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Implementation of the Smart ASN Application to Improve the Quality of Personnel Services at the Badan Kepegawaian Daerah (BKD) of Sidoarjo Regency

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ABSTRACT

Objective: *This study aims to analyze the implementation of the Smart ASN application in enhancing the quality of civil service delivery at the Regional Civil Service Agency (BKD) of Sidoarjo Regency as part of the local government's digital transformation strategy to achieve efficient, transparent, and accessible public services.* ***Method:*** *The research employs a descriptive qualitative approach with data collected through interviews, observations, and documentation. Data analysis is guided by George C. Edward III's policy implementation theory, which emphasizes communication, resources, implementer disposition, and bureaucratic structure as key determinants of policy success.* ***Results:*** *The findings indicate that BKD Sidoarjo has effectively fulfilled Edward III's criteria by establishing clear communication channels, optimizing available resources, fostering strong implementer commitment, and developing an adaptive bureaucratic structure. Despite these achievements, several challenges persist, including data integration issues, technical barriers, and the varying adaptability of civil servants to digital systems.* ***Novelty:*** *This study contributes to the literature by integrating Edward III's policy implementation theory with the practical evaluation of digital application use in regional civil service agencies at the district level, offering new insights into how localized bureaucracies adopt and adapt digital innovations to improve governance.*

INTRODUCTION

Public service is the process of providing services by the government to the public, with the aim of fulfilling public needs and interests. According to Law Number 25 of 2009 concerning Public Services, public services are defined as activities or a series of activities aimed at fulfilling the needs for services in accordance with laws and regulations for every citizen and resident regarding goods, services, and/or administrative services provided by public service providers. In its implementation, public services must meet established service standards, which serve as benchmarks used as guidelines for service delivery and references for assessing service quality as an obligation and promise of the provider to the community in the context of quality, fast, easy, affordable, and measurable services [1].

In the context of state administration, public services not only cover services to the wider community, but also internal services to the State Civil Apparatus (ASN). Internal Public Services for the State Civil Apparatus (ASN) refer to services provided by the government or related agencies to meet the needs and support the performance of ASN [2]. This service covers various aspects, ranging from personnel administration to professional competency development. Internal Public Services are an important part of supporting professional, accountable, and transparent organizational performance. To

achieve this, the government continues to strive to improve the quality of public services by utilizing developments in information technology. One of the key aspects in improving the quality of human resources services is ensuring that the services provided to civil servants are fast, accurate, and easily accessible.

In an effort to improve the quality of public services, particularly in the area of personnel services, the government continues to adapt to technological developments. One strategy used is the implementation of digitization in personnel management. Digitalization is seen as a solution to address various bureaucratic challenges, such as slow service, lack of transparency, and difficulty in accessing services. This transformation process aims to create more efficient, transparent, and easily accessible services for all segments of society [3]. To achieve effective digitalization, supportive policies and clear regulations are needed to ensure optimal implementation.

However, realizing inclusive and sustainable digital transformation is not a simple matter. To support the application of information technology in civil service, the Indonesian government has also established various regulations. Law Number 11 of 2008 concerning Electronic Information and Transactions states that electronic information and/or electronic documents and their printouts are valid legal evidence [4]. Additionally, the Head of the National Civil Service Agency's Decision No. 57.3 of 2024 on the Implementation of an Electronic-Based Government System within the National Civil Service Agency sets out guidelines for the management of information and communication technology in civil service management [5].

As part of the digitalization policy, various regional agencies have begun implementing digital systems. One example is Sidoarjo Regency, which uses the Smart ASN application to improve the efficiency of personnel administration. The Smart ASN application is a technological innovation to support the transformation of personnel services. Smart ASN is a civil service management application that integrates various civil service functions into one platform, such as data management, control, and civil service information management in a concise manner [6]. In Sidoarjo Regency, the Smart ASN application has been implemented by the Regional Civil Service Agency (BKD) as one of the steps to improve efficiency and transparency in civil service data management. BKD Sidoarjo utilizes this application to simplify ASN data management, including document management, E-performance/SKP, periodic payroll, competency development, marriage leave, divorce leave, retirement, transfers, rank promotions, assessments, leave, disciplinary records, and career/service records.

This implementation is expected to reduce complicated bureaucracy and accelerate the civil service process. By replacing slow manual systems, digital services can provide greater efficiency and accuracy. This digitization initiative is in line with Presidential Regulation No. 95 of 2018 concerning the Electronic-Based Government System (SPBE), which aims to create clean, effective, transparent, and accountable governance. In the context of civil service management, the Smart ASN application is implemented to improve efficiency, transparency, and accuracy in service delivery. In

this regard, the implementation of the Smart ASN application is a strategic step in enhancing the quality of civil service delivery.

So far, administrative services through Smart ASN still face various challenges, as explained in several previous studies, namely, first, previous research conducted by Raino Wiwoho and Fera Diana showed that the implementation of the SMART ASN application information system at the Ministry of Religious Affairs Office in Bungo Regency Bungo was deemed quite effective in enhancing supervision of employee performance discipline. However, obstacles such as errors or difficulties accessing the application remain the main challenge, so manual attendance tracking is still used for performance supervision [7].

Furthermore, research by Lailul Mursyidah, Isnaini Rodiyah, and team (2021) in the JKMP journal entitled "Customer-Driven Service Standards of Citizen Charter in the Regional Civil Service Agency of Sidoarjo Regency" is also very relevant. This study emphasizes that the success of public services, particularly civil service administration, is influenced by the development of service standards based on the needs of service users (in this case, civil servants). The study found that the service standards of the Sidoarjo District Civil Service Agency were developed based on the organization's vision and mission and published both online and offline through the official website, as a commitment to transparency and service quality. However, challenges such as difficulties in communicating with lower levels and the length of the bureaucratic chain remain obstacles [8].

On the other hand, the development of civil servant competencies is also an important aspect in improving the quality of civil service. Research conducted by Dapit at the Regional Civil Service and Human Resource Development Agency of South Bangka Regency shows that although the development of civil servant competencies is already relatively good, there are still several obstacles such as budget constraints, training quotas, and low motivation . These challenges need to be addressed to ensure that civil service administration can operate more efficiently. Although the Smart ASN application has been implemented to enhance the efficiency of civil service administration, in practice, several obstacles still need to be overcome to ensure the system operates optimally [9].

The implementation of the Smart ASN application at the Regional Civil Service Agency (BKD) of Sidoarjo Regency faced several challenges in its efforts to improve the quality of civil service. One of the main problems encountered was data management. Previously, much of the data was not well structured and often did not meet the required standards . Additionally, data redundancy has become a barrier hindering system efficiency. Efforts to align and organize data have become a significant task in ensuring the smooth operation of civil service administrative processes. As system integration improves, the next challenge is to ensure that the data in the BKD Sidoarjo internal system aligns with the data in the central system. This adjustment process still requires time and

effective coordination between the two systems. Therefore, it is important to optimize integration and minimize data errors to achieve higher work efficiency.

In the context of policy implementation, the success of digital transformation in internal civil service can be analyzed using Edward III's theory, which highlights four key factors: communication, resources, disposition (attitude of policy implementers), and bureaucratic structure. Effective communication ensures that policy objectives and procedures are understood by all parties involved. Resources, including technology, infrastructure, and employee competencies, are essential for optimal implementation. The disposition or attitude of policy implementers plays a crucial role in driving success, particularly in building commitment to digitalization. Additionally, a supportive bureaucratic structure, including effective oversight and coordination systems, is key to the sustainability of the transformation [10].

Since the implementation of the Smart ASN application is a strategic step in improving the quality of civil service, it is necessary to optimize the factors in Edward III's theoretical approach in order to accelerate the service process, reduce bureaucracy, and create more efficient and transparent internal services for all civil servants. By integrating Edward III's theory, the implementation of this application is expected to result in faster, more accurate, and more accessible civil service. This research is important due to the urgent need to improve efficiency, transparency, and the quality of civil service through digitalization. In the modern era, complex bureaucracy often hinders civil service administrative processes, making digital innovations like Smart ASN necessary. If its implementation is not carried out optimally, this application may not provide maximum benefits for civil servants or government organizations. Therefore, this study focuses on evaluating the effectiveness of Smart ASN implementation and identifying various challenges that may arise in the process of digitalizing civil service administration.

Based on this, this study will examine how the implementation of the Smart ASN application improves the quality of civil service at the Sidoarjo Regency BKD. This study is expected to provide strategic recommendations for improving the effectiveness of Smart ASN implementation, thereby supporting the optimal digital transformation of civil service management.

RESEARCH METHOD

The research method used in this study is a qualitative method with a descriptive approach. According to Strauss and Corbin (1997), qualitative research is a type of research that produces findings without using statistical procedures or other quantification techniques (calculations). Generally, qualitative research can also be conducted when studying behavior, social activities, history, organizational functions, community life, and so on [11]. The research location is at the Regional Civil Service Agency of Sidoarjo District. This study focuses on the implementation of the Smart ASN application in improving the quality of civil service at the BKD of Sidoarjo District. The

data collection techniques used include interviews, observations, and documentation. Data collection techniques are the methods used to gather materials for research [12]. The data sources in this study consist of primary and secondary data. Primary data was obtained through interviews with key informants, namely Mr. Handi Triwahono, a member of the Smart ASN application IT team at the Regional Civil Service Agency of Sidoarjo Regency, conducted on March 20, 2025. Meanwhile, secondary data was obtained from various policy documents, information from the official website of the Sidoarjo District Civil Service Agency and the official website of Smart ASN Sidoarjo, as well as literature related to the implementation of technology in personnel administration. This study used Edward III's theory, which emphasizes four main factors: communication, resources, disposition of implementers, and bureaucratic structure. Communication involves the process of socializing policies to employees and stakeholders. Resources include workforce readiness, budget, and supporting technology. Implementer disposition reflects employees' attitudes and commitment in utilizing the application. Meanwhile, bureaucratic structure relates to procedures and regulations supporting the implementation of this application [13]. Informants were selected using the purposive sampling method, which is a technique for determining informants used in this study by selecting informants based on an assessment of the characteristics of the sample required and in accordance with the objectives of the study. Data analysis technique The researcher used the Miles and Huberman interaction analysis model, which consists of four steps: (1) data collection using documentation, which involves collecting raw data in the field during the research process, observation, and interviews, (2) data reduction to obtain summaries, focus, and transformation of the data collected during the data collection process and begins when the researcher focuses on the research area (3) data presentation, which contains systematic and logically, enabling easy drawing of conclusions (4) drawing conclusions, where data is recorded, analyzed, and grouped in various proportions to enable drawing conclusions from the findings [14].

RESULTS AND DISCUSSION

Results

Based on interviews with the Smart ASN IT Team from the Sidoarjo District Civil Service Agency (BKD), it can be concluded that the implementation of Smart ASN has been carried out comprehensively across all local government work units. This application integrates various personnel services, ranging from attendance, leave, SKP, to the merit system. Smart ASN was developed independently by the BKD's internal team without the involvement of external vendors. During the initial implementation phase, the BKD provided an active helpdesk to assist employees in the transition to the digital system. All departments are now required to use Smart ASN as the sole channel for human resources services.

Discussion

George C. Edward III's policy implementation model emphasizes that the success of a policy is determined by four main factors, namely communication, resources, disposition (attitude of implementers), and bureaucratic structure. The following is an analysis based on the results of interviews:

1. Communication

Communication is the process of conveying information from policy makers to implementers in the field. In Edward III's policy implementation theory, communication is one of the key variables that determine the success or failure of a policy implementation. Information must be conveyed clearly, consistently, and in a manner that is understandable to implementers so that there are no misunderstandings or distortions in the implementation of the policy [15].

An interview with a member of the IT team at the Sidoarjo District Civil Service Agency revealed that information was conveyed to employees through an official letter informing them about the new system. The transition to the Smart ASN application was also carried out in stages, with employees being given time to adapt before the system was fully implemented. The informant stated:

"The announcement to employees will definitely be made in the first letter, stating that tomorrow, on such-and-such a date, we will be introducing the new system. However, we will not immediately cut off everything. So, we will sort everything out beforehand to ensure a smooth transition. That's right, we will guide them. Once they have been guided in that direction, on such-and-such a date, they will be using one portal. Once the date arrives, for example, on the 2nd, the 2nd is the cutoff date. That's it. Once the cutoff is made, the external systems will no longer be in use, so everything will be moved to the new system. This ensures a smooth transition. That's it. If we were to cut off, cut off, cut off, there would inevitably be issues. You know, employees might find it difficult and so on. That's why we're open. How are we open? Our helpdesk is almost 24/7. First, we started with about two weeks, two weeks to handle issues like that, some of which are difficult and so on. So, we opened a consultation service for about 24 hours. But if it's 24 hours, it's just a response. The response might be during working hours. Outside working hours, we respond. But if it's too late, like 11 PM or 1 AM, it's not possible. At most, around 6 AM or whatever time, depending on the consultation received. That ran for two weeks, after which there were minimal complaints and so on."

Based on an interview with one of the IT team members at the Sidoarjo District Civil Service Agency, the transition to the Smart ASN application was carried out in a gradual and structured manner. Information was conveyed to employees through an official letter informing them of the new system. This approach aims to avoid confusion and resistance from employees. Therefore, there was no sudden cutoff from the old system to the new system, but rather an external system separation was conducted first, before the official cutoff on a specific date to centralize the use of the new system through a single portal. During this transition period, the BKD also provided a nearly 24-hour helpdesk service, although response times were still based on regular working hours. This service was designed to assist employees facing technical issues or difficulties

adapting to the new system. After the two-week period, the number of complaints tended to decrease, indicating that the adaptation process was beginning to run smoothly.

These findings indicate that the implementation process of the Smart ASN application was not carried out rigidly or forcefully, but rather took into account the psychological aspects and technical readiness of employees. The IT team seemed to realize that resistance to change could arise if it was not accompanied by good communication and adequate technical support. A phased approach and the provision of intensive consultation during the initial transition period constitute an adaptive form of change management, reflecting efforts to create a "smooth" transition experience. This aligns with the principles of change management in public administration, namely the importance of communication, participation, and facilitation during system shifts.

This practice is in line with communication theory in policy implementation according to G. Edward III, who states that the success of policy implementation is greatly influenced by the clarity, consistency, and accuracy of communication between policy makers and implementers in the field. In this context, the Sidoarjo Regency BKD has made communication efforts through the delivery of official letters, socialization of the new system, and the opening of a helpdesk service for consultation as a form of two-way communication.

challenges in civil service is the difficulty of communicating with lower levels and the length of the bureaucratic chain. By adopting a direct and responsive communication approach, the Sidoarjo Civil Service Agency demonstrates a genuine effort to overcome these obstacles, aiming to achieve adaptive service delivery tailored to the needs of civil servants [8]. Research by Raino Wiwoho and Fera Diana also shows that while the Smart ASN application aids in performance monitoring, technical challenges and limited access on the ground remain. Therefore, intensive communication is needed to ensure employees understand how to use the application properly. In this context, the BKD's open and adaptive communication strategy is part of the solution to the challenges of implementing a digital civil service system [7]. The BKD's communication strategy is based on the principles of openness, transparency, and accountability. This approach ensures that employees are informed about the implementation of the Smart ASN application and its benefits. Additionally, the BKD regularly conducts training sessions to enhance employees' understanding of the application's features and functionality.

Overall, the implementation of Smart ASN at the Sidoarjo District Civil Service Agency, particularly in terms of communication and technical assistance, demonstrates a policy implementation strategy that is responsive to challenges in the field. By utilizing a gradual approach and open communication, the Civil Service Agency has succeeded in reducing resistance and supporting a smoother transition process. This further reinforces Edward III's theory that effective communication is an important foundation in the implementation of technology-based public policy.

2. Resources

According to George C. Edward III's policy implementation theory, resources are one of the important factors that determine the success of a policy. Resources include everything that is necessary for the implementation of a policy, whether in the form of human resources, budget, time, or technical facilities. Without adequate resources, policy implementation will be difficult to succeed [16].

Based on interviews with informants from the Regional Civil Service Agency (BKD) of Sidoarjo Regency, it is known that in implementing the Smart ASN system, the BKD has adjusted the Electronic-Based Government System (SPBE) policy. One of these adjustments is the transfer of management of information technology infrastructure, such as servers and networks, to the Communication and Information Technology Department (Kominfo). In other words, the BKD no longer manages hardware and supporting systems directly but functions as a user of the technology services provided by Kominfo. The informant stated:

"*For core resources, technology, servers, and so on, they are already under the Ministry of Communication and Information Technology. So, we are implementing an SPBE regulation. Now, in fact, whether it's servers, networks, or devices, they are already under the Ministry of Communication and Information Technology. So, we are only remote. So, we entrust them there.*"

Nevertheless, BKD still has an internal IT team that plays an important role in the development of the Smart ASN application. This team is tasked with developing the system independently, without the help of vendors or third parties, which indicates that the digitization process of civil service is entirely the result of the organization's internal work. The informant emphasized:

"BKD has its own IT team and independently manages its system development. The only difference is that the system itself is not hosted internally."

"Alhamdulillah, the development was carried out entirely by BKD's internal team, meaning it was not done by an external vendor. This system is purely the work of BKD — developed by BKD staff, specifically the IT team, based on instructions from the leadership."

This data shows that BKD has two forms of management: system development is carried out internally by the BKD IT team, while technical management of the infrastructure is under the coordination of Kominfo.

In this context, the Sidoarjo Regency BKD faces its own challenges because it no longer directly manages hardware and infrastructure, which are now under the control of Kominfo. However, these limitations are offset by the strengthening of human resources in the form of an internal IT team focused on system development. This demonstrates that BKD is striving to remain adaptive by maximizing the role of internal developers, even though it no longer holds full control over technical aspects. This aligns with Edward III's view that the proper allocation and management of resources are key factors in the success of policy implementation. The collaboration between BKD and Kominfo reflects the cross-sectoral resource optimization strategy required for the implementation of electronic-based systems such as Smart ASN.

The findings in this study are reinforced by several previous studies that have similar contexts and issues in the implementation of digital personnel systems. Research by Raino Wiwoho and Fera Diana indicates that the Smart ASN application is considered fairly effective in monitoring the discipline of civil servants (ASN). However, they also note several technical challenges, such as system errors and difficulties in accessing the application for users. This aligns with the conditions found at the BKD of Sidoarjo District, where the technical management of the application still relies on an external party, namely the Communication and Information Technology Department (Kominfo). This dependency poses potential challenges in terms of inter-agency coordination, especially when technical disruptions occur that require swift and integrated handling [7].

Meanwhile, the research findings of Lailul Mursyidah, Isnaini Rodiyah, and their team (2021) also reinforce the findings of this study. They state that although the services provided by the Sidoarjo BKD are already considered good and open, there are still obstacles in vertical communication to the executive level or lower-level employees. These challenges indicate that the implementation of digital systems like Smart ASN does not automatically eliminate structural and bureaucratic barriers. Rather, the success of implementation still requires effective communication strategies and an awareness of the length of the bureaucratic chain that can slow down information distribution [8].

In addition, research by Dapit highlights that the development of ASN competencies is a key factor in improving the quality of public services. However, this process often faces obstacles such as budget constraints and a lack of internal motivation from employees. In the context of implementing the Smart ASN application, this reflects that the existence of technology will not be optimal if it is not accompanied by an increase in the capacity of human resources and user motivation. Digital applications must be complemented by training, mentoring, and approaches that can build awareness and willingness among employees to adopt new systems [9].

Overall, the results of previous studies reinforce the notion that the success of Smart ASN implementation is determined not only by technical readiness, but also by communication patterns, inter-agency coordination, and human resource readiness within local government.

3. Disposition (Attitude of Implementers)

In George C. Edward III's theory of policy implementation, the disposition or attitude of implementers is one of the four main variables that influence the success of implementation. Disposition refers to the attitude, commitment, and level of understanding of implementers towards policy objectives. When implementers show support and a positive attitude, they tend to implement policies more effectively. Conversely, a lack of commitment or differences in perspective can be serious obstacles in the implementation process [17].

The results of interviews with informants provide the following picture:

"The way to confirm this is that if it is not used, it is definitely not possible to be absent, Sir. Because all Smart ASN services – attendance, SKP filling, and performance, which are employee activities – also originate from Smart ASN. So, whether they like it or not, they still have to log in. For example, if someone says, 'Sir, I can't fill out my performance evaluation,' or 'Sir, I can't fill out my SKP,' it means there is indeed an obstacle because they can't log in. However, if there are no reports that they can't fill out or log in, it means they can still access it. Currently, such obstacles are very minimal. In the first two weeks of the transition period, there were indeed many such cases. But now, the system has been running for nearly a year, and we know that employees – both long-term and new hires – are using the system fully."

The use of the Smart ASN application at the Regional Civil Service Agency (BKD) of Sidoarjo Regency has shown significant progress. Based on an interview with one of the informants, it was found that this application has been fully utilized by all employees, both old and new. The Smart ASN application has become the primary system covering attendance services, the completion of Employee Performance Targets (SKP), and the reporting of daily work activities. This has left civil servants with no alternative but to access the system to perform their administrative tasks. The informant also explained that there are now almost no technical issues reported by employees. This is in stark contrast to the situation during the first two weeks of the transition period, when many complaints were raised regarding access difficulties and system errors. Over time, the system has become more stable, and employees have begun to adapt to using the Smart ASN application in their daily activities. The minimal number of technical complaint reports is seen as an indicator that the system can be accessed and utilized effectively by all employees.

These findings indicate the commitment and positive attitude of employees toward the implementation of digital service policies. According to George Edward III's theory of policy implementation, the success of a policy is influenced by several factors, one of which is the disposition or attitude of the implementers. Positive attitudes, willingness to adapt, and awareness of the importance of using the application indicate that civil servants in Sidoarjo are supportive of the implementation of digitalization policies for civil service.

These results are also relevant to several previous studies. Research by Raino Wiwoho and Fera Diana shows that the Smart ASN application is quite effective in improving supervision of employee discipline, but still faces technical challenges. Meanwhile, findings in Sidoarjo indicate that these challenges can now be minimized [7]. Additionally, research by Lailul Mursyidah and Isnaini Rodiyah emphasizes the importance of user-need-based service standards. In this context, the Smart ASN application has met most of the administrative needs of civil servants through an integrated system [8]. Another study by Dapit also shows that challenges such as limited training and motivation can hinder the effectiveness of services. However, in Sidoarjo,

the level of employee adaptation to the application indicates that the motivation and awareness of civil servants in using the system have increased [9].

Overall, the description of these findings reflects that the Smart ASN application at the Sidoarjo District Civil Service Agency has undergone a progressive improvement process and has been able to shape digital work habits among employees, as indicated by the increasingly open and supportive attitude of implementers toward the application of information technology in civil service.

4. Bureaucratic Structure

According to George C. Edward III, an effective bureaucratic structure is an important element in the successful implementation of policies. An effective bureaucratic structure includes clear mechanisms and organizational structures, including appropriate standard operating procedures (SOPs). Overly complex structures or convoluted procedures can hinder the effective implementation of policies [18].

Based on the results of the interviews, the following information was obtained:

"We always check for system errors first. So the technical team, the development team from BKD, checks to see where the problem is. If the damage is in the network, at least first confirm which network, internal or external. If it's internal, it could be somewhere else. If it's external, for example, from the communications side, there will definitely be a confirmation. So we are in contact, oh sir, is there a loss or something, that will definitely be in the contact. Unless, sir, you have been hacked or something, then communications will confirm with us. We will confirm, and we will find out which side has a hole, and we will fix it."

Based on interviews with informants from the BKD, it was found that the handling of technical obstacles in the use of the Smart ASN application follows a structured workflow. When an error occurs in the system, the BKD's internal technical team is the first to conduct an initial check. They will trace the source of the problem, whether it originates from the internal or external network. If the issue originates from an external network, such as infrastructure managed by the Department of Communication and Information Technology (Dinas Kominfo), BKD will coordinate further to obtain confirmation and follow-up from the relevant parties. In certain cases, such as suspected hacking, Kominfo first confirms with BKD, which then conducts further technical investigations to address security vulnerabilities. This demonstrates that the process of addressing issues within the Smart ASN system requires coordination among units according to the established bureaucratic structure, where each unit has distinct roles and authorities. Not all issues can be resolved by a single unit. This demonstrates that the process of addressing issues in the Smart ASN system requires coordination among units according to the established bureaucratic structure, where each unit has distinct roles and authorities. Not all issues can be directly addressed by a single party but must follow the established hierarchical procedures and division of labor.

Referring to G. Edward III's policy implementation theory, bureaucratic structure indicators emphasize the importance of clear procedures, a clear division of roles, and a system of coordination between units in policy implementation. In the context of the

Smart ASN application, bureaucratic structure influences the extent to which the system can run optimally when faced with technical obstacles. The fact that every obstacle must first go through an internal review process before being addressed by external parties such as the Ministry of Communication and Information Technology (Kominfo) demonstrates that organizational structure has a significant impact on the effectiveness and speed of response to issues. A system that is overly bureaucratic or has a lengthy hierarchical structure has the potential to slow down the resolution process, although it also provides clarity regarding roles and responsibilities.

This finding is in line with research by Lailul Mursyidah, Isnaini Rodiyah, and team (2021) in the JKMP journal, which states that although service standards at the Sidoarjo District BKD have been developed with reference to the vision, mission, and user needs, the length of the bureaucratic chain and communication difficulties between levels remain significant obstacles to service delivery. This indicates that while bureaucratic structures are important for order and accountability, they can become a challenge when not accompanied by efficiency and speed in decision-making [8]. Additionally, research by Raino Wiwoho and Fera Diana also shows that although the Smart ASN application is considered quite effective in improving employee discipline monitoring, technical challenges such as system errors remain a major obstacle, which in many cases cannot be directly addressed by end-users and require structural intervention from relevant technical units [7].

Overall, the implementation of Smart ASN at the Sidoarjo District Civil Service Agency reflects a well-organized bureaucratic structure with a clear division of tasks. This supports Edward III's theory that an effective structure is important in policy implementation. However, hierarchical procedures can also slow down responses, so that efficient coordination between units remains the key to success.

CONCLUSION

Fundamental Finding : This study found that the implementation of the Smart ASN application at the Regional Civil Service Agency of Sidoarjo Regency has improved the efficiency, transparency, and accessibility of civil service for ASN. This success was supported by structured communication, adequate resources through an internal IT team, a positive attitude among implementers, and a clear bureaucratic structure. **Implications :** The findings of this study indicate that digital transformation in public services at the local level can be successful if supported by effective communication strategies, competent human resource management, and strong inter-agency coordination. This practice can serve as a model for the implementation of technology-based applications in other public institutions undergoing digitalization. **Limitation :** This study focused on a single case at BKD Sidoarjo, so the results may not fully represent conditions in other regions. Moreover, the research relied solely on a qualitative approach, without quantitatively measuring the application's impact on employee performance and service quality. **Future Research :** Further research is recommended to

combine quantitative methods to measure the effectiveness of the Smart ASN application more objectively. Comparative studies between regions are also needed to understand the factors of success and challenges of implementation, as well as to explore more optimal data integration strategies in digital-based civil service systems.

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