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The Impact of the SIMASTER Policy on Driving Discipline and Performance: Evidence from Civil Servants in Bungo Regency, Indonesia

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ABSTRACT
This study examines the impact of the Integrated ASN (State Civil Apparatus) Management System, SIMASTER (Integrated ASN Management Information System), on the discipline and performance of civil servants in the Regional Government of Bungo Regency, Indonesia. Using a quantitative survey, data were collected from 98 respondents out of a population of 4000 civil servants and analyzed with simple linear regression (SPSS 22). The results show that SIMASTER has a significant impact on discipline (R^2 = 0.685) and performance (R^2 = 0.502), while discipline itself has a strong influence on performance (R^2 = 0.726). Simultaneously, SIMASTER contributed 33% to improvements in both discipline and performance, with the remaining 67% attributed to other factors, including motivation, leadership, and organizational culture. These findings highlight that work discipline is the most dominant factor in shaping civil servant performance. The study concludes that SIMASTER plays a crucial role in promoting accountability and professionalism among civil servants; however, its effectiveness requires reinforcement through training, digital literacy support, and integration with performance-based reward systems.

Keywords: State Civil Apparatus, Discipline, Performance, SIMASTER.
JEL Code: M12, M15, O32

I. Introduction

The application of information technology in government administration has become a primary focus for improving efficiency, transparency, and accountability in the delivery of public services. Information technology enables the administrative process to be faster, more precise, and more efficient by digitizing various services that were previously manual and time-consuming (Anggraeni & Rahmawati, 2024). Additionally, information technology enables transparency throughout every stage of the administrative process, thereby minimizing the potential for errors and corrupt practices (Nahda et al., 2024). Accountability improves because each step and decision can be more easily documented and audited (Mulyono, 2020). In line with this trend, the Bungo Regency Government developed SIMASTER (Integrated ASN Management Information System), an integrated management system for civil servants. The system supports operational and administrative functions in local government. SIMASTER was created to improve discipline and performance through features such as real-time monitoring, accurate data management, and efficient task

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planning and evaluation. Consistent with the national digitalization agenda, SIMASTER also promotes transparency and accountability by integrating data and providing open access to information. Its implementation aligns with the central government's policy on administrative digitalization to build a clean, effective, and reliable government (Bungokab.go.id 2023). As a digital platform, SIMASTER combines various personnel services, including attendance, performance assessment, data management, and administrative reporting. In Bungo Regency, it features real-time reporting, automated attendance monitoring, and performance dashboards for individuals and work units. Overall, SIMASTER aims to enhance bureaucratic efficiency and strengthen employee accountability. Building on this policy framework, the Bungo Regency Government implements a policy of using the Integrated Performance Management Information System (SIMASTER) as a strategic step to improve the ASN (State Civil Apparatus) IP ASN (ASN Professionalism Index), which is currently at 70.62%, which is classified as a low category. This policy was taken because one of the leading indicators that make up the ASN IP is the level of discipline and performance of the state civil apparatus. With SIMASTER, the government hopes to strengthen the monitoring and evaluation system for discipline and employee performance in a more measurable, transparent, and accountable manner. Through the implementation of this system, it is hoped that a more professional and responsible work culture will be established, enabling an effective and competitive bureaucracy in Bungo Regency (BKPSDMD Bungo, 2024). Despite its potential, SIMASTER faces challenges such as integration problems, low employee acceptance, and resistance from staff accustomed to conventional methods. Adoption remains limited, with only 48.5% of civil servants actively using SIMASTER. Additionally, poor infrastructure and areas with gaps hinder implementation. According to the Bungo Regency Communication and Information Office, 28 villages still lack communication signals, affecting the use of SIMASTER in schools and health centers (BKPSDMD Bungo, 2024). Previous studies have shown that management information systems improve transparency and accountability in government; however, most focus on technical aspects rather than behavioral impacts, such as discipline and performance.

Madhani et al. (2024) found that MIS strengthens transparency and accountability, which in turn improves ASN discipline. Similarly, Nurhasanah et al. (2024) showed that electronic attendance systems increase compliance with attendance regulations, directly linking technology to employee discipline. Supriyadi (2024) highlighted the role of data integration in enhancing better decision-making, which in turn improves the performance of civil servants. Together, these findings provide a strong theoretical foundation for this study, demonstrating how SIMASTER, as a comprehensive MIS, can influence both discipline and performance while also presenting implementation challenges specific to Bungo Regency. The urgency of this research stems from the need to improve the discipline and performance of the State Civil Apparatus (ASN) within the Bungo Regency Government, which has a significant impact on the quality of public services. With the application of SIMASTER as an information technology-based solution, this study aims to evaluate the effectiveness of the system in overcoming the discipline and performance problems of ASN, which have been an obstacle. This research is also important for understanding the challenges faced in implementing SIMASTER and its impact on government transparency and accountability. The results of this study are expected to provide strategic recommendations for local governments in improving the performance of ASN and strengthening public trust in government institutions. Based on a literature search, studies that examine the in-depth impact of SIMASTER implementation on the discipline and performance of ASN in the Bungo Regency Government are still very limited. Although research related to the implementation of information technology in government exists, most of it focuses on technical aspects. It does not adequately explore its influence on changes in ASN behavior or its long-term effects on public services.

Additionally, there have been few studies that address the specific challenges faced in implementing these systems in regional contexts, including cultural barriers, infrastructure, and user skills. Therefore, this study aims to fill this gap by providing a comprehensive analysis of the effectiveness of SIMASTER and the factors that affect its success in improving the discipline and performance of ASN. Previous studies have generally focused on the technical aspects of information systems in government. However, few have examined their behavioral impact on the discipline and performance of civil servants, especially in regional

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contexts such as Bungo Regency. This gap highlights the need for research that not only evaluates the effectiveness of SIMASTER but also identifies the organizational and human factors influencing its implementation. Therefore, this study aims to fill that gap by providing empirical evidence on how SIMASTER affects discipline and performance among civil servants in Bungo Regency, while also offering recommendations to strengthen its role in supporting bureaucratic reform. This gap indicates that further research is needed. Although technology is widely implemented, there is limited evidence on how systems like SIMASTER affect discipline and performance, particularly in regional contexts such as Bungo Regency. Therefore, this study aims to fill that gap by providing empirical evidence of SIMASTER's impact while offering strategic recommendations to strengthen its role in bureaucratic reform. Based on this gap, the present study seeks to answer the following research questions:

a. Does the Simaster Policy have a direct effect on Improving Discipline in the Regional Government of Bungo Regency, Jambi Province?
b. Does the Simaster Policy have a direct effect on the Performance of the State Civil Apparatus (ASN) in the Regional Government of Bungo Regency, Jambi Province?
c. Does Increased Discipline have a direct effect on the Performance of the State Civil Apparatus (ASN) in the Regional Government of Bungo Regency, Jambi Province?
d. Does the Simaster Policy have a direct effect on the Improvement of Discipline and Performance of State Civil Apparatus (ASN) Together in the Regional Government of Bungo Regency, Jambi Province?
e. How Much Impact of Simaster's Policy on Improving Discipline in the Regional Government of Bungo Regency, Jambi Province?
f. How Much Impact Does the Simaster Policy Affect the Performance of State Civil Apparatus (ASN) in the Regional Government of Bungo Regency, Jambi Province?
g. How Much Impact of Improving Discipline on the Performance of State Civil Apparatus (ASN) in the Regional Government of Bungo Regency, Jambi Province?
h. How Much Impact of the Simaster Policy on the Improvement of Discipline and Performance of State Civil Apparatus (ASN) Together in the Regional Government of Bungo Regency, Jambi Province?

II. Literature Review and Hypothesis Development

2.1. Government Policy

Government policy has been broadly defined as a series of decisions and actions taken to achieve public goals (Dye, 2017). Hill & Varone (2021) emphasize that policies serve as instruments to address collective problems, while Anderson et al. (2023) view them as "action plans" created by public authorities to regulate behavior. These definitions highlight different dimensions: Dye focuses on objectives, Hill and Varone stress problem-solving, and Anderson underlines authority and regulation. For this study, government policy is understood not only as a decision-making process but also as a mechanism to shape civil servant behavior through instruments such as SIMASTER. The implementation of government policies often faces various challenges. One of the primary challenges is the resistance from parties affected by the policy, including individuals, groups, and organizations (Pressman & Wildavsky, 2018). In addition, a lack of resources, both financial and human, can hinder the implementation of policies (Matland, 1995). Another factor that often poses an obstacle is the complex bureaucracy and ambiguity in policy objectives and instructions (Mazmanian & Sabatier, 2018). According to Weible and Sabatier (2018), Successful policy implementation relies heavily on effective communication, inter-agency coordination, and support from stakeholders. Government policies that emphasize digital transformation directly drive the adoption of management information systems as strategic instruments in bureaucratic reform. In this regard, MIS such as SIMASTER emerge as practical implementations of policy frameworks.

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2.2. Management Information System (SIM)

According to Sutiyadi (2017), a management information system is a human/machine system that has been integrated to present information to support management operations and decision-making in an organization. This definition emphasizes the technological and organizational integration aspects of MIS. Meanwhile, Priharto in Faizal et al. (2021) defines MIS as a combined set of procedures that collect and produce reliable, relevant, and well-organized data that support an organization's decision-making process. This perspective emphasizes the procedural and data quality dimensions of MIS. Overall, MIS combines human and machine components to produce reliable information for decision-making. Prior research has demonstrated its benefits in higher education, including facilitating academic data management, registration, scheduling, grading, and monitoring student attendance. In the context of public administration, however, the role of MIS extends beyond efficiency. Systems like SIMASTER also aim to influence civil servant behavior by reinforcing accountability, discipline, and performance. This behavioral dimension is often overlooked in the literature, and it is the primary focus of this study. A management information system is defined as a system that integrates human and machine systems to provide information that supports management operations within an organization. The system uses computer hardware and software, manual procedures, management models, and databases. Building on the general concept of MIS, SIMASTER can be understood as a tailored system designed explicitly for civil service management in Bungo Regency, linking theory and practice more concretely.

2.3. SIMASTER Policy

SIMASTER (Integrated ASN Management Information System) is an integrated digital platform designed to accelerate bureaucratic reform in personnel management within the Bungo Regency Government. Unlike generic management information systems, SIMASTER is explicitly tailored to the needs of civil service governance. It is both web-based and mobile-based, ensuring accessibility across different administrative units, and was developed internally by the Regional Personnel and Human Resources Development Agency (BKPSDMD) in collaboration with the Communication and Information Service. Beyond its technical design, SIMASTER incorporates key features such as real-time attendance monitoring, automated performance evaluation dashboards, and integrated personnel data management. These functions are strategically aligned with the objectives of bureaucratic reform: enhancing accountability, strengthening discipline, and improving overall civil servant performance. Thus, SIMASTER is not only a technological innovation but also a policy instrument intended to transform bureaucratic behavior in the regional government of Bungo. The SIMASTER (Resource Management System) policy is a framework designed by the Indonesian government to manage resources owned by various government agencies more efficiently and effectively. SIMASTER serves as an information system that integrates various data and resource-related information, including financial, human, and material, enabling better and data-driven decision-making. In this context, SIMASTER not only focuses on internal management but also strives to increase transparency and accountability in the management of public resources (Aminah, 2021). Management Information System Indicators, according to DeLone and McLean (Jogiyanto, 2020), are as follows: System Quality, Quality of Information, Quality of Service, System User Interest, and System User Satisfaction. One of the key objectives of SIMASTER is to reinforce work discipline by monitoring attendance and compliance in real-time, thereby linking technological innovation with behavioral outcomes.

2.4. Work Discipline

Employee work discipline can be defined as a set of rules and norms that employees must follow in order to carry out their duties and responsibilities effectively. Calista et al. (2024) emphasize that discipline is fundamental for building a productive and efficient work environment. In contrast, Robbins and Judge (2019) highlight a more behavioral dimension, defining work discipline as an employee's commitment to

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organizational values, reflected in attendance, adherence to rules, and dedication to achieving collective goals. From this perspective, discipline is not merely about compliance but also about internalized responsibility that drives performance at both individual and group levels. In this study, work discipline is seen as behavior that links organizational expectations with personal accountability. In the context of civil service, discipline is particularly critical because bureaucratic effectiveness depends on the consistency of attendance, compliance with administrative procedures, and alignment with government regulations. Through SIMASTER, discipline is institutionalized and monitored in real-time, making it both a personal obligation and a policy-driven outcome designed to strengthen overall performance. Based on various definitions and expert views regarding employee work discipline, it can be concluded that work discipline is a crucial aspect in an organization's success. Work discipline includes compliance with established rules and norms, as well as reflecting employees' commitment to their work. This not only impacts individual performance but also affects group dynamics and the achievement of overall organizational goals. High work discipline contributes to a productive and efficient work environment, reduces conflicts, and fosters improved cooperation among employees. In addition, work discipline is also related to a positive attitude and good work ethics, which encourages employees to make maximum contributions. Therefore, creating a positive work discipline culture is essential to improving organizational performance and success. According to Robbins and Judge (2019), in their book Organizational Behavior, employee work discipline indicators encompass several important aspects, including Attendance and Punctuality, Compliance with Rules and Procedures, Quality of Work, Responsibilities and Initiatives, Work Ethics, and Efficient Use of Resources. Discipline, however, is not an end in itself; it serves as a critical foundation for enhancing employee performance. Therefore, understanding the discipline–performance nexus is central to evaluating the effectiveness of SIMASTER.

2.5. Employee Performance

Employee performance can be defined as the outcomes achieved by individuals in fulfilling their duties and responsibilities in accordance with organizational standards and expectations. Robbins and Judge (2019) emphasize that performance encompasses efficiency, effectiveness, and the quality of the output produced, thereby positioning performance as a results-oriented construct. On the other hand, Mathis and Jackson (2020) adopt a broader perspective by arguing that performance should also be evaluated in terms of work behavior and the extent to which employees contribute to organizational goals. These definitions highlight two complementary dimensions: performance as output (efficiency, effectiveness, quality) and performance as behavior (commitment, cooperation, adherence to organizational values). Synthesizing both views, this study defines employee performance as a multidimensional construct combining measurable results and behavioral contributions. Dessler (2019) defines employee performance as the level of individual success in achieving their job goals, which includes both quantitative and qualitative aspects, including interpersonal skills and adaptability in the workplace. Meanwhile, Buchanan and Huczynski (2019) stated that employee performance is a combination of the ability, effort, and support that employees receive in carrying out their duties, and is influenced by individual factors and the work environment that affect employee motivation and commitment. In the civil service context, employee performance goes beyond productivity; it also reflects accountability, compliance with government regulations, and responsiveness to public needs. Accordingly, SIMASTER functions not only as a monitoring tool for output but also as a policy instrument designed to shape work behavior through real-time attendance tracking, performance dashboards, and integrated reporting mechanisms. Some of the employee performance indicators discussed in the book include: Quality of Work, Quantity of Work, Timeliness, Initiatives, Cooperative Capabilities, Adaptability, and Self-Development.

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2.6. The Relationship between the Use of SIMASTER and Employee Work Discipline

The use of the Human Resource Management Information System (SIMASTER) has been shown to significantly affect employee work discipline by providing a structured and transparent platform for managing personnel data. Through SIMASTER, employees gain direct access to information related to their assignments, schedules, and performance targets, thereby reducing ambiguity and increasing accountability. Empirical evidence supports this relationship. Panjaitan (2018) found that the implementation of a human resource information system had a positive and significant impact on the discipline of civil servants in the Medan City Government. The study suggests that transparency and real-time monitoring promote greater awareness among employees regarding their responsibilities, resulting in higher compliance with organizational regulations. In the context of this study, SIMASTER serves not only as a technical tool but also as a behavioral control mechanism. By digitizing attendance, performance evaluations, and task monitoring, it creates a system of accountability that encourages civil servants in Bungo Regency to align their conduct with established rules and standards. Thus, the system operationalizes discipline by directly linking individual behavior to institutional oversight, thereby reinforcing both compliance and performance.

2.7. The Relationship between the Use of SIMASTER and Employee Performance

The use of the Human Resource Management Information System (SIMASTER) has been shown to significantly influence employee performance by streamlining the management and processing of personnel data. By reducing administrative inefficiencies, SIMASTER enables employees to focus more on core tasks, thereby enhancing productivity and the effectiveness of their work outcomes. According to Hutasuhut and Dian Safina (2022), the implementation of SIMASTER enhances the accuracy and reliability of employee-related information, thereby facilitating more informed managerial decision-making. Accurate data allow managers to allocate resources more effectively, provide timely feedback, and design targeted interventions to support employees in achieving both individual and team goals. In the context of civil service, the significance of SIMASTER extends beyond technical efficiency. The system institutionalizes performance monitoring through features such as automated reporting and performance dashboards, linking individual outputs to organizational accountability standards. This creates a dual impact: employees are motivated to meet explicit performance targets, while managers are equipped with the necessary information to guide and evaluate their teams. In Bungo Regency, this mechanism strengthens the alignment between personal achievements and broader bureaucratic reform objectives.

H1 : The implementation of the Simaster Policy has a positive and significant effect on Improving Discipline within the Bungo Regency Regional Government.
H2 : The implementation of the Simaster Policy has a positive and significant effect on the performance of ASN within the Bungo Regency Regional Government.
H3 : Discipline has a positive and significant effect on the performance of ASN within the Bungo Regency Regional Government.
H4 : Simaster's policy has a positive and significant effect on the simultaneous improvement of ASN Discipline and Performance.
H5 : The Simaster Policy has a positive and significant impact on improving both discipline and performance of ASN in the Bungo Regency Government.
H6 : Discipline improvement has a positive and significant impact on ASN performance.

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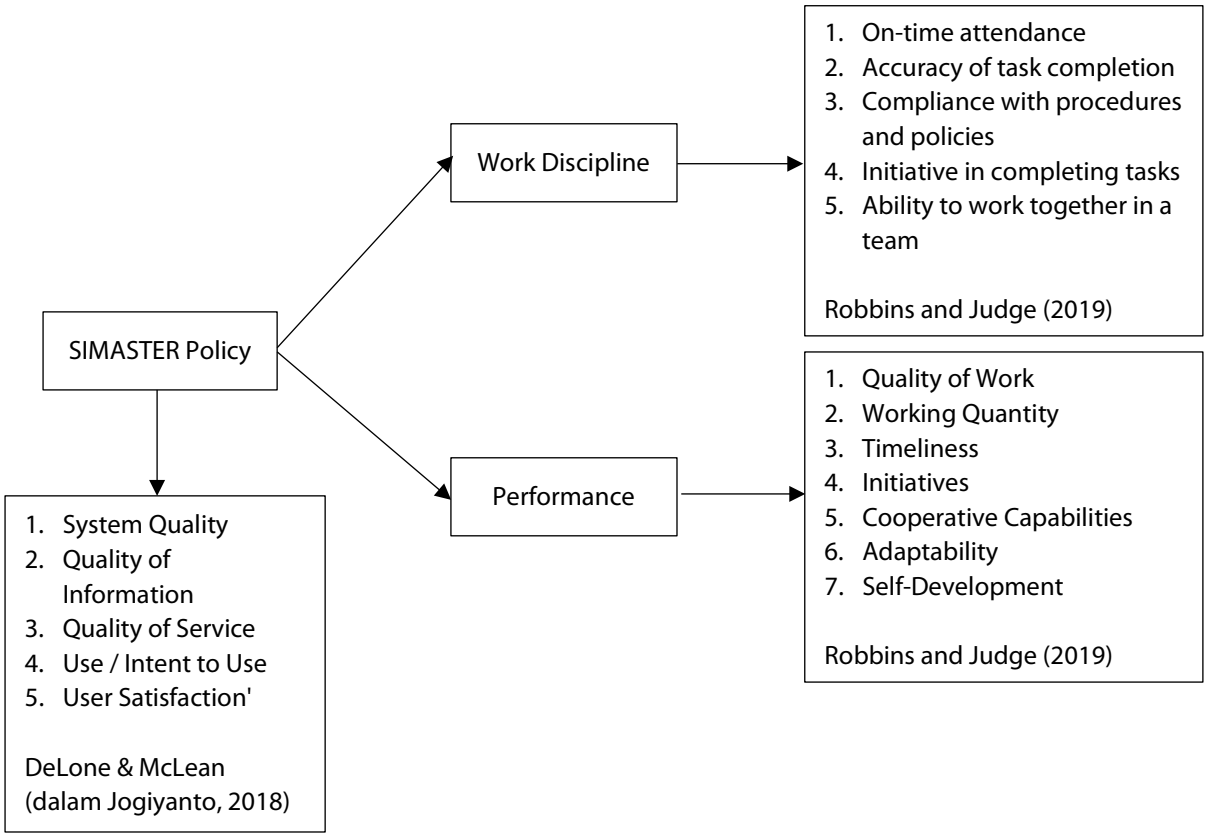

Figure 1. Conceptual Framework

III. Research Method

3.1. Research Design

The type of research used is quantitative research. This approach was chosen because it is effective in understanding the perceptions, experiences, and obstacles faced by ASN in the implementation of SIMASTER, as well as to analyze the relationship between SIMASTER policies, work discipline, and ASN performance (Sugiyono, 2021).

3.2. Data Collection

Primary data were collected through a structured questionnaire distributed to ASN in the Bungo Regency Government. The questionnaire measured SIMASTER implementation, discipline, and performance using a five-point Likert scale. Before distribution, the instrument was tested for validity and reliability. Secondary data, including government reports, SIMASTER records, and policy documents, were analyzed through content analysis to provide context and support the findings of the questionnaire. To ensure quality, the questionnaire underwent content and construct validation. Content validity was confirmed through expert judgment from two academics and one practitioner familiar with SIMASTER, whose feedback refined the items. Construct validity was supported by aligning items with established theoretical dimensions from previous studies. These steps ensured the questionnaire accurately represented the research variables. Before distribution, the questionnaire underwent a two-step validation process. First, content validity was assessed

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by three experts: two academics specializing in human resource management and one practitioner from the Regional Personnel Agency who had direct experience with SIMASTER implementation. Their feedback was used to refine ambiguous wording, ensure coverage of all relevant dimensions (system quality, discipline, and performance), and align items with the research objectives. Second, construct validity was evaluated through statistical testing. A pilot study with 30 respondents was conducted, and the results were analyzed using factor analysis and corrected item-total correlation. Items with factor loadings below 0.50 or correlations below 0.30 were eliminated or revised. This process ensured that each item accurately represented the intended construct and that the measurement model aligned with established theoretical frameworks.

3.3. Population and Sample

The population in this study comprises all State Civil Apparatus (ASN) personnel working within the Bungo Regency Government, totaling 4,524 individuals. In this study, the sample consisted of 98 civil servants (ASN) from the Bungo Regency Government. The number of samples was determined using the Slovin formula:

$$n = \frac{N}{1 + N\ (e^2)}$$

Where n represents the sample size, N is the population size, and e is the error margin. With a total population of 4524 ASN and an error margin of 10% (e = 0.1), the calculation produced a sample size of 98 respondents. The sampling technique applied was non-probability purposive sampling, as the study specifically targeted respondents from work units that actively used SIMASTER in personnel administration activities. This ensured that all selected respondents had direct experience with SIMASTER, making their responses highly relevant to the research objectives. Once the sample had been determined, the subsequent stage involved analyzing the collected data using appropriate statistical techniques to address the research objectives.

3.4. Data Analysis

This study employed correlation and regression techniques to analyze the relationships among variables. Instrument trials were first conducted to ensure the validity and reliability of the questionnaire. Data were analyzed using SPSS, employing both simple linear regression and multivariate regression through the General Linear Model (GLM) (Ghozali & Ratmono, 2020). The General Linear Model (GLM) was applied because it enables the simultaneous analysis of multiple dependent variables. In this study, GLM enabled us to assess the combined effects of SIMASTER on both discipline and performance, making it a more suitable approach than simple regression for examining complex relationships. Hypotheses H1–H3 were tested with simple linear regression to examine the direct effects of SIMASTER on discipline and performance, as well as the effect of discipline on performance. Hypotheses H4–H6 were tested with multivariate regression to assess the combined influence of SIMASTER on discipline and performance. The significance of coefficients was evaluated using t-tests for individual effects and F-tests for overall model fit, with a 5% significance level ($p < 0.05$). This procedure allowed the study to capture both direct and simultaneous relationships among variables systematically. In addition to regression analysis, Pearson's product-moment correlation was employed to examine the strength and direction of relationships among the variables, as the data were continuous and normally distributed.

3.5. Limitations

This study has several limitations that should be acknowledged. First, the data were collected using self-reported questionnaires, which may be subject to social desirability and response biases. Second, the sample was limited to civil servants in Bungo Regency, which restricts the generalizability of the findings to

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other regions or government contexts. Third, the cross-sectional design limits the study's ability to capture the long-term effects of SIMASTER implementation. Despite these limitations, the study provides valuable insights into the behavioral impacts of management information systems in the public sector.

IV. Results and Discussion

4.1. Analysis Result

The Validity Test and Reliability Test are the first test results calculated by the researcher and will be explained before conducting further analysis of the research results.

a. The validity test carried out on the SIMASTER Policy variable, which is the X variable of this study, can be said to be valid, because the results of r are calculated more than the value in the r table; it can be concluded that the 12 questions of the X variable questionnaire are valid. The validity test carried out on the Work Discipline variable, which is the Y1 variable in this study, can be considered valid, as the results of r are greater than the values in the r table. It can be concluded that the 13 questions of the Y1 variable questionnaire are valid. The validity test carried out on the Performance variable of Environmental Employees of the Bungo Regency Regional Government, Jambi Province, which is the Y2 variable of this study, can be said to be valid, because the results of r are calculated more than the value in the r table. It can be concluded that the 14 questions of the Y2 variable questionnaire are valid.
b. The results of the reality test of variable X show a value of 0.949, variable Y1 shows a value of 0.888, or it can be said that the value of the reality test is > 0.06. The variable Y2 above shows that the produced value is 0.947, which can be interpreted as indicating that the value of the reality test is greater than 0.06. It can be concluded that the instruments in the questionnaire are declared realistic.

The Classical Assumption Test is a model of linear regression that can be considered a good model if it meets certain assumptions, such as normality of the data, linearity, and homoscedasticity.

a. In the normality test, the curve analysis showed that the data were spread across the diagram and adhered to the regression model, leading to the conclusion that the processed data were distributed normally, thus meeting the normality test.
b. The results of the Multicollinearity Test indicate that the Tolerance value of the SIMASTER Policy Variable (X) is 1,000, indicating a Tolerance value above 0.1, and the VIF value of the SIMASTER Policy Variable (X) of 1,000 indicates a VIF value below 10. Therefore, it can be concluded that there is no multicollinearity between the SIMASTER Policy variables (X) and Work Discipline (Y1) in the regression model. The results of the Multicollinearity Test indicate that the Tolerance value of the SIMASTER Policy Variable (X) is 1,000, indicating a Tolerance value above 0.1, and the VIF value of the SIMASTER Policy Variable (X) of 1,000 indicates a VIF value below 10. Therefore, it can be concluded that there is no multicollinearity between the SIMASTER Policy variables (X) and Employee Performance (Y2) in the regression model.
c. The heteroscedasticity test aims to test the occurrence of residual variance inequality. From the output results, it can be seen that the scatter plot between the standardized (ZPRED) and standardized residual (SRESID) values does not show a clear pattern. The scattered points above or below zero on the Y-axis indicate that heteroscedasticity does not occur.
d. The correlation test is used to find out whether independent variables and dependent variables have a correlation relationship or not. From the results of the correlation test, the relationship between the variables of the SIMASTER Policy and Work Discipline showed a calculated r-value of 0.685 and a significance level of 0.000 < 0.05, indicating that the relationship between the SIMASTER Policy and

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Work Discipline is strongly and significantly correlated. Then, the relationship between the SIMASTER Policy and the Performance of ASN in the Bungo Regency Regional Government, Jambi Province, showed a calculated r-value of 0.502 and a significance level of 0.000 < 0.05, which means that the relationship between the SIMASTER Policy and ASN Performance was strongly and significantly correlated.

This study uses simple linear regression to test the relationships between variables. Data from 98 ASN respondents in Bungo Regency were analyzed using SPSS 22.

a. The Impact of SIMASTER on Work Discipline

The results of the analysis showed that SIMASTER had a significant effect on work discipline with R^2 = 0.685, indicating that nearly 69% of the variations in discipline can be explained by the implementation of SIMASTER. This highlights the system's effectiveness as a digital governance tool for shaping employee behavior. This means that 68.5% of the variation in ASN work discipline can be attributed to the implementation of SIMASTER, while other factors influence 31.5%. The t-test yielded a t-value calculated using a t-table with a significance level of p < 0.05, confirming the existence of a positive impact.

Table 1. Analysis of the Coefficient of Policy Determination of SIMASTER (X) and Work Discipline (Y_1)

Model Summary				
Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**
1	.685[a]	.469	.464	4.10862
a. Predictors: (Constant), SIMASTER Policy				
b. Dependent Variable: Work Discipline				

Individually or partially, the SIMASTER Policy variable has a t-value of 9.213 with a significance of 0.000. This means that a significance level of < 0.05 indicates a statistically significant influence of the SIMASTER Policy on Work Discipline.

Table 2. Linear Regression Analysis of SIMASTER Policy (X) and Work Discipline (Y_1)

Coefficients[a]						
Model		**Unstandardized Coefficients**		**Standardized Coefficients**	**t**	**Sig.**
		B	**Std. Error**	**Beta**		
1	(Constant)	29.437	3.035		9.700	.000
	SIMASTER Policy	.649	.070	.685	9.213	
a. Dependent Variable: Work Discipline						

b. The Impact of SIMASTER on ASN Performance

SIMASTER has also been shown to have a significant impact on the performance of ASN, with an R^2 value of 0.502. This means that around half of the performance improvements are directly attributable to the system. At the same time, the remaining variations are influenced by other factors such as motivation, leadership, and organizational culture. Thus, approximately 50.2% of the variation in ASN performance can be attributed to the implementation of SIMASTER. The t-test yielded a p-value of 0.05, indicating that the second hypothesis was accepted.

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Table 3. Analysis of SIMASTER Policy Determination Coefficient (X) and ASN Performance (Y_2)

Model Summary					
Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**	**Durbin-Watson**
1	.502[a]	.252	.244	4.88143	2.073
a. Predictors: (Constant), SIMASTER policy					
b. Dependent Variable: ASN Performance					

Individually or partially, the SIMASTER Policy variable has a t-value of 5.685 with a significance of 0.000. This means that a significance level of < 0.05 indicates a statistically significant influence of the SIMASTER Policy on ASN Performance.

Table 4. Linear Regression Analysis of SIMASTER Policy (X) and ASN Performance (Y_2)

Coefficients[a]						
Model		**Unstandardized Coefficients**		**Standardized Coefficients**	**t**	**Sig.**
		B	**Std. Error**	**Beta**		
1	(Constant)	42.421	3.606		11.765	.000
	SIMASTER Policy	.476	.084	.502	5.685	
a. Dependent Variable: ASN Performance						

c. The Effect of Work Discipline on ASN Performance

Work discipline has a positive and dominant effect on the performance of ASN, with an R^2 value of 0.726, indicating that employees' discipline levels can explain more than 72% of the variations in performance. This finding suggests that behavioral factors, such as compliance with rules, punctuality, and responsibility, are more influential in shaping the performance of civil servants than technological interventions alone. This means that 72.6% of the variation in ASN performance is impacted by employee discipline. Significant t-test values ($p < 0.05$) support the third hypothesis.

Table 5. Analysis of Work Discipline Determination Coefficient (Y_1) and ASN Performance (Y_2)

Model Summary					
Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**	**Durbin-Watson**
1	.726[a]	.527	.522	3.88036	1.902
a. Predictors: (Constant), Discipline					
b. Dependent Variable: ASN Performance					

The Work Discipline variable has a t-value of 10.347, indicating significance at $p < 0.000$. This means that the significance of < 0.05 means that there is a significant influence of Work Discipline on ASN Performance.

Table 6. Linear Regression Analysis of Work Discipline (Y_1) and ASN Performance (Y_2)

Coefficients[a]						
Model		**Unstandardized Coefficients**		**Standardized Coefficients**	**t**	**Sig.**
		B	**Std. Error**	**Beta**		
1	(Constant)	21.211	4.031		5.262	.000
	Work Discipline	.727	.070	.726	10.347	.000
a. Dependent Variable: ASN Performance						

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d. The Simultaneous Impact of SIMASTER on Discipline and Performance

Simultaneously, SIMASTER contributed 33% to the improvement of civil servants' discipline and performance. In comparison, the remaining 67% was influenced by other factors beyond the scope of the research model, such as motivation, leadership, organizational culture, and work environment. This suggests that although SIMASTER plays a crucial role in supporting bureaucratic reform, the majority of performance outcomes still depend on human and organizational dimensions, which should be addressed in conjunction with technological implementation.

Table 7. Analysis of the Coefficient of Determination of SIMASTER Policy (X) on Work Discipline (Y_1) and ASN Performance (Y_2)

Tests of Between-Subjects Effects							
Source	**Dependent Variable**	**Type III Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**	**Partial Eta Squared**
Corrected Model	Discipline	4.975[a]	1	4.975	36.105	.000	.481
	ASN Performance	3.902[b]		3.902	20.956		.350
Intercept	Discipline	3.138		3.138	22.773		.369
	ASN Performance	4.372		4.372	23.477		.376
X	Discipline	4.975		4.975	36.105		.481
	ASN Performance	3.902		3.902	20.956		.350
a. R Squared = .481 (Adjusted R Squared = .467)							
b. R Squared = .350 (Adjusted R Squared = .333)							

To test the influence of independent variable X on two dependent variables, Y1 and Y2, the researcher used multivariate regression analysis through SPSS software. The following are the test results using the General Linear Model – Multivariate method:

Table 8. Multivariate Regression Analysis of the SIMASTER Policy (X) on Work Discipline (Y_1) and Civil Servant Performance (Y_2)

Multivariate Tests						
Effect		**Value**	**F**	**Hypothesis df**	**Error df**	**Sig.**
X	Pillai's Trace	1.379	3.332	32.000	48.000	.000
	Wilks' Lambda	**.080**	**3.660[b]**	**32.000**	**46.000**	**.000**
	Hotelling's Trace	5.809	3.994	32.000	44.000	.000
	Roy's Largest Root	4.538	6.807[c]	16.000	24.000	.000
a. Design: Intercept + X						
b. Exact statistic						
c. The statistic is an upper bound on F that yields a lower bound on the significance level.						

From the above results, it can be seen that the significance value for the Wilks' Lambda test is 0.000, which is smaller than 0.05. Therefore, it can be concluded that the SIMASTER policy has a simultaneous effect on the work discipline and performance of ASN.

4.2. Discussion

The results of this study provide robust evidence that the SIMASTER policy has a significant impact on both the discipline and performance of civil servants (ASN) in Bungo Regency. The statistical analysis reveals that SIMASTER contributes 68.5% to discipline and 50.2% to performance, while discipline contributes 72.6% to performance. Taken together, SIMASTER and discipline explain 33% of the variance in performance, leaving 67% influenced by other external factors such as motivation, leadership, and organizational culture. This highlights that digital systems alone are not sufficient; broader organizational reforms must support

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them. When compared with existing literature, the findings resonate with Sholicha (2021), who demonstrated that fingerprint-based attendance systems improved discipline, and Iqlima (2021), who found that online attendance monitoring reinforced punctuality during the pandemic. Similarly, Madhani et al. (2024) and Nurhasanah et al. (2024) argued that information systems can enhance transparency and accountability. These parallels suggest that SIMASTER is consistent with a global trend in public administration, where digitalization is increasingly viewed as a catalyst for bureaucratic transformation. However, the relatively lower impact of SIMASTER on performance compared to discipline underlines a critical point: technology provides structure, but behavioral factors and organizational environment ultimately shape performance. The lower percentage contribution of SIMASTER to performance compared to discipline indicates that the system may still be perceived primarily as a monitoring tool rather than a performance enabler. In practice, employees may comply with attendance regulations due to direct system enforcement, but this compliance may not necessarily translate into higher productivity or service quality.

This interpretation aligns with the Technology Acceptance Model (Davis, 1989), which emphasizes that both perceived usefulness and perceived ease of use determine the success of digital adoption. Without adequate training, leadership support, and incentives, civil servants may perceive SIMASTER as a control mechanism rather than as a tool that enhances their efficiency and professional growth. Another noteworthy point is that none of the findings contradict established theories in public administration or organizational behavior. Instead, they extend prior theories by providing empirical evidence that digital platforms not only improve accountability but also indirectly shape organizational culture. However, the fact that SIMASTER's impact on performance remains moderate suggests the need for a more nuanced understanding of how technology interacts with human and institutional factors. This opens up avenues for further theorization on the mediating role of discipline, motivation, and leadership in digital governance. Despite these contributions, the study has several limitations. First, it relies heavily on self-reported survey data, which may be subject to social desirability and response bias. Second, the study was limited to one regency, which restricts the generalizability of the results to other regions with different organizational cultures or levels of digital readiness. Third, the research does not examine the potential moderating effects of leadership style, organizational support, or digital literacy, which could significantly influence the effectiveness of SIMASTER.

Addressing these limitations would enable future studies to build a more comprehensive understanding of how digital systems function within complex bureaucratic environments. These findings also carry important implications for practice and policy. From a practical standpoint, the evidence suggests that SIMASTER should not be viewed solely as a technical system for monitoring but as a strategic instrument for shaping bureaucratic behavior. Policymakers must ensure that the system is integrated with broader human resource policies, including performance-based rewards, professional development programs, and leadership coaching. Without these complementary measures, the effectiveness of SIMASTER in improving civil servant performance will remain limited. On the policy side, the study emphasizes the need to strengthen digital infrastructure and address resistance to technology adoption. The fact that only 48.5% of civil servants actively use SIMASTER underlines the importance of policies that provide incentives for adoption, continuous training for users, and support for overcoming digital divides, particularly in rural and blank-spot areas. In this sense, SIMASTER can serve as a benchmark for other regions implementing similar systems, but its success depends heavily on supportive governance policies.

V. Conclusion

This study concludes that the SIMASTER policy has a significant contribution to the improvement of discipline and performance among civil servants in Bungo Regency. However, discipline emerges as the strongest determinant of performance. SIMASTER provides a structural framework for monitoring and accountability; however, its effectiveness depends on complementary factors, such as training, leadership, and organizational culture. The findings suggest that digital systems should not be viewed as standalone

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solutions, but rather as integral parts of a broader strategy to promote professionalism and accountability in public service.

Theoretical Implications: From a theoretical perspective, this research contributes to the growing body of literature on digital governance and public administration. It demonstrates that digital systems such as SIMASTER function not only as instruments of control but also as tools for shaping organizational behavior. This extends the Technology Acceptance Model by demonstrating that discipline and motivation, which in turn influence performance outcomes, mediate system adoption in bureaucratic settings. Moreover, the study highlights that digital platforms can accelerate cultural change within public organizations by embedding accountability and transparency into daily routines. Such findings provide a more nuanced understanding of how technology influences bureaucratic behavior, extending beyond mere efficiency gains.

Managerial Implications: In practical terms, the study underscores the need for policymakers and managers to adopt a holistic approach to SIMASTER implementation. First, integration with performance-based reward systems should be prioritized, for example, linking SIMASTER data to promotion eligibility and career progression. Second, continuous training and capacity-building are essential to ensure that civil servants not only comply with system requirements but also perceive it as a tool for personal and professional development. Third, managerial coaching and supportive leadership styles can strengthen the perception of SIMASTER as a performance enabler rather than a surveillance mechanism. Finally, innovative practices such as gamifying performance indicators or implementing real-time dashboards for supervisors could enhance user engagement and productivity.

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