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The Effect of the Suhita Website as a Digital Management System on Civil Servant Performance at the Mojokerto Regency Civil Service and Human Resource Development Agency

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ABSTRACT
This study examines the effect of implementing the Website System for Uploading and Calculating Performance Data on the performance of Civil Servants at the Regional Civil Service and Human Resource Development Agency of Mojokerto Regency. The research is motivated by the transition from manual performance reporting using spreadsheets to a web-based system designed to support planning, monitoring, feedback, and performance evaluation in a more structured and transparent way. The purpose of this study is to determine whether the website implementation has a positive and significant influence on civil servant performance. A quantitative approach was used, with all thirty civil servants in the agency selected through census sampling. Data were collected using questionnaires and analyzed with Partial Least Squares Structural Equation Modeling through SmartPLS version 4.0. The results show that all indicators met the validity criteria, with outer loading values ranging from 0.726 to 0.880. The structural model indicates that the website implementation explains 50.7 percent of the variation in civil servant performance, while the effect size is classified as very strong. Hypothesis testing produces a probability value of 0.000, indicating a significant positive effect. The findings suggest that the system contributes to more orderly, accountable, and data-based performance management, while also improving discipline, timeliness, independence, and work coordination among civil servants
Keywords : *civil servant performance; digital government; performance management; website system.*

Pendahuluan/ Introduction

The development of information technology has driven the transformation of government administration from manual systems to electronic-based services (e-government). The implementation of electronic government systems plays an important role in enhancing efficiency, transparency, and accountability through data integration, digitalization of work processes, and the provision of more accessible information. In line with the national digital transformation agenda, government digitalization is aimed at improving the quality of public services and bureaucratic effectiveness (Kementrian Komunikasi dan Informatika, 2023). However, its successful implementation requires user-centered service design, adequate institutional capacity, and efforts to address the digital divide so that its benefits can be realized optimally and sustainably (Rizky et al., 2025) .

At the same time, bureaucratic reform requires Civil Servants (ASN) to perform their duties in a professional, effective, transparent, and accountable manner in delivering public services. Performance evaluation is no longer focused solely on administrative aspects but

emphasizes work outcomes and contributions to organizational goals. This principle is stipulated in the Regulation of the Minister of Administrative and Bureaucratic Reform (PermenPANRB) No. 27 of 2021 concerning the Civil Servant Performance Management System, which states that performance appraisal must be conducted objectively, measurably, transparently, and based on actual work results. Therefore, innovation in technology-based performance reporting and management systems is essential to support the improvement of civil servant performance and to promote better governance.

The Government of Indonesia has established Presidential Regulation No. 95 of 2018 concerning the Electronic-Based Government System (SPBE) as the primary legal framework for bureaucratic digitalization. SPBE aims to create a clean, effective, transparent, and accountable government through the integration of information technology. Furthermore, Minister of Administrative and Bureaucratic Reform Regulation (PermenPANRB) No. 59 of 2020 on SPBE Monitoring and Evaluation states that SPBE implementation encompasses governance, digital public services, information security, and data management. Through this policy, all government agencies are encouraged to develop integrated applications that facilitate the monitoring and reporting of civil servant performance.

Advances in information technology are driving a shift in governance from conventional systems to electronic-based systems. This transformation is a crucial component of bureaucratic reform, as the use of digital technology is seen as capable of enhancing the effectiveness of public services, accelerating administrative processes, and strengthening transparency and accountability in government performance. The implementation of e-government in Indonesia continues to progress, as evidenced by the rising scores on the Electronic-Based Government System (SPBE) index. According to the national report (Menpan RB, 2025), Indonesia's SPBE index scored 3.12, earning a “Good” rating. At the regional level, East Java Province scored 3.62, earning a “Very Good” rating (Nashrullah & Arfani, 2024), which demonstrates the local government’s commitment to promoting the digital transformation of the bureaucracy.

Table 1. Comparison of SPBE Index Scores in Several Regencies of East Java (2023)

Regency/City	SPBE Index	Rating
Banyuwangi Regency	4.50	Excellent
Gresik Regency	4.28	Excellent
Situbondo Regency	4.17	Very Good
Mojokerto Regency	3.52	Very Good
Jombang Regency	3.49	Good
Malang Regency	3.36	Good
Sidoarjo Regency	3.11	Good
Pamekasan Regency	2.89	Good
Pasuruan Regency	2.47	Fair

Source: Compiled and processed by the author from Regional Communication and Informatics Office (Diskominfo) Performance Accountability Reports (LAKIP), 2026.

Mojokerto Regency is one of the regions in East Java that is actively developing digital innovations in government administration. Based on the 2023 SPBE index data, Mojokerto

Regency received a score of 3.52 with a rating of "Very Good." This score is lower than that of Banyuwangi Regency, which scored 4.50, Gresik Regency at 4.28, and Situbondo Regency at 4.17. Banyuwangi Regency has been implementing the e-Kinerja (SKP) application since 2014, and it has proven effective in enhancing transparency and accountability, with an adoption rate of approximately 95% (Rania, 2025). Meanwhile, Gresik Regency will not begin implementing its civil service portal until late 2025, so it does not yet have long-term empirical data. Situbondo Regency, on the other hand, uses the BKN's e-Kinerja application rather than a system developed independently by the local government.

The Mojokerto Regency Government has strengthened the implementation of the Electronic-Based Government System (SPBE) through the development of the Suhita website, a digital platform designed to support the integrated management of Civil Servant (ASN) performance. This initiative reflects the government's commitment to improving governance quality and promoting a transparent, adaptive, and performance-oriented bureaucracy. The platform is managed by the Mojokerto Regency Civil Service and Human Resource Development Agency (BKPSDM), which is responsible for civil service administration and human resource development. Integrated with the State Civil Service Agency's Civil Servant Information System (SIASN), the Suhita website facilitates performance planning, reporting, monitoring, and evaluation while supporting more accurate, transparent, and efficient personnel management. As part of the broader digital transformation agenda, the platform also contributes to strengthening bureaucratic reform and enhancing civil servant performance.

Table 2. Comparison of Target and Actual Performance of Regional Government Agencies in Mojokerto Regency, 2021–2024

No.	Regional Apparatus Organization (OPD)	Year	Target	Realization	Achievement (%)
1	Regional Civil Service and Human Resource Development Agency (BKPSDM)	2021	85%	87%	103%
		2022	81%	67%	83%
		2023	81.5%	86.23%	106%
		2024	82%	±85%	±104%
2	Regional Development Planning Agency (Bappeda)	2021	100%	100%	100%
		2022	100%	100%	100%
		2023	100%	100%	100%
		2024	100%	100%	100%
3	Regional Revenue Agency	2021	100%	115.79%	115.79%
		2022	100%	109.74%	109.74%
		2023	100%	±105%	±105%
		2024	100%	±108%	±108%
4	Regional Financial and Asset Management Agency (BPKAD)	2021	100%	98%	98%
		2022	100%	99%	99%
		2023	100%	100%	100%
		2024	100%	100%	100%
5	National Unity and Political Affairs Agency (Kesbangpol)	2021	100%	73.20%	73.20%
		2022	90%	85%	94%

		2023	90%	89.94%	99.93%
		2024	90%	±90%	±100%
6	Regional Disaster Management Agency (BPBD)	2021	0.80	0.78	97%
		2022	0.82	0.80	97%
		2023	0.82	0.81	99%
		2024	0.825	0.79	96%

Source: Mojokerto Regency Government Performance Accountability Reports (LKJIP), 2025.

The digitization of performance management in Mojokerto Regency is realized through the implementation of the Performance Data Upload and Calculation System (SUHITA) website. This web-based system is used to support the integrated planning, monitoring, recording of work activities, and evaluation of civil servants' performance. Before the system was implemented, the performance reporting process was still done manually using spreadsheets, which led to various challenges, such as non-integrated data, input errors, limited monitoring, and less-than-objective performance evaluations. The selection of the Mojokerto Regency BKPSDM as the research site was based on fluctuations in performance achievements over the past few years.

Performance comparison data indicate that BKPSDM experienced more significant fluctuations than other regional government agencies. While the agency exceeded its performance target in 2021, its achievement declined substantially in 2022 before improving again in 2023 and 2024. This pattern coincided with the transition from a manual performance reporting system to the web-based Suhita platform, making BKPSDM a relevant case for examining the relationship between digital performance management systems and civil servant performance. Prior to the implementation of Suhita, employee performance reporting at BKPSDM was conducted manually using spreadsheet-based records, which were characterized by limited integration, potential data-entry errors, and difficulties in real-time monitoring and evaluation. To address these challenges, the Suhita website was introduced in 2023 in accordance with Minister of Administrative and Bureaucratic Reform Regulation No. 6 of 2022 concerning Civil Servant Performance Management. The platform integrates performance planning, activity reporting, monitoring, and evaluation within a single digital system.

Among all these regional agencies, the BKPSDM of Mojokerto Regency experienced the most significant fluctuations in performance achievement. In 2021, the BKPSDM's performance achievement reached 103 percent, but dropped sharply to 83 percent in 2022. This situation contrasts with other regional agencies, which tend to maintain stable performance achievements from year to year. Following the implementation of the Performance Data Upload and Calculation System (SUHITA) website in 2023, the BKPSDM's performance achievement rose again to 106 percent and remained at a good level in 2024, with an achievement of approximately 104 percent. This indicates a potential correlation between the implementation of digital systems and improved civil servant performance.

The implementation of SUHITA still faces several challenges. Based on initial interviews, some employees feel that recording daily activities and uploading documents requires additional time on top of their regular work. In addition, some employees also have difficulty understanding the system interface, particularly those with limited IT skills (Dewantari & Fanida, 2024). This indicates that the success of implementing a digital system is influenced not only by technology but also by the readiness of human resources to operate it. Previous

research has shown that e-performance systems can improve transparency, effectiveness, discipline, and accountability among civil servants. However, no studies have specifically examined the impact of Suhita on the performance of civil servants at the BKPSDM of Mojokerto Regency. Therefore, this study was conducted to analyze the impact of Suhita on the performance of civil servants at the BKPSDM of Mojokerto Regency..

Method

This study employs a quantitative approach to objectively measure the impact of implementing the Performance Data Upload and Calculation System website on the performance of civil servants using numerical data. The research was conducted at the Mojokerto Regency Civil Service and Human Resource Development Agency, as this agency serves as both the administrator and primary user of the system. The study population consisted of 30 civil servants, and the entire population was used as respondents using a saturated sampling technique according to (Sugiyono, 2023). Primary data was obtained through a questionnaire using a Likert scale, while secondary data was derived from agency documents, regulations, books, and previous research.

The two variables used are the independent variable, which is the utilization of the Performance Data Upload and Calculation System website (X), and the dependent variable, which is the performance of civil servants (Y). The utilization of the Performance Data Upload and Calculation System website is measured using two indicators identified by (Asriani et al., 2024), namely complexity and benefits. Meanwhile, performance is measured using indicators from (Bernadin & Russel, 1998), which include the quality of work output, the quantity of work completed, the timeliness of task completion, cost efficiency, the ability to work independently without intensive supervision, and the ability to build good working relationships with colleagues. Data analysis was conducted using Partial Least Squares Structural Equation Modeling via SmartPLS version 4.0 to test the measurement model and structural model, including convergent validity, reliability, coefficient of determination, effect sizes, and hypothesis testing via bootstrapping.

Result and Discussion

RESULT

A total of 30 civil servants (ASN) from the Mojokerto Regency Civil Service and Human Resource Development Agency (BKPSDM) participated in this study. Using a saturated sampling technique, all members of the population were included as respondents (Sugiyono, 2023). The respondent profile showed that females constituted the majority of participants (66.7%), while males accounted for 33.3%. Most respondents were between 28 and 32 years old (30%), indicating a predominance of employees in the early productive age group. In terms of educational background, the majority held a bachelor's degree (50%), followed by diploma IV and master's degree holders (20% each), while diploma III graduates represented the smallest proportion (10%).

The Suhita Website Implementation was assessed based on indicators related to system complexity and perceived usefulness (Asriani et al., 2024). The results showed that respondents generally expressed positive perceptions of the system, with all responses falling within the “Agree” and “Strongly Agree” categories. These findings

indicate that Suhita is perceived as easy to use, well-structured, and beneficial in supporting work activities and performance reporting. Civil servant performance was measured using the dimensions proposed by Bernardin and Russell, including work quality, work quantity, timeliness, cost efficiency, independence, and interpersonal relationships. Similar to the findings for Suhita implementation, the majority of respondents selected "Agree" or "Strongly Agree" across all indicators. This suggests that employee performance within BKPSDM can be categorized as very good, reflecting positive perceptions regarding work achievement, efficiency, independence, and collaboration among employees.

The data were analyzed using the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach. The evaluation process consisted of two stages: measurement model (outer model) assessment and structural model (inner model) assessment. The outer model was evaluated to ensure that the indicators accurately and consistently measured their respective constructs. Convergent validity was assessed using factor loadings and Average Variance Extracted (AVE), while discriminant validity was examined through the Heterotrait–Monotrait Ratio (HTMT). Reliability was evaluated using Cronbach's Alpha and Composite Reliability (CR).

The inner model was assessed to examine the relationships among the research variables. The model's explanatory power was evaluated using the coefficient of determination (R^2), while hypothesis testing was conducted through the bootstrapping procedure. The significance of the relationships was determined based on the p-values and path coefficients. Following (Hair et al., 2017), a p-value below 0.05 indicates a significant relationship and supports the proposed hypothesis, whereas a p-value above 0.05 indicates that the relationship is not statistically significant.

Convergent Validity Test

Convergent validity tests are used to ensure that each question in the questionnaire actually measures what is being studied.

a) Outer loading is used to determine how strong the relationship is between each question or indicator and the variable under study.

Table 3. Outer Loading

Variable	Instrument	Outer Loading	Description
Civil Servant Performance	Civil Servant Performance 1	0.785	Valid
	Civil Servant Performance 2	0.787	Valid
	Civil Servant Performance 3	0.834	Valid
	Civil Servant Performance 4	0.793	Valid

	Civil Servant Performance 5	0.801	Valid
	Civil Servant Performance 6	0.871	Valid
Suhita Website Implementation	Suhita Website Implementation 1	0.785	Valid
	Suhita Website Implementation 2	0.726	Valid
	Suhita Website Implementation 3	0.880	Valid
	Suhita Website Implementation 4	0.832	Valid

(Source: Primary Data Processed Using SmartPLS 4.0, 2026)

The outer loading results indicate that all indicators of the Civil Servant Performance (Y) and Suhita Website Implementation (X) variables met the recommended threshold of 0.70 proposed by (Hair et al., 2017). This demonstrates that the indicators adequately represent their respective constructs and possess strong explanatory power. Since loading values above 0.70 indicate that a construct explains more than 50% of the variance in its indicators, all indicators can be considered to have satisfied the requirements for convergent validity. Therefore, the measurement model (outer model) is regarded as valid and suitable for further analysis.

b) Average Variance Extracted (AVE), used to determine whether all indicators within a single variable are able to adequately explain that variable.

Table 4. AVE

Variable	AVE	Description
Civil Servant Performance	0.660	Valid
Suhita Website Implementation	0.652	Valid

(Source: Primary Data Processed Using SmartPLS 4.0, 2026)

Based on the Average Variance Extracted (AVE) assessment, both constructs in this study satisfied the criterion recommended by (Hair et al., 2017), namely an AVE value of at least 0.50. The Civil Servant Performance (Y) variable obtained an AVE value of 0.660, while the Suhita Website Implementation (X) variable achieved an AVE value of 0.652. These results indicate that each construct is capable of explaining more than 50% of the variance of its respective indicators. Therefore, both variables demonstrate adequate convergent validity and are considered suitable for subsequent analysis.

Discriminant Validity Test

Discriminant validity testing was conducted to ensure that each construct in the study was empirically distinct from the others and measured a unique concept. In other words, each variable should capture its own characteristics without excessive overlap with

other constructs. In this study, discriminant validity was assessed using the Heterotrait–Monotrait Ratio (HTMT) method.

Table 5. HTMT

	Civil Servant Performance (Y)	Suhita Website Implementation (X)
Civil Servant Performance (Y)		
Suhita Website Implementation (X)	0.775	

(Source: Primary Data Processed Using SmartPLS 4.0, 2026)

The discriminant validity assessment using the Heterotrait–Monotrait Ratio (HTMT) produced a value of 0.775 for the relationship between the Suhita Website Implementation (X) and Civil Servant Performance (Y) constructs. This result falls below the recommended threshold of 0.90 proposed by (Hair et al., 2017), indicating adequate discriminant validity. The finding confirms that the two constructs are empirically distinct and capture different underlying concepts. As a result, the measurement model demonstrates satisfactory discriminant validity and can be considered appropriate for subsequent structural model evaluation..

Reliability Test

Reliability testing is used to determine whether the results of the study are consistent and reliable. This testing demonstrates that each question in the questionnaire is capable of producing stable results in measuring the research variables.

Table 6. Cronbach's Alpha dan Composite Reliability

Variable	Cronbach's Alpha	Composite Reliability (CR)	Description
Civil Servant Performance	0.897	0.921	Valid
Suhita Website Implementation	0.826	0.882	Valid

(Source: Primary Data Processed Using SmartPLS 4.0, 2026)

The reliability test results show that the Civil Servant Performance variable obtained a Cronbach's Alpha value of 0.897 and a Composite Reliability of 0.921. Meanwhile, the Suhita Website Implementation variable had a Cronbach's Alpha value of 0.826 and a Composite Reliability of 0.882. All of these values met the reliability criteria, so it can be concluded that each indicator in the study is capable of providing consistent and reliable measurement results.

R-Square Test

R-Square is used to determine the extent to which independent variables influence the dependent variable in a study.

Table 7. R-Square

Variable	R-Square

Civil Servant Performance	0.507

(Source: Primary Data Processed Using SmartPLS 4.0, 2026)

The results indicate that the R-Square (R^2) value for the Civil Servant Performance (Y) variable is 0.507, with an adjusted R-Square value of 0.490. This suggests that the Suhita Website Implementation (X) variable explains approximately 50.7% of the variance in Civil Servant Performance. The remaining 49.3% is attributable to other factors that were not included in the research model. The slightly lower adjusted R-Square value reflects an adjustment for the number of variables incorporated in the model, providing a more conservative and accurate estimate of its explanatory power.

F-Square Test

The effect size (f^2) was assessed to determine the magnitude of the influence of an exogenous variable on an endogenous variable within the research model. According to Hair et al. (2017), f^2 measures the contribution of a predictor variable to the model's explanatory power (R^2), with values of 0.02, 0.15, and 0.35 indicating small, medium, and large effects, respectively.

Table 8. F-Square

Variables	Civil Servant Performance (Y)	Suhita Website Implementation (X)
Civil Servant Performance (Y)		
Suhita Website Implementation (X)	**1.029**	

(Source: Primary Data Processed Using SmartPLS 4.0, 2026)

Table 11 shows that the effect size of Suhita Website Implementation (X) on Civil Servant Performance (Y) is 1.029. This value substantially exceeds the threshold for a large effect (0.35), indicating that the implementation of the Suhita website has a very strong influence on Civil Servant Performance. Therefore, the inclusion of the Suhita Website Implementation variable contributes considerably to the model's ability to explain variations in Civil Servant performance.

Bootsrapping Test

Bootstrapping is used to determine whether the relationship or influence between variables in a study is statistically significant. This test is conducted by examining the path coefficients and significance values.

Table 9. Path Coefficients

	P Values
X (Suhita Website Implementation) → Y (Civil Servant Performance)	0.000

(Source: Primary Data Processed Using SmartPLS 4.0, 2026)

The bootstrapping results show a p-value of 0.000, which is less than 0.05. This means that the Suhita Website Implementation has a significant effect on civil servant performance.

DISCUSSION

The findings of this study reveal that the implementation of the Suhita Performance Data Upload and Calculation System (SUHITA) has a positive and statistically significant effect on the performance of civil servants (ASN) at the Mojokerto Regency Civil Service and Human Resource Development Agency (BKPSDM). This conclusion is supported by the R-Square value of 0.507, indicating that 50.7% of the variation in ASN performance can be explained by the implementation of SUHITA, while the remaining 49.3% is attributable to other factors not included in the research model. In addition, the F-Square value of 1.029 demonstrates that the effect of SUHITA implementation on ASN performance is classified as very strong. These findings suggest that an integrated digital system can make a substantial contribution to improving employee performance, particularly in the context of public sector performance management.

The predominance of responses in the "strongly agree" and "agree" categories across all indicators indicates that employees perceive improvements in their performance following the implementation of SUHITA. These improvements are reflected in several dimensions, including enhanced work quality, greater productivity, improved timeliness in task completion, more efficient use of resources, increased work independence, and stronger collaboration among colleagues. This finding implies that SUHITA serves not only as an administrative tool but also as a performance management and evaluation instrument capable of fostering a more disciplined, goal-oriented, and performance-driven work culture.

SUHITA enables civil servants to record their work activities in real time, monitor performance achievements continuously, and receive clearer and more measurable feedback. Such features contribute to greater transparency and accountability in performance reporting, encouraging employees to take greater responsibility for their work outcomes. Moreover, the availability of systematically documented data supports a more objective evaluation process by reducing reliance on subjective assessments. Consequently, the system contributes to improved work effectiveness and higher-quality performance outputs.

The results of this study are consistent with previous research demonstrating the positive impact of electronic performance management systems on employee performance. (Novitasari et al., 2024) found that the implementation of the SIAP application significantly improved employee performance, particularly in terms of timeliness, work quality, and independence. These findings reinforce the argument that digital systems can enhance discipline and accuracy in performance reporting. Similarly, (Gae & Ardieansyah, 2025) reported that the implementation of e-performance systems strengthened accountability and improved the consistency of ASN activity reporting, as all work activities were systematically documented and could be evaluated more easily. These findings align with the present study, which highlights the role of SUHITA in creating a more organized, transparent, and measurable work environment.

Furthermore, (Indradjid et al., 2024) demonstrated that the adoption of e-performance systems has a positive and significant influence on ASN productivity, contributing

substantially to the explanation of performance variations. This indicates that digital systems affect not only work processes but also overall performance outcomes. Likewise(Rahmawati & Hermawati, 2024) identified significant improvements in ASN performance following the implementation of an e-performance system, emphasizing the role of digitalized performance management in enhancing professionalism and work achievement. Collectively, these previous studies provide strong support for the findings of the present research, confirming that SUHITA, as a digital performance management system, plays a strategic role in improving civil servant performance.

The findings demonstrate that the Suhita Website Implementation has contributed to improved ASN performance through a more systematic, transparent, and data-driven work process. Beyond simplifying administrative procedures, the system promotes a work culture characterized by greater discipline, accountability, and results orientation, thereby making a meaningful contribution to enhancing the performance of civil servants within BKPSDM Mojokerto Regency.

Conclusion

The findings of this study indicate that the implementation of the Suhita Performance Data Upload and Calculation System (SUHITA) has a positive and significant effect on the performance of civil servants at the Mojokerto Regency Civil Service and Human Resource Development Agency (BKPSDM). The implementation of SUHITA explains 50.7% of the variance in employee performance, highlighting the important role of digital performance management systems in enhancing organizational outcomes. The significant relationship, evidenced by a p-value of 0.000, demonstrates that the system contributes to improvements in work quality, task completion timeliness, work independence, collaboration, and overall accountability. Furthermore, SUHITA serves as a structured, transparent, and data-driven tool for performance monitoring and evaluation, supporting more effective public sector performance management.

The Mojokerto Regency Civil Service and Human Resource Development Agency (BKPSDM) should continue to improve the usability of the SUHITA website by simplifying its interface and streamlining data-entry procedures to enhance user experience and reduce administrative workload. In addition, regular training and technical support programs are recommended to strengthen employees' ability to utilize the system effectively. Future studies are encouraged to incorporate additional variables, such as work motivation, competence, leadership, and work environment, to provide a more comprehensive understanding of the factors influencing civil servant performance in the context of digital performance management systems.

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