The Role of Performance Assessment Transparency in Mediating the Influence of SEKSAMA Application Implementation, ASN Competence, and Organizational Support on Improving the Performance of Pekalongan City Government Employees

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ABSTRAK

This study aims to analyze the effect of the implementation of the SEKSAMA application, ASN competence, and organizational support on improving the performance of Pekalongan City Government employees, with transparency of performance assessment as a mediating variable. The SEKSAMA application was developed to replace the manual system of recording sub-activity performance achievements and integrated with e-TPP as the basis for calculating ASN TPP. The approach used is quantitative through a survey of 80 ASN planning and evaluation managers in OPD and sub-units, with a Likert scale questionnaire instrument. Data analysis was carried out using the Structural Equation Modeling (SEM) method based on SmartPLS 4.0. The results of the study showed that ASN competence and organizational support had a significant positive effect on improving performance. The implementation of the SEKSAMA application did not have a direct effect on performance, but had an indirect effect through transparency of performance assessment. This finding confirms that transparency is an important mediator in connecting digital technology with improved performance. The implication is that a digital system such as SEKSAMA needs to be supported by training, openness of information, and organizational support in order to be able to drive optimal ASN performance.

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1. Introduction

The Pekalongan City Government continues to make efforts to improve performance-based governance, one of which is through the implementation of a more accountable and integrated performance evaluation system. Previously, recording quarterly performance achievements at the sub-activity level in each Regional Apparatus Organization (OPD) was done manually using a simple Excel table. This caused vulnerability to data input errors, loss of file history, and difficulty in tracing accountability when there was a change in personnel in charge of performance evaluation.

In response to these challenges, the SEKSAMA (One Input Performance Evaluation System) application began to be implemented in the second quarter of 2023 as a digital innovation that supports a structured, efficient, and accessible quarterly performance achievement recording system

for various stakeholders. This application is designed to record sub-activity level performance achievements electronically, minimize the risk of data loss and increase accountability.

Furthermore, at the end of 2024, the Pekalongan City Government began designing the integration of SEKSAMA into the e-TPP (Employee Income Supplement) application, so that since the first quarter of 2025, sub-activity performance achievements have become official components in the calculation of ASN TPP along with attendance (from New-Presensi) and daily activities (from e-Kinerja).

The legal basis for implementing performance achievement evaluation is based on (Ministry of Home Affairs of the Republic of Indonesia, 2017), which regulates the importance of periodic RKPD evaluation, and is reinforced by (Government of Pekalongan City, 2024) which regulates the process of integrating performance achievements from SEKSAMA to e-TPP. Regulations related to the provision of TPP as a whole are regulated in (Government of Pekalongan City, 2025), which states that TPP is provided based on 3 components: (1). Employee attendance (New-Presensi), (2). Daily activity records (e-Kinerja), (3). Quarterly performance achievements at the sub-activity level (SEKSAMA). The regulation also explains that if the performance achievement in the previous quarter does not reach 100%, then ASN will be subject to a TPP deduction for the following three months.

However, the success of the SEKSAMA application implementation is not only determined by its technology alone. Other factors such as ASN competence, organizational support, and especially the level of transparency in performance assessment also influence the improvement of employee performance. Transparency is important because this application also functions as a performance reporting tool whose results are directly connected to the amount of TPP received by ASN. Thus, this study aims to analyze the effect of the implementation of the SEKSAMA application, ASN competence, and organizational support on improving employee performance, and position the transparency of performance assessment as an intervening variable that bridges the relationship.

2. Literature Review

2.1. Performance improvements

(Campbell et al., 1993) stated that performance improvement is influenced by ability, motivation , and understanding of tasks or work systems. Transparent and technology-based performance evaluations such as SEKSAMA can increase employee awareness to work in a measurable and accountable manner.

According to (Rivai & Sagala, 2009), ASN performance is a work result that can be measured in terms of quality and quantity and is influenced by motivation, work systems, and the organizational environment. Therefore, an application-based assessment system can improve the quality of reporting and the accuracy of performance achievements.

The dependent variable in this study is the improvement of ASN performance, which reflects work achievements that can be measured from the volume, quality, and timeliness of work: Productivity refers to the quantity of ASN work output in managing sub-activities, including the timeliness of filling in quarterly achievements; Quality of work results refers to accuracy in data input, consistency between physical data and actual achievements, and completeness of documentation; Compliance with targets includes meeting performance targets that have been determined in planning documents, as well as administrative order in the SEKSAMA-based work system.

2.2. Implementation of Technology Innovation (Implementation of SEKSAMA Application)

The basic theory underlying the implementation of digital-based applications in public organization systems isTechnology Acceptance Model (TAM) developed by (Davis, 1989). TAM explains that user acceptance of technology is greatly influenced by two main perceptions: Perceived

Usefulness and Perceived Ease of Use. In the context of the SEKSAMA application, the success of its use will depend on the extent to which ASN considers the application to facilitate work and is useful for recording performance. The implementation of the SEKSAMA application in the Pekalongan City Government bureaucratic work system aims to replace the manual Excel system in recording sub-activity performance achievements on a quarterly basis. In assessing the success of its implementation, the approachTechnology Acceptance Model (TAM) by (Davis, 1989)was used, which emphasized that acceptance of a technological system is determined by two main perceptions: ease of use and usefulness of the system.

According to (Jogiyanto, 2007), acceptance of an information system is determined by the perception of the benefits of the system, ease of use, and support from management. Therefore, the SEKSAMA application must not only be technically functional, but must also be well socialized, supported by training, and integrated with the ASN work system. The results of research from (Nurhayati, 2019) and (Putri, 2014) state that the implementation of digital applications has a significant positive effect on employee performance. This is different from the results of research from (Susanti & Aesah, 2022) which states that the implementation of applications/information technology has an insignificant negative effect on employee performance. This shows that the implementation of information technology does not always improve employee performance, especially if it is not supported by other factors such as adequate training and infrastructure.

On the other hand, (Afifa, 2023), (Sipayung, 2024), and (Nugroho, 2023) stated that the implementation of electronic systems such as e-Kinerja or SIRANSIJA has a significant impact on ASN performance if accompanied by transparency in the assessment process. In this context, transparency is a link that ensures that the system not only functions, but is also perceived as fair, accountable, and beneficial by ASN.

2.3. ASN Competence

Employee competence plays an important role in the successful implementation of a digital work system. (Spencer, L. M., 1993) stated that competence includes individual characteristics that underlie superior behavior in work, including knowledge, skills, attitudes, and values. This competence is divided into technical, conceptual, and interpersonal competence. Competence consists of knowledge, skills, and attitudes that are inherent and have a direct influence on work performance: Knowledge includes ASN's mastery of the SEKSAMA application work mechanism, understanding of sub-activity performance achievement indicators, and regulations that regulate its relationship with the provision of TPP, Technical skills describe the ability to use application features effectively, such as logging in, inputting achievements, uploading documents, and revising data if necessary, Attitudes towards digitalization reflect the mental orientation of ASN in accepting change, including willingness to learn, flexibility towards new systems, and willingness to provide feedback on application development.

(Sedarmayanti, 2017) explains that ASN needs to have technical competence (the ability to carry out tasks professionally), managerial (the ability to manage resources), and socio-cultural (the ability to adapt to a diverse work environment), especially in facing the era of government digitalization such as the use of the SEKSAMA application. The results of research from (Ismi, 2019), (Fitriani, 2023), (Indrawati, 2016) state that employee competence has a significant effect on improving performance; with the existence of performance assessments, it will automatically increase the spirit of healthy competition in each employee to improve performance.

2.4. Organizational Support

The organizational support variable refers to the Perceived Organizational Support Theory from (Eisenberger et al., 1986), which states that when employees feel cared for and supported by the organization, they will show higher commitment and work performance. This support can be in the form of training, facilities, supervision, and strengthening policies that support system implementation. Training and guidance are important to improve ASN readiness in using new applications. This includes formal training, technical assistance, and the availability of a helpdesk when problems occur. Supporting facilities include infrastructure such as computer/laptop devices, internet networks, application access accounts, and SOPs or technical guides. Leadership commitment refers to the extent to which direct superiors and OPD leaders actively encourage the use of SEKSAMA, supervise the input process, and integrate application achievements into the internal performance evaluation agenda.

According to (Mangkunegara, 2011), organizations that pay attention to the needs of ASN, provide adequate work facilities, and create a conducive work environment will contribute greatly to employee productivity and loyalty. In line with that, (Hastanti, 2022), (Ramadhian, 2022), and ((Ghoni, 2022) found that organizational support affects employee performance through employee engagement. This means that employee engagement—strengthened by a sense of support and appreciation—is key to driving improved performance. Thus, transparency in performance assessments can be an important bridge or mechanism that transforms organizational support into more optimal employee performance.

In the context of modern bureaucracy, one of the real forms ofemployee engagement and the perception of organizational justice is the existence of transparency in performance appraisal. When employees feel that the performance appraisal system is carried out openly, fairly, and accountably.

2.5. Transparency of Performance Assessment

The principle of transparency in the performance evaluation system is based onGood Governance Theory popularized by (UNDP, 1997), where transparency is a primary prerequisite for creating a fair, accountable, and participatory system. In the context of the SEKSAMA application which is directly connected to the TPP calculation, openness in the assessment process is crucial to ensure ASN trust in the system. Openness of information includes the ease of employees in knowing the results of the performance assessment, the parameters used, and the openness of the SEKSAMA application in displaying achievement logs. The fairness of the assessment process measures the extent to which the input and verification process of performance achievements runs without discrimination, subjective bias, or manipulation data. Accountability of assessment results describes the responsibility of the assessor in ensuring that the assessment is carried out based on valid data and procedures that have been determined in the regulations.

(Dwiyanto, 2006) emphasized that in public bureaucracy, transparency is not only about the availability of information, but also about the accessibility and clarity of the assessment mechanisms used, so that there is no discrimination or manipulation in the performance assessment process.

Based on the literature review and relevant research results, the hypothesis proposed in this study is as follows :

H1 : Implementation of the SEKSAMA Application has a positive effect on Performance improvements
H2 : ASN Competence has a positive effect on Performance improvements
H3 : Organizational support has a positive effect on Performance improvements
H4 : Implementation of the SEKSAMA Application has a positive effect on Transparency of Performance Assessment

H5 : ASN Competence has a positive effect on Transparency of Performance Assessment
H6 : Organizational Support has a positive effect on Transparency of Performance Assessment
H7 : Transparency of Performance Assessment has a positive effect on ASN Performance
H8 : Transparency of Performance Assessment mediates the effect of Implementation of the SEKSAMA Application on ASN Performance
H9 : Transparency of Performance Assessment mediates the influence of ASN Competence on ASN Performance
H10 : Transparency of Performance Assessment mediates the influence of Organizational Support on ASN Performance

The following is a description of the research framework or conceptual framework in this study:

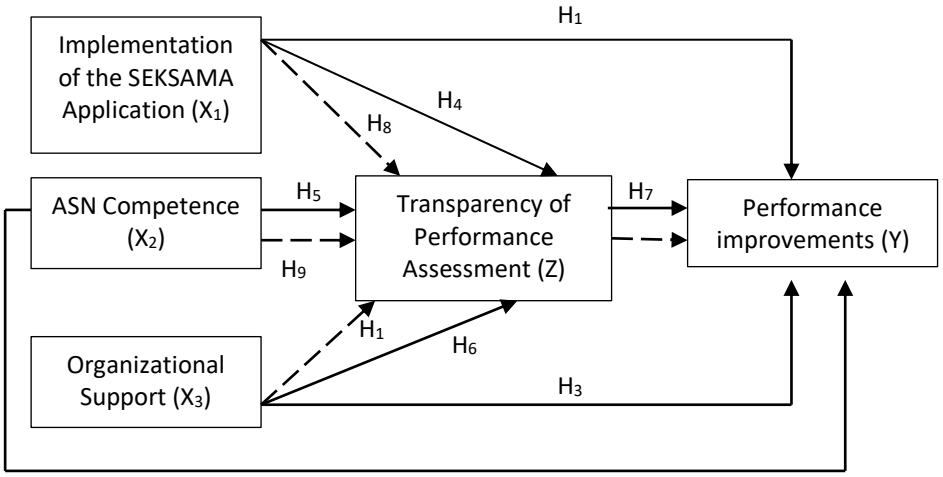

Figure 1. Research Model

3. Methods, Data and Analysis

This research uses a quantitative approach with an explanatory research type, which aims to explain the causal relationships between independent variables, mediating variables, and dependent variables through hypothesis testing. According to (Sugiyono, 2019), the quantitative approach is deductive and objective and is used to test theories or hypotheses by measuring variables with statistical tools.

The population in this study consisted of all State Civil Apparatus (ASN) who are responsible for planning and evaluating performance in all Regional Apparatus Organizations (OPD) and sub-units within the Pekalongan City Government, totaling 80 people. These ASN are active users of the SEKSAMA application to record quarterly performance achievements at the sub-activity level. Because the population is relatively small and fully accessible, this study employed a saturated sampling technique (census), meaning the entire population was used as the sample. According to (Sanusi, 2011), a saturated sample is appropriate when the population size is limited and can be fully reached.

Data were collected using a closed-ended questionnaire developed based on indicators for each research variable. The questionnaire was distributed to all respondents and filled out independently. The measurement scale used was a 5-point Likert scale, with response options ranging from 1 = Strongly Disagree to 5 = Strongly Agree. (Umar, 2008) states that the Likert scale is widely used in social research because it allows respondents to answer easily and facilitates quantitative analysis.

The data obtained from the questionnaires were analyzed using a mixed regression analysis combining multiple linear regression and Partial Least Squares Structural Equation Modeling (PLS-SEM), utilizing SmartPLS software version 4.0. This combined approach was chosen because it allows the researcher to test direct effects using conventional multiple regression while simultaneously modeling complex relationships and indirect effects through mediating variables using SEM-PLS. According to (Latan & Ghozali, 2015), PLS-SEM is well-suited for testing models with high complexity, non-normally distributed data, and small sample sizes, making it an appropriate method for this study.

4. Results and Discussion

1. Validity and Reliability

In the data analysis technique using Smart PLS there are three criteria for assessing the Outer model, namely Convergent validity And Discriminant Validity which is used for validity testing and Composite Reliability which is used for reliability testing which aims to specify the relationship between latent variables and their indicators.

a. Convergent Validity

Convergent validity shows that the indicators used to measure one hidden factor must have a high correlation (Ghozali, 2021). Average Variance Extracted (AVE) is used to test convergent validity. AVE is the average variance obtained from the hidden factor of its indicator. If the value is greater than 0.50, it indicates that the hidden factor measured can explain at least half of the indicator's variance.

Table 1. Convergent Validity Test Results

Variables	AVE Value	Reference Value	Variables
Implementation of the SEKSAMA Application (X_1)	0.678	0.50	Fulfill
ASN Competence (X_2)	0.614	0.50	Fulfill
Organizational Support (X_3)	0.595	0.50	Fulfill
Transparency of Performance Assessment (Z)	0.680	0.50	Fulfill
Performance improvements (Y)	0.693	0.50	Fulfill

Source: SmartPls 4.0 output, Processed data (2025)

From the output table above, the AVE value for all variables is greater than 0.5, so it can be said that all valid variables converge in forming their respective variables.

b. Discriminant Validity

Discriminant validity is what shows how different the concept or hidden factor measured by a particular research instrument is from others. According to (Ghozali, 2021), Discriminant validity is needed to ensure that the indicators used to measure one hidden factor are not different from other indicators. To ensure that the measurement results do not overlap or are ambiguous between the variables, this is very important. Value Heterotrait-Monotrait Ratio (HTMT) is a way to test the validity of the discriminant. The lower the HTMT value between two factors, the more valid the discriminant is. The value below 0.85. is considered to have discriminant validity, while the value above 0.85 indicates that these factors may not be clearly separated and may be similar.

Table 2. Results of Discriminant Validity Test

Variables	Mark	HTMT Reference Value	Variables
ASN Competence (X_2) – Implementation of the SEKSAMA Application (X_1)	0.592	0.85	Fulfill
Organizational Support (X_3) – Implementation of the SEKSAMA Application (X_1)	0.730	0.85	Fulfill
Organizational Support (X_3) – ASN Competence (X_2)	0.681	0.85	Fulfill
Performance improvements (Y) – Implementation of the SEKSAMA Application (X_1)	0.601	0.85	Fulfill

Variables	Mark	HTMT Reference Value	Variables
Performance improvements (Y) – ASN Competence (X_2)	0.738	0.85	Fulfill
Performance improvements (Y) – Organizational Support (X_3)	0.812	0.85	Fulfill
Transparency of Performance Assessment (Z) – Implementation of the SEKSAMA Application (X_1)	0.805	0.85	Fulfill
Transparency of Performance Assessment (Z) – ASN Competence (X_2)	0.696	0.85	Fulfill
Transparency of Performance Assessment (Z) – Organizational Support (X_3)	0.770	0.85	Fulfill
Transparency of Performance Assessment (Z) – Performance improvements (Y)	0.772	0.85	Fulfill

Source: SmartPls 4.0 output, Processed data (2025)

From the output table above, the HTMT value for all variables is less than 0.85, so the model is considered unique and valid.

c. *Composite Reliability*

According to (Ghozali, 2021), the reliability factor is determined by how consistent the indicators of a hidden factor are in assessing that factor. Composite Reliability, which measures the internal consistency of the indicators used to measure a single latent factor, and Cronbach's Alpha, are the two most commonly used reliability measures in PLS-SEM. PLS

SEM is often more reliable than Cronbach's Alpha because the composite quality of PLS-SEM considers not only the variance of the indicators but also the correlation between indicators. The composite quality value mustgreater than 0.70 to show that the indicators are consistent in measuring the same hidden factors.

Tabel 3. Results Composite Reability Test

Variables	Mark	Reference Value Composite Reability	Conclusion
Implementation of the SEKSAMA Application (X_1)	0.913	0.70	Fulfill
ASN Competence (X_2)	0.888	0.70	Fulfill
Organizational Support (X_3)	0.873	0.70	Fulfill
Transparency of Performance Assessment (Z)	0.913	0.70	Fulfill
Performance improvements (Y)	0.919	0.70	Fulfill

Source: SmartPls 4.0 output, Processed data (2025)

From the output table above the valueComposite Realibility for all variables the value is greater than 0.70, indicating that the indicators are consistent in measuring the same hidden factor.

2. Goodness of Fit Test

Imam Ghazali explains in the book "Modeling Equation Structural (SEM) with SmartPLS" that testingGoodness of Fit (GoF) PLS-SEM is different from the conventional covariance-based approach (CB-SEM). PLS-SEM focuses more on the model's ability to predict the dependent variable using a number of specific performance indicators rather than evaluating how well the model fits the data as a whole. There are two indicators used in this examination, namely:

a. Coefficient of Determination

The coefficient of determination is used to determine how much contribution the independent variable makes to its relationship with the dependent variable. The coefficient of determination is calculated by looking at the R-Squared value for each relationship.

Table 4. Results of Determination Coefficient

	R Square	R Squared Adjusted
Performance improvements (Y)	0.632	0.613
Transparency of Performance Assessment (Z)	0.641	0.627

Source: SmartPls 4.0 output, Processed data (2025)

The Sales Report Quality variable (Y) has an R-Square value of 0.632. According to this figure, 63.2% of the Performance Improvement variable is influenced by the Implementation of the SEKSAMA application, ASN Competence and Organizational support. Other variables outside the model contribute 36.8% of the contribution. Meanwhile, the R-square value for the mediation variable of 0.641 means that 64.1% of the variation in the Transparency of performance assessment variable can be explained by the Implementation of the SEKSAMA application, ASN Competence and Organizational support.

3. Multicollinearity Test

The purpose of the multicollinearity test is to determine whether there is a correlation between the independent variables in the regression model. The Variation Inflation Factor (VIF) value is a factor that measures how much the variance of the regression estimator coefficient increases. The VIF value can be used to determine whether or not there is multicollinearity in the regression model. Multicollinearity occurs between independent variables if the VIF value is more than 10.

Table 5. Multicollinearity Test Results

Model	*Collinearity Statistics* (VIF)				
Question No. -	1	2	3	4	5
Implementation of the SEKSAMA Application (X_1)	2.596	2.217	1.881	1.878	2.146
ASN Competence (X_2)	1.937	1.532	1.976	1.999	1.911
Organizational Support (X_3)	1.795	2.198	2.227	2.818	1.148
Transparency of Performance Assessment (Z)	2.972	2.265	2.707	2.413	1.416
Performance improvements (Y)	2.389	2.296	2.323	2.222	2.069

Source: SmartPls 4.0 output, Processed data (2025)

Based on the results of the multicollinearity test, it was found that the VIF value of all independent variables (X) was less than 10, so it can be concluded that the data does not contain symptoms of multicollinearity.

4. Model Interpretation

According to (Ghozali, 2021), P-value is one of the most important measures to assess the statistical significance of the relationship between latent variables in hypothesis testing in the PLS-SEM

model using SmartPLS. P-value is obtained through the bootstrapping method, which is used to test the significance of path coefficients in structural models. The following are the stages of decision making:

- The null hypothesis (H_0) is rejected if the p-value is less than 0.05. This indicates that the path or relationship between the latent constructs is statistically significant. In other words, the independent variable significantly affects the dependent variable.
- If the p-value is greater than 0.05, the null hypothesis (H_0) is rejected; this indicates that there is insufficient statistical evidence to show a significant relationship between the latent constructs of the model.

Table 6. Path Coefficients

	Original Sample (O)	P value
Implementation of SEKSAMA Application (X_1) ➔ Performance improvement (Y)	-0.072	0.557
ASN Competence (X2) ➔ Performance improvement (Y)	0.269	0.011
Organizational Support (X3) ➔ Performance improvement (Y)	0.392	0.003
Implementation of SEKSAMA Application (X1) ➔ Transparency of Performance Assessment (Z)	0.425	0.000
ASN Competence (X2) ➔ Transparency of Performance Assessment (Z)	0.238	0.006
Organizational Support (X3) ➔ Transparency of Performance Assessment (Z)	0.275	0.017
Transparency of Performance Assessment (Z)➔ Performance improvement (Y)	0.310	0.014

Source: SmartPls 4.0 output, Processed data (2025)

Tabel 7. Indirect Effect

	Original Sample (O)	P value
Implementation of SEKSAMA Application (X_1) ➔ Performance improvement (Y) through Transparency of Performance Assessment (Z)	0.132	0.044
ASN Competence (X_2) ➔ Performance improvement (Y) through Transparency of Performance Assessment (Z)	0.074	0.038
Dukungan Organisasi (X_3) ➔ Performance improvement (Y) Transparency of Performance Assessment (Z)	0.085	0.180

Source: SmartPls 4.0 output, Processed data (2025)

After going through the testing process, it can be interpreted as follows :

a. Variable of Application of SEKSAMA Application (X_1) the significance value of the P value is 0.557, where this value is greater than 0.05 and the beta coefficient is -0.072, which means that the variable Application of the SEKSAMA application has no significant negative effect to wards improving performance.
b. ASN Competency Variable (X_2) the significance value of the P value is 0.011, where this value is smaller than 0.05 and the beta coefficient is 0.269, which means that the ASN Competency variable significant positive effect to wards improving performance.

c. Organizational Support Variable (X_3) the significance value of the P value is 0.003, where this value is smaller than 0.05 and the beta coefficient is 0.392, which means that the Organizational Support variablehas a positive and significant impact to wards improving performance.
d. Variable of Application of SEKSAMA Application (X_1) the significance value of the P value is 0.000, where this value is smaller than 0.05 and the beta coefficient is 0.425, which means that the variable Application of the SEKSAMA application significant positive effect to wards Transparency of performance assessment.
e. ASN Competency Variable (X_2) the significance value of the P value is 0.006, where this value is smaller than 0.05 and the beta coefficient is 0.238, which means that the ASN Competency variable significant positive effect to wards Transparency of performance assessment.
f. Organizational Support Variable (X_3) the significance value of the P value is 0.017, where this value is smaller than 0.05 and the beta coefficient is 0.275, which means that the Organizational Support variablehas a positive and significant impact to wards Transparency of performance assessment.
g. The variable transparency of performance assessment (Z) has a significance value of P value of 0.014, where this value is smaller than 0.05 and the beta coefficient is 0.310, which means that the variable Organizational Supporthas a positive and significant impact to wards improving performance.
h. The P value of 0.044 means that Transparency of performance assessment plays a significant role as a mediator in explaining the effect of implementing the SEKSAMA application on improving employee performance. This means that the SEKSAMA application indirectly improves ASN performance through increasing transparency in the assessment process.
i. The P value of 0.038 means that Transparency of performance assessment significantly mediates the influence of ASN competence on performance improvement. This means that competent ASN tend to support the creation of transparent performance assessments, which in turn encourages their performance improvement.
j. P value of 0.180 means that there is no significant mediation. Transparency of performance assessment does not mediate the relationship between organizational support and performance improvement. Although organizational support may be important, its effect on performance does not occur through assessment transparency.

5. Conclusion and Suggestions

The results of the study indicate that the implementation of the SEKSAMA application does not have a significant direct effect on improving performance, but has a significant indirect effect through transparency in performance assessments. This is in line with the research of (Afifa, 2023), (Sipayung, 2024), and (Nugroho, 2023) which emphasizes the importance of transparency in electronic performance systems. On the other hand, this finding also supports (Susanti & Aesah, 2022) that information technology does not always improve performance without the support of training and infrastructure. ASN competence has a direct and indirect effect (through transparency) on improving performance, in line with research by (Ismi, 2019), (Fitriani, 2023), and (Indrawati, 2016). Meanwhile, organizational support has a direct effect on performance, but is not mediated by transparency, as also found in the studies of (Hastanti, 2022), (Ramadhian, 2022), and (Ghoni, 2022), which emphasize that organizational support has a direct impact through a positive work environment, not through the appraisal system.

Based on the research results, there are several suggestions that can be given. For the Pekalongan City Government, it is recommended to continue to improve the effectiveness of the implementation of the SEKSAMA application, not only from a technical perspective, but also through institutional strengthening, such as providing ongoing training, technical assistance for ASN users, and more optimal system integration with the ASN performance management process. The finding that the implementation of the SEKSAMA application only affects performance through transparency of performance assessments emphasizes the importance of building an open, objective, and accountable

performance reporting system, in order to encourage the participation and responsibility of individual ASNs towards their work achievements.

For further researchers, it is recommended to expand the scope of the research, not only on ASN in charge of planning and evaluation, but also on technical and managerial implementing employees, so that it can provide a more comprehensive picture of the influence of technology and organizational factors on performance. In addition, the addition of other variables such as job satisfaction, organizational culture, or leadership style as mediating or moderating variables can enrich the analysis and provide a deeper understanding. Further research should also consider a qualitative or mixed approach (mixed method) in order to capture subjective aspects and field contexts that cannot be reached by a quantitative approach alone.

This study has several limitations, including the scope of respondents which only includes ASN in charge of planning and performance evaluation at OPD and sub-units within the Pekalongan City Government, so the results cannot be generalized to all ASN. In addition, the approach used is cross-sectional, so it cannot explain long-term behavioral changes. This study also only uses a Likert-based questionnaire survey method, which is limited in exploring the dynamics of the implementation of the SEKSAMA application and ASN's in-depth perceptions of the applicable performance appraisal system.

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