timely reporting habits.

Furthermore, SIJAPATI also strengthens the accountability of ASN performance. All reported activities are documented in the system and can be traced back by the relevant parties. This condition creates a greater perception of responsibility for ASN, because every activity that is input must be in harmony with real work and can be monitored openly. Thus, the system not only improves performance transparency, but also supports a more objective evaluation process in the organizational environment.

The study found that there was a change in the administrative reporting pattern of ASN after the use of SIJAPATI. The use of digital systems encourages reporting consistency, timeliness, and increased awareness of performance accountability. Reported work activities are documented in the system and can be traced back, thus strengthening more objective control mechanisms. This condition also supports the formation of a data-based performance culture, while strengthening transparency and accountability in the management of ASN performance.

Overall, the results of the study show that digital innovation through the SIJAPATI application not only functions as an administrative instrument, but also contributes to strengthening ASN performance governance. The implementation of this application is related to improving process efficiency, transparency of performance information, and work accountability within the Kuningan Regency Government. The findings of the study show that the implementation of SIJAPATI is related to regulatory aspects, organizational readiness, and institutional support within the Kuningan Regency Government.

## **Discussion**

Based on the empirical findings that have been described in the results section, the next analysis places the application of SIJAPATI within the framework of the innovation diffusion theory of Rogers (1983). The five characteristics of Rogers' innovations are used as an analysis knife to explain the dynamics of SIJAPATI adoption within the Kuningan Regency Government.

### **The process of developing innovation in digitizing the SIJAPATI application as a medium for managing ASN performance**

The analysis of the process of development and application of SIJAPATI can be explained through the characteristics of trialability and complexity in the theory of innovation diffusion Rogers (1983). Trialability emphasizes the importance of opportunities for users to test innovations before they are fully implemented. The findings of the study show that

SIJAPATI is not implemented instantly, but through a phased approach that includes a trial period as well as parallel implementation with the previous mechanism. This strategy provides room for adaptation for civil servants, reduces the uncertainty of using new systems, and supports the organization's gradual learning process.

The trial stage plays a role not only as a technical phase, but also as an evaluative mechanism in system development. Various user inputs, operational experience, and application usage dynamics in the early stages are the basis for improving the features and stability of the system. This development pattern reflects the character of innovation that is adaptive and responsive to organizational needs. In line with Rogers' perspective, innovations that can be tested in a limited scope tend to have a higher chance of adoption because the risk of change can be minimized and users have the opportunity to understand the system gradually.

On the other hand, the complexity dimension also affects the implementation of SIJAPATI, especially at the beginning of the implementation phase. The transition from manual administrative mechanisms to digital systems demands adjustments to workflows, technical understanding, and application-based performance reporting logic. This complexity is reflected in the need for civil servants to understand the interconnectedness of tiered performance, including the process of reducing performance from the organizational level to the individual. Within the framework of innovation diffusion, this is a common phenomenon, where technological innovation in the early stages is often perceived as more complicated than established practices.

However, the complexity in the implementation of SIJAPATI is not solely related to the user experience, but also includes the technical dimension of the system. The findings of the study show that the application has been equipped with an automatic data backup mechanism on the server, which plays a role in maintaining the availability and security of ASN performance data. The existence of this mechanism shows that the technical complexity of the system is designed to minimize the risk of data loss as well as support the operational sustainability of the application. Meanwhile, the process of downloading or storing data to local media that is still done manually reflects a combination of automated and administrative mechanisms in system data governance.

The research also revealed the dynamics of SIJAPATI development, which was previously directed at Android-based platforms. However, changes in ASN performance management regulations have led to adjustments to application business processes, so system development is then focused on web-based platforms. This phenomenon shows that digital innovation in the public sector is not only influenced by technological considerations, but also by regulatory factors and the need for system conformity with national policies. In this context, the direction of technology development is part of the process of adapting innovation to a dynamic policy environment.

Thus, the process of developing and implementing SIJAPATI reflects the dynamics of innovation diffusion that is gradual, adaptive, and influenced by the interaction between technical aspects of the system, regulations, and user readiness. Trialability plays a role in creating stability in the innovation transition, while complexity describes initial challenges that can be gradually reduced through user learning, system refinement, and organizational support.

### **Factors that support the innovation process of digitizing the SIJAPATI application as a medium for ASN performance management**

The acceptance and use of the SIJAPATI application by ASN can be analyzed through the perspective of Diffusion of Innovation proposed by Rogers (1983), especially in the dimensions of relative advantage, compatibility, and observability. These three characteristics become relevant frameworks to explain how digital innovation is perceived, accepted, and maintained in the work practices of government bureaucracy.

The dimension of relative advantage is reflected in the perception of ASN of the benefits produced by SIJAPATI compared to the previous performance reporting mechanism. The findings of the study show that this application is seen as providing real benefits, especially in improving the efficiency of the reporting process, simplifying administrative flows, and integrating performance data in one centralized system. Digitization of reporting allows performance activities to be recorded and monitored on an ongoing basis, reducing reliance on manual procedures that were previously separate and required periodic recapitulation. In addition, the transparency of the performance data generated by the system strengthens the perception of objectivity in the evaluation of ASN performance. The direct relationship between performance reporting and the assessment mechanism and the implications for the Employee Income Supplement (TPP) further emphasizes the value of innovation benefits, which ultimately encourages the consistency of the use of the system by civil servants.

SIJAPATI's relative superiority is also strengthened by the technical characteristics of the system that support the flexibility of access. Web-based platforms allow applications to be used through a variety of work devices without dependence on specific media. This condition contributes to the perception of ease of use, especially in the context of administrative work that demands timeliness and continuity of reporting. Thus, the functional benefits and operational convenience of the system form a rational basis for the acceptance of SIJAPATI in the ASN work environment.

Meanwhile, the compatibility dimension describes the level of suitability of innovation with work needs, user experience, and applicable regulatory frameworks. The implementation of SIJAPATI shows a strong level of conformity because the system is designed in line with national regulations on ASN performance management. This innovation is not perceived as a change that is contrary to bureaucratic work norms, but rather as an improvement of the reporting and performance documentation mechanisms that have existed before. This procedural continuity makes the adaptation process easier, because ASN continues to carry out familiar work functions even though it is through different digital instruments. The difference in the speed of adaptation between civil servants, especially those influenced by age factors and technology use habits, is a prevalent dynamic in the adoption of digital innovation. However, these variations do not indicate substantive resistance to the system, but rather reflect the user's learning process.

The observability dimension can be seen from the visibility of the results produced by SIJAPATI in administrative work practices. The system allows ASN and leaders to monitor performance developments directly through the recapitulation of daily and monthly reports. The visualization of performance data displayed in the application makes it easier for users to understand work achievements and the relationship between reported activities and

performance evaluation results. The visibility of these results plays an important role in strengthening the legitimacy of innovation, as the benefits of the system can be observed in real life in the daily work routine. In addition to increasing transparency, this characteristic also shapes the administrative awareness of ASN on the importance of consistency in performance reporting.

The findings regarding the perception of benefits, system suitability, and visibility of results in the use of SIJAPATI show patterns consistent with the dynamics of digital innovation adoption in the public sector. Public administration studies show that performance information systems tend to be more acceptable when they are able to improve administrative efficiency, clarify evaluation mechanisms, and are compatible with regulations and organizational work routines. In this context, the experience of using SIJAPATI reflects the characteristics of innovations that strengthen the diffusion process, especially through the dimensions of relative advantage, compatibility, and observability that play a role in shaping the acceptance of technology in the government bureaucratic environment.

### **Factors that hinder the innovation process of digitizing the SIJAPATI application as a medium for ASN performance management**

The implementation of SIJAPATI shows that the adoption of digital innovation in the management of ASN performance is inseparable from the dynamics of the system transition. The findings of the study indicate that the main obstacles in the early phase of implementation are related to aspects of system understanding, user adaptation, and technical stability of the application.

In the early stages of implementation, some ASNs had difficulty adjusting to the new system workflow and logic. The change from the previous reporting mechanism to a more structured digital system requires an understanding of the integration of tiered performance, activity reporting mechanisms, and the performance linkage between superiors and subordinates. These constraints show that implementation challenges are not solely derived from technology, but are also influenced by variations in users' digital readiness and literacy.

In addition to user factors, technical obstacles also colored the initial experience of using SIJAPATI. System disruptions, such as application bugs and functions that are not fully stable, have affected the smooth operation. However, these constraints are temporary and tend to decrease along with updates and improvements to the system. This condition confirms that the stability of digital innovation is highly dependent on the continuous improvement process during the implementation period.

The research also noted the dynamics of application platform development. SIJAPATI was previously developed in an Android-based version, but its use was not continued due to changes in regulations and business processes for ASN performance management. The development of the system was then focused on web-based platforms, reflecting the strong influence of regulatory factors in the direction of digital innovation in the public sector.

In the operational aspect, the data backup mechanism on the SIJAPATI server has run automatically, while downloading or storing data to local media is still done manually according to administrative needs. These findings show that managing digital systems in a bureaucratic environment still involves a combination of automated processes and user engagement.

Although various obstacles arose in the initial phase of implementation, the study did not find any significant resistance to the use of SIJAPATI. Institutional support, including socialization, technical assistance, and response to system problems, plays an important role in lowering barriers to adaptation. As the user experience and system stability improve, perceived constraints tend to decrease.

Conceptually, the dynamics of these implementation constraints reflect the general characteristics of digital innovation adoption in public organizations, where initial challenges are more accurately understood as part of the technology transition process than as innovation failures.

These findings reinforce the argument of Rogers (1983) that the success of innovation diffusion is determined not only by the characteristics of the technology, but also by the organizational context, user readiness, and the policy environment that surrounds it.

## **CONCLUSION**

This study concluded that the implementation of the SIJAPATI application significantly improved the effectiveness of ASN performance administration within the Kuningan Regency Government by enhancing reporting efficiency, strengthening data integration, and increasing transparency in performance evaluation. The adoption process reflected a gradual diffusion of innovation, wherein initial obstacles related to user adaptation and technical stability proved transitional and diminished as user experience and system refinement progressed. The study further emphasized that the success of digital innovation in the public sector depends not only on technological quality, but also on organizational readiness, user capacity, institutional support, and regulatory alignment, positioning SIJAPATI as an administrative innovation that advances a more structured, measurable, and accountable transformation of ASN performance governance. Future research may expand upon these findings by conducting comparative studies across multiple regional government agencies to assess the scalability and replicability of SIJAPATI, or by employing a quantitative approach to measure the application's long-term impact on ASN performance outcomes more precisely.

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