

Adoption of Digital Innovation in Public Service Evaluation: Application of SuKma e Jatim in the Public Service Mall of Bojonegoro Regency

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Abstract

The use of digital innovation in evaluating public services is crucial to improve transparency, data accuracy, and service quality in line with community needs. However, there is a gap between innovation adoption theory and field practice, particularly in terms of low user participation and suboptimal survey results. This study analyzes the adoption of the SuKma e Jatim application at the Bojonegoro regency public service mall using Rogers' innovation diffusion theory. The method employed is qualitative, utilizing a case study approach that involves observation, in-depth interviews, and documentation techniques. The data are then analyzed using the Miles & Huberman model, with assistance from NVivo 12 software. The results show the SuKma e Jatim application has relative advantages in the form of a faster, more efficient, and more transparent evaluation process, but its compatibility and ease of use are still influenced by digital literacy and the need for technical assistance. The trial rates low due to a lack of socialization, while observability is high because survey results can be accessed in real-time and used to improve services. This study concludes that SuKma e Jatim has strong potential as a digital innovation in public service evaluation, but its successful adoption requires strengthening socialization, increasing user capacity, and continuous technical development.

Keywords: Digital Innovation; Public Service; SuKma e Jatim

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INTRODUCTION

Public services are services provided by organizations, whether government agencies or private citizens, and can take the form of goods or services. (Delza Abdul Hafizh, 2016). Over time, public services have become a crucial tool in implementing the existing bureaucratic system to meet the diverse needs of the community to (Rahayu et al., 2024). To ensure the quality, the government requires the implementation of a public satisfaction survey as a comprehensive measurement of public satisfaction. (Equilibrium et al., 2023). Based on the provisions of law NO. 25 of 2009 concerning public services, improving service quality is a top priority (Srihardjono et al., 2017). One of the reasons for evaluating public services by conducting public satisfaction surveys was that previously, they were conducted manually by distributing paper questionnaires. These surveys were usually conducted once a year at the end of the month as a form of routine evaluation of the performance of public service agencies. However, in practice, the implementation of public satisfaction surveys conducted through online platforms and conventional manual methods still often faces various obstacles, such as survey data that has been collected not being properly documented or even lost, so that it cannot be optimally utilized to improve service quality.

With the development of technology and information, the government has begun to adopt digital innovations in the evaluation of public services. (Novia Alfianita et al., 2025). The East Java provincial government developed the SuKma e Jatim application (SuKma e Jatim electronic public satisfaction survey) as a QR code-based digital instrument to measure public satisfaction in an accountable, easy, fast, and integrated manner, assisting in surveying the public satisfaction index (bagian protokol dan komunikasi pimpinan pemerintah kabupaten bojonegoro, 2025). Launched in 2022, the SuKma e Jatim application facilitates public feedback on services and is expected to create positive innovations with a significant impact on public services. (Nasrullah et al., 2025). Therefore, the application has been stipulated in East Java Governor Regulation Number 26 of 2021 as part of the SIBEKISAR (joint integration system for CETTAR culture implementation performance) assessment system and continues to be expanded across regencies or cities in East Java, including Bojonegoro Regency, to strengthen transparent, efficient, and public satisfaction-oriented public services.

In Bojonegoro Regency, the SuKma e Jatim application is implemented at the Bojonegoro Regency Public Service Mall (MPP) to serve as a tool for improving the quality and transparency of public services. This application is part of the government's efforts to strengthen a transparent, efficient, and accountable technology system. (Rusnita et al., 2024). However, the actual conditions in Bojonegoro Regency show that the implementation of the SuKma e Jatim application has helped the process of evaluating public services digitally. The available data shows that the community satisfaction indices (IKM) in Bojonegoro in 2024 reached 88.17 or 3.53, which is categorized as "good". Therefore, this year, the Bojonegoro Regency government has set a target that the community satisfaction index must increase to 90.00 or "very good." (M. Khoirudin, 2025).

Data from one of the agencies, namely the Bojonegoro Regency Investment and Integrated Services Agency (DPMPTSP), was used to compare the public satisfaction index from previous activities. Based on this, the public satisfaction survey for the DPMPTSP of Bojonegoro regency in the first semester of 2025 will be compared with the public satisfaction survey for the DPMPTSP of Bojonegoro regency in the 11th semester of 2024. It can be seen that the DPMPTSP of Bojonegoro regency is as follows: (DPMPTSP, 2025).

Table 1 Comparison of Community Satisfaction Index

No	Period IKM	IKM Value	IKM (Conversion)
1	IKM DPMPTSP Semester II 2024	3,61	90,55
2	IKM DPMPTSP Semester I So25	3,75	93,92
	Percentage Gap In IKM Value	1,03%	1,03%

Source: investment and integrated one-stop service agency. Report on the public satisfaction index of the DPMPTSP of Bojonegoro regency for semester 1 of 2025



Based on Table 1 above shows the development of the community satisfaction index (IKM) at the investment and integrated services agency (DPMPTSP) of Bojonegoro regency during two periods, namely semester 11 of 2024 and semester 1 of 2025. Based on the table, the CSI value in the 11th semester of 2024 was 3.61 or 90.55 in converted form, while in the 1st semester of 2025, it increased to 3.75 with a converted value of 93.92. Thus, there was a 1.03% increase in the CSI value within a period of 1 semester. This increase indicates that there has been an improvement in the quality of public services at the Bojonegoro Regency DPMPTSP, which is partly influenced by the implementation of the SuKma e Jatim application as a tool to measure public satisfaction. This application makes it easier for the services they receive through a QR code-based digital system. The data collected electronically can be directly processed into a satisfaction index, resulting in faster, more accurate, and more transparent results compared to the previous manual method.

Thus, the existence of the SuKma e Jatim application theoretically makes it easier for the public to adopt digital technology, such as using online government services. However, in its implementation, this application has not reached its maximum potential because the level of public participation in the survey is very low, and the survey results have not been fully utilized to improve services. This phenomenon indicates that they are easily accessible without the need for manual procedures, and that public service innovation does not depend only on new technology but also on the level of public acceptance of such innovations. (Novia Alfianita et al., 2025).

According to Hayat (2020), innovation is a form of bureaucratic reform in Indonesia, where there is a process of strengthening the bureaucratic system and order to improve its quality. (Umarsyah & Zulkarnaini, 2021). In the context of digital innovation adoption, the application of innovative technology is understood as a strategic instrument to improve the quality of governance and evaluation of public services. To analyze the level of acceptance of these digital innovations, this study uses the theory of innovation diffusion proposed by Rogers (2003) As an analytical framework. This theory explains that the adoption of innovation is determined by five main attributes, namely: 1)relative advantage, 2)compatibility, 3)complexity, 4)trialability, and 5)observability, which collectively influence the decisions of individuals and organizations in accepting and using an innovation.

Based on this theoretical framework, this study identifies an empirical gap between theoretically expected attributes of innovation and the actual conditions of the SuKma e Jatim application implementation at the Bojonegoro Regency Public Service Mall. The pre-survey results show that although this application has a relative advantage, the application does provide added value in the form of transparency and real-time monitoring of services, allowing the public and agencies to access survey results. However, in terms of compatibility, the application requires individual assistance, especially for the elderly or those who are less familiar with digital technology. Furthermore, the complexity aspect is also high because the public finds it difficult to use the application independently without guidance. Similarly, triability is still limited because the application can only be accessed after the service is provided, and the evaluation of its use is still in its early stages. Meanwhile, observability is relatively adequate because the survey results can be viewed by the public and agencies. These conditions indicate that the adoption of digital innovation has not yet been fully optimized, requiring a more in-depth analysis of the innovation adoption process by government officials and the public.

Previous studies have shown that the implementation of the SuKma e Jatim application has been evaluated from various perspectives, ranging from the effectiveness of public service policies by Rahayu dkk, its impact on increasing the community satisfaction index by Alfianita dkk, to its contribution to managerial effectiveness through digital system innovation by Idrus dkk. Other studies also emphasize the importance of data-driven digital transformation in assessing public service performance by Novia Alfianita dkk. However, previous studies still focus on the results (satisfaction and service effectiveness) and have not discussed in depth the process of digital innovation adoption by users and officials. Therefore, this study aims to fill this gap by using Rogers' innovation adoption theory as an analysis to understand how the SuKma e Jatim digital

innovation is adopted in the evaluation of public services at the Bojonegoro regency public service mall.

With the growing development of digital innovation in public services, the evaluation of public services has become a major focus in public administration studies. However, previous studies have generally emphasized performance achievements and public satisfaction, while the process of adopting digital innovation in public service institutions, particularly at the level of integrated service implementation, remains relatively unexplored. Based on this gap, this study contributes empirically by examining the process of digital innovation adoption through a case study of the SuKma e Jatim application at the Bojonegoro Regency Public Service Mall. This study aims to enrich empirical understanding of the dynamics of digital innovation adoption in region-based public services, including institutional factors, implementing actors, and implementation challenges, and addresses the question of "how digital innovation adopted through the implementation of the SuKma e Jatim application in supporting public service evaluation?", The results are expected to provide new insights into the role of SuKma e Jatim not only as a survey tool but also as a means of enhance transparency and accountability, while supporting the improvement of digital innovation-based public service and adaptive, participatory, and community-oriented governance that prioritizes satisfaction.

RESEARCH METHODS

This study is a qualitative study with a case study approach. This study aims to analyze the adoption of digital innovation in public service evaluation through the application of the SuKma e Jatim application at the Bojonegoro Regency public service mall. The case study approach is a form of qualitative research that focuses on providing detailed data from several specific cases. (Naamy, 2019). According to Sugiyono (2020), Qualitative research is a research method based on postpositivist philosophy, used to examine natural conditions (as opposed to experiments) where the researcher is the key instrument, data collection techniques are carried out through triangulation (combination), and data analysis is inductive or qualitative. And qualitative research results emphasize meaning rather than generalization. This approach was chosen because the research focuses on understanding the meaning, perceptions, and experiences of the community and officials within the context of digital public services, rather than testing hypotheses or measuring numerical outcomes. The scope of the study was conducted at the Bojonegoro district public service mall, because this agency reflects the real implementation of bureaucratic reform, direct interaction between the community and officials, and is an indicator of the effectiveness of digital-based public service policies in the region.

The researchers used purposive sampling to determine the informants. According to Sugiyono (2022), Purposive sampling is a technique of sampling data sources with certain considerations. (Muhammad Ridwan, 2025). The list of informants is presented in the following table:

Table 2 Research Informant Profile

No	Informant	Number	Institution
1	Service officers	3 people	Population and civil registry office, social services office, investment and integrated one-stop service office
2	Application Managers	2 people	The communication and information technology office, investment, and an integrated one-stop service office
3	Comunity	5 people	Community members who use the SuKma e Jatim application

Source: Data Processed by Researchers

Based on the table, this study involved 10 informants, consisting of various parties directly or indirectly involved in the use of the SuKma e Jatim application at the Bojonegoro regency public service mall (MPP). The informants included three service officers who interacted directly with the community to provide services and monitor the results of community satisfaction surveys through the SuKma e Jatim application. In addition, two application managers had a deep



understanding of the system's working mechanisms from both technical and policy implementation perspectives. Furthermore, five members of the public were service users at the public service mall, as they were active users who filled out public satisfaction surveys through the SuKma e Jatim application after receiving services.

The researcher obtained data and information sources through data collection techniques using observation, which is a data collection method involving direct observation and writing down all information and data relevant to the research problem. (Riesa Sellfia et al., 2021). Data collection consisted of primary and secondary data through observation, interviews, and documentation techniques. Primary data includes interviews and observations. Secondary data can be obtained by studying various types of documents, namely notes, archives, or records related to the innovation of the SuKma e Jatim electronic public satisfaction survey application. (Nasrullah et al., 2025). Observations were conducted to directly observe the implementation of digital services, examine how the SuKma e Jatim application functions in the field, and assess community interactions with these digital services. Data was also obtained through interviews, which were used to explore the perceptions, experiences, and views of the community and government officials regarding the implementation of the SuKma e Jatim application. Furthermore, documentation was obtained from reports, photos of activities, and regional policies related to the SuKma e Jatim application.

From the data obtained by the researcher, data processing was then carried out using the data analysis model proposed by Miles & Huberman (1994). This model includes data presentation, conclusion drawing, and data reduction. To ensure that the field findings and theoretical framework were aligned, the empirical data were systematically categorized based on the five characteristics of innovation adoption proposed by Rogers. Rogers (2003): relative advantage, compatibility, complexity, ease of trial, and observability. The focus of this study was to find patterns of use experience and institutional practices related to the use of the SuKma e Jatim application for public service evaluation. The researcher prioritized conceptual analysis over technical procedures, using NVivo 12 Pro exclusively as a supporting tool for thematic coding and data organization. (Tarumingkeng, 2024).

RESULTS AND DISCUSSION

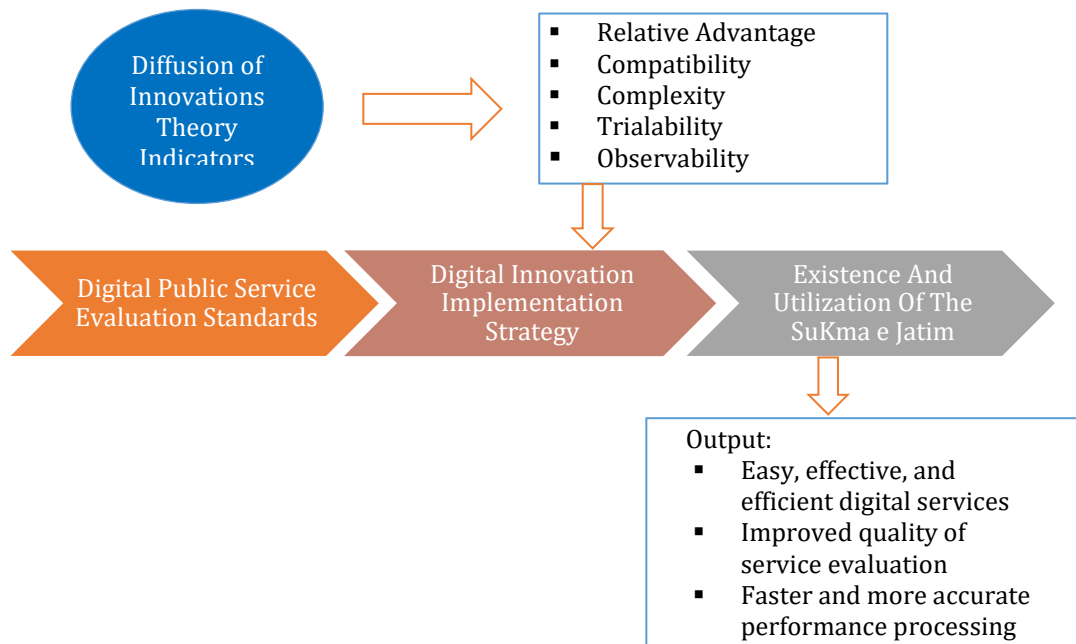


Figure 1: Relationship between innovation diffusion indicators and Digital implementation in the use of the SuKma e Jatim Application.

Source: Researcher Analysis Results, 2025

Based on this study, search results using various analysis features in NVivo provide a clearer visual picture of patterns and relationships between themes in the data. Through word clouds, project maps, graphic diagrams, tree maps, and hierarchy diagrams, researchers can see the results of the analysis visually, making it easier to understand the data and the relationships between themes. Thus, NVivo not only facilitates the management of qualitative data but also provides visualizations that enrich the analysis process, especially in managing data, and provides clearer results for researchers. In the five indicators studied, the visualization results show the most frequently occurring words and the respondents' tendencies in assessing each theme. The visualization shows the relationships between words and thematic patterns that describe the main focus of the respondents. Through this display, researchers can see how the interrelationships between sub-themes emerge naturally from the interview data. Thus, the results of this NVivo analysis provide a more comprehensive understanding of the respondents' tendencies on each research indicator.

Relative Advantage



Figure 2: Word cloud of relative advantage indicators

Source: Results of NVivo 12 Pro analysis, data processed by researchers 2025

Based on Figure 2 above, which displays a word cloud visualization, the relative advantage indicator shows that the appearance of words such as "direct", "application", "faster", and "easy". These findings indicate that respondents compared the use of the application with the previous manual method in conducting public satisfaction surveys. This is reinforced by the results of interviews conducted with application managers and service users:

"This application facilitates the implementation of surveys because the results appear automatically after respondents fill them out by scanning a barcode, thereby speeding up report generation and analysis. However, there are limitations in terms of in-depth information, because there are no direct interviews with respondents". (NV, as the application manager for DPMPTSP)

"Users find the application to be much more practical than the paper-based method, which is considered cumbersome, as evaluations can now be done directly on the screen quickly and without obstacles". (FN, as a service user)

In general, these results show that the SuKma e Jatim application is perceived to have advantages over the manual system, especially in terms of time efficiency, ease of filling out, and reduction in the use of paper in collecting public satisfaction survey data. These advantages are important factors in the adoption of SuKma e Jatim as an innovation in public service evaluation at the Bojonegoro district public service mall, as perceived by service users and service managers.

Within the framework of Rogers (2003) theory of innovation diffusion, relative advantage plays an important role in driving innovation adoption, as it shows how good the innovation is compared to the previous system. In this context, SuKma e Jatim demonstrates advantages in the effectiveness and efficiency of survey implementation, as reflected in the perception of ease and speed of use. However, these relative advantages still focus on technical and administrative aspects, while in-depth information through direct interaction with respondents is still limited. This shows that the relative advantage of SuKma e Jatim is more prominent in procedural efficiency than in substantive evaluation quality improvement. Word cloud visualization is used as a support to identify trends in respondent perceptions, so that the relative advantage of the application is understood as part of the dynamic shift from a manual system to a more efficient digital evaluation system.

Compatibility

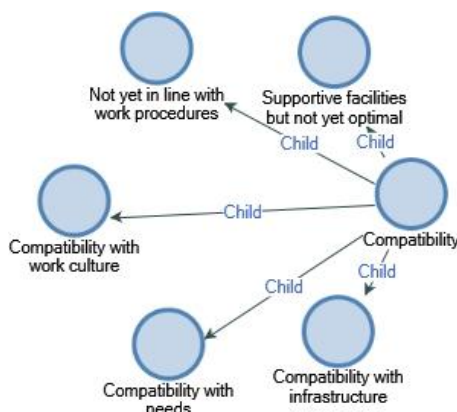


Figure 3: Project map compatibility indicators

Source: results of NVivo 12 pro analysis, data processed by researchers 2025

Based on Figure 3 above, which shows the project map on the compatibility indicator, the SuKma e Jatim application demonstrates compliance with several key criteria, such as suitability with evaluation needs, infrastructure, and work culture. The NVivo visualization shows that the application can basically adapt to the public service evaluation work environment, although compatibility is not yet fully optimal due to limitations in work procedures and supporting facilities. This is reinforced by the results of interviews conducted with application managers and service users:

“This application is tailored to the needs of public service evaluation because its focus is indeed to assess public satisfaction with the services received at various agencies. The survey covers aspects such as speed, friendliness, and comfort of service”. (MA, as the application manager for Diskominfo)

“This application is quite suitable for the community’s needs in assessing services, although it may still need to be promoted so that more people understand and utilize it”. (ZA, as a service user)

Overall, the results of the study show that suitability is a supporting factor for the acceptance of SuKma e Jatim in public service evaluation. This application does not change the existing service flow, but rather digitizes the survey process and data processing of public satisfaction, making it more practical than the previous manual method. However, in terms of infrastructure, compatibility still needs to be strengthened through improvements in supporting facilities and technology system readiness.

From the perspective of Rogers (2003) theory of innovation diffusion, compatibility plays an important role in determining the level of innovation acceptance. These findings indicate that the SuKma e Jatim application has fairly strong compatibility, but still requires strengthening of

infrastructure support and continuous socialization to support the public service evaluation process more effectively and comprehensively. The NVivo project map visualization supports the mapping of compatibility aspects, but it is not the main basis for concluding. Therefore, application compatibility is understood as the result of interactions between user needs, work culture, and infrastructure readiness in the context of digital innovation adoption.

Complexity

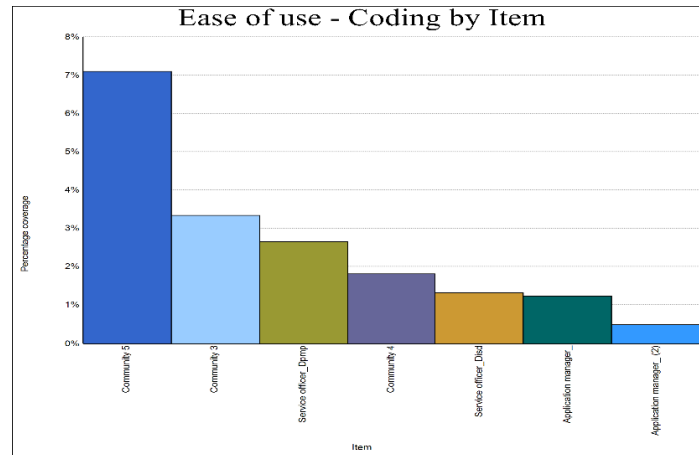


Figure 4: Graph diagram of complexity indicators at the level of ease of use
Source: Results of NVivo 12 Pro analysis, data processed by researchers 2025

Based on Figure 4 above, which shows the complexity indicator, the graph visualization indicates that ease of use is the dominant sub-indicator in assessing the level of complexity of the SuKma eJatim application. Community group 5 ranked highest with a percentage of 6.3%, followed by community group 3 with 2.9%, DPMPTSP service officers with 2.5%, and community group 4 with 2.2%. Lower percentages were shown by application managers and other service officers, indicating variations in perception among respondent groups. This is reinforced by the results of interviews conducted with service officers and service users:

“It’s quite easy to use. Employees and the public can immediately follow the instructions provided. The results of the assessment can also be seen immediately, such as a specific satisfaction score or number that appears directly in the system”. (OA, as a service officer DPMPTSP)

“At the beginning of use, I was somewhat confused because we were not familiar with the application, but after attending a briefing and receiving direct guidance from the officer, we were able to understand how to fill it out easily”. (LE, as a service user)

In general, these results show that the SuKma e Jatim application has a relatively low level of complexity, as reflected in the dominance of perceptions of ease of use. The application is considered capable of meeting the basic needs of survey completion through a simple workflow and clear instructions. However, complexity has not been eliminated because there is still a need for initial assistance, especially for users with limited digital literacy. In addition to design factors, perceptions of complexity are also influenced by technical constraints, such as network disruptions and system errors, which, under certain conditions, hinder the survey completion process. This shows that infrastructure stability is an important factor in supporting the ease of use of the application.

From the perspective of Rogers (2003) theory of innovation diffusion, the level of complexity affects the speed of innovation adoption. These findings indicate that the ease of use of the SuKma e Jatim application contributes positively to public acceptance and participation, although the sustainability of innovation adoption remains dependent on reducing technical barriers and

strengthening support for new users. Graph visualizations are used as supporting evidence to show variations in perception among respondent groups, not as the main basis for drawing analytical conclusions.

Triability

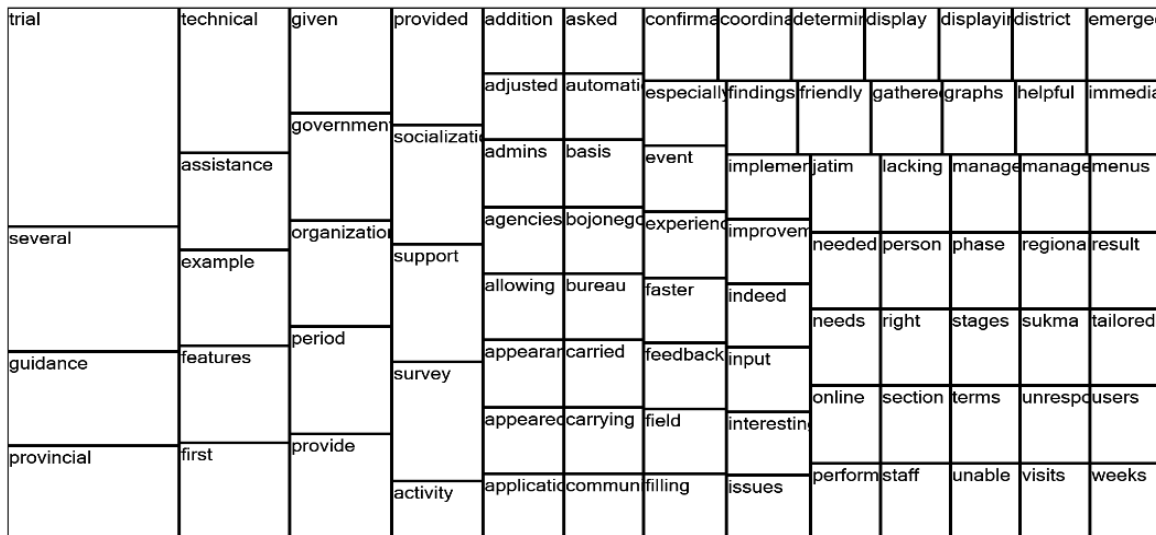


Figure 5: Tree map of triability indicators
 Source: results of Nvivo 12 Pro analysis, data processed by researchers 2025

Based on Figure 5 above, which illustrates the indicator triability through a tree map visualization, the words "assistance," "technical," "features," "display," "try," and "socialization" are shown. These findings indicate that the readiness of technical assistance, the quality of socialization, and system adaptation in the early stages still greatly influence the likelihood of the SuKma e Jatim application being tried by users. The visualization indicates that the application is not yet fully ready to be tested independently without assistance. This is reinforced by the results of interviews conducted with service officers and service users:

“To my knowledge, the social services agency has never conducted any trials or direct outreach activities related to the SuKma e Jatim application. Perhaps outreach has been conducted at the district or provincial level, but we as service officers have never been directly involved”. (YW, social services officer)

“The first experience of filling out the survey through the application felt new but interesting, because it was faster and the confirmation appeared immediately”. (KH, as a service user)

In general, the results of the study show that the possibility of trying out the SuKma e Jatim application is still not optimal because initial use still depends on technical assistance. In the initial trial sub-indicator, the appearance of words such as “tying”, “technical”, and “socialization” indicates a need for guidance for users. The trial assistance sub-indicator shows dependence on coordination and guidance from administrators, while the post-trial change sub-indicator shows a need to adjust features to make the application easier and more convenient to use.

From the perspective of Rogers (2003) theory of innovation diffusion, the likelihood of being tried is related to the extent to which an innovation can be tested before being fully implemented. The findings of this study indicate that limitations in independent trials have the potential to slow down the adoption of innovation. Therefore, strengthening features, simplifying usage guidelines, and more equitable socialization and training are important prerequisites for the SuKma e Jatim application to be tested independently and have the opportunity to be adopted more widely. Tree



map visualization is used as a support to map the patterns of findings at the trial stage, not as the main basis for drawing conclusions.

Observability

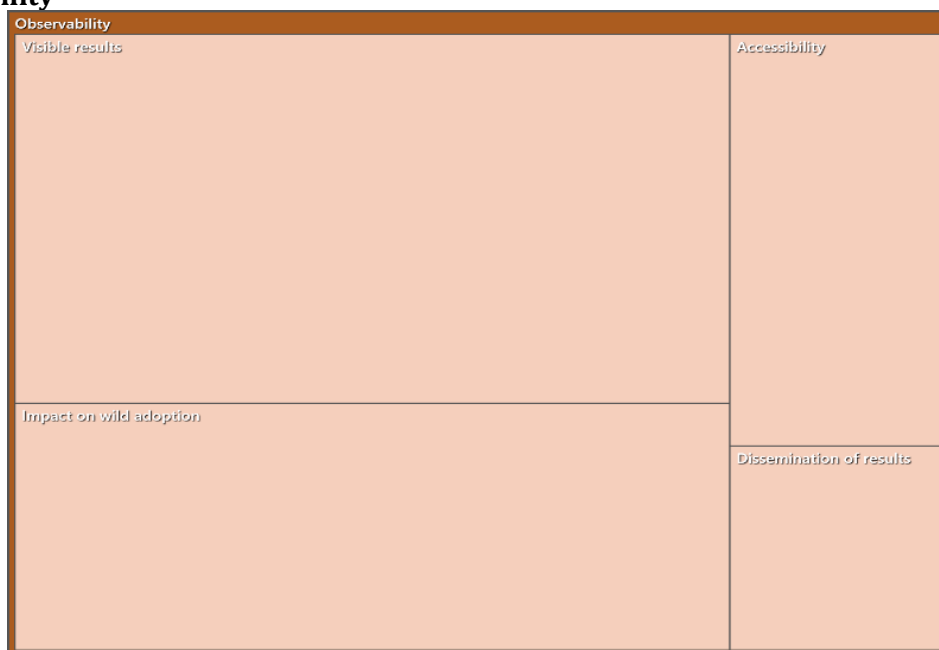


Figure 6: Hierarchy chart of observability indicators

Source: results of NVivo 12 pro analysis, data processed by researchers 2025

Based on Figure 5 above, which displays the indicator of observability, visualized through a hierarchy chart showing the dominance of visible categories. These findings confirm that the changes and tangible results of implementing the SuKma e Jatim application are the main factors that make it easier for users and service providers to see the benefits of innovation directly. In addition, an integrated dashboard that displays survey results in real time allows the public and service agencies to monitor assessment results and follow up on service improvements. These results are reinforced by the results of interviews conducted with service officers and service users:

“The impact is quite noticeable. Employees are quicker to identify areas that need improvement. For example, if the public gives low ratings for service speed, it immediately becomes a concern for management”. (SN, as a service officer, disdukcapil)

“This allows us to know the results, which services are already good and which still need improvement. If everything is transparent, the community will have more trust because our assessments are actually being used”. (NH, as a service use)

In general, the results of the study show that survey data is used as a basis for internal evaluation and contributes to increasing public trust in the public service assessment process. In terms of visible results, the SuKma e Jatim application has had a clear impact in helping agencies quickly identify aspects of service that need to be improved based on digital feedback. In terms of dissemination of results, information disclosure through the publication of the service index score and real-time access strengthens the service transparency and accountability. Meanwhile, in terms of impact on adoption, the visibility of results and evidence of service improvements encourage new users to try the application accelerate the acceptance of innovation in various agencies.

From the perspective of Rogers (2003) theory of innovation diffusion, it is possible to observe important factors in accelerating innovation adoption. These findings show that the openness of results and clarity of impact on the SuKma e Jatim application contribute to



accelerating adoption, with the caveat that the sustainability of the impact depends on consistent follow-up from the relevant agencies. Hierarchy chart visualization is used as a supporting tool to show the visibility of innovation results, not as the main basis for concluding.

Thus, the use of NVivo in this analysis makes data organization and visualization easier, but also increases the accuracy of interpretation through more accurate pattern identification, theme interrelationships, and meaning dominance, making interpretation more accurate. The SuKma e Jatim application has strong innovation potential, but the results of the five indicators show that several issues need to be addressed, such as balance, complexity, and the need for assistance during the trial phase. However, the high observability and visible benefits indicate that this application still has a positive direction for development, as long as socialization and technical improvements are carried out consistently. In other words, NVivo shows that this digital innovation is successful. Some reinforcements are still needed to have a greater impact on all users.

CONCLUSION

Based on the results of the study, it can be concluded that the SuKma e Jatim application has great potential to be used as a digital innovation in evaluating public services at the Bojonegoro Regency Public Service Mall. According to Rogers' innovation diffusion framework, this application has clear relative advantages over manual survey methods, especially in terms of efficiency, speed, transparency, and real-time access to service evaluation results. The high level of accuracy accelerates the adoption process, as survey results can be viewed immediately and used as a source of service evaluation.

However, the level of innovation adoption is not yet ideal. The results of the study show that there are differences in terms of compatibility, complexity, and trial. This is reflected in how users differ in their understanding and use of the application, with some relying on technical assistance in the early stages of use. This condition shows that the adoption of digital innovation is gradual and influenced by the interaction between innovation attributes and user readiness.

Overall, this study confirms that the adoption of digital innovation in public service evaluation is determined by technological superiority and how the actors involved view and use the innovation. By emphasizing the adoption process, this study provides empirical insight into the dynamics of digital public service innovation acceptance in the context of regional public service.

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