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# Digital Public Service Innovation at the Ministry of Religious Affairs of Gorontalo City

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| Article Information                                                                                                                                                                                                                                                         | Abstract                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
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| <p><b>Article history:</b><br/>           Accepted 18-06-2026<br/>           Fixed 22-06-2026<br/>           Approved 11-07-2026</p> <p><b>Keywords:</b> Public Service Innovation, Digital Information Technology, Tolopani All-in-One, Rogers' Innovation Attributes.</p> | <p><b>Abstract:</b> This study aims to analyze digital information technology-based public service innovation through the Tolopani All-in-One application at the Ministry of Religious Affairs Office of Gorontalo City. The focus of this research is the innovation attributes according to Rogers, which are examined through several aspects, namely relative advantage, compatibility, complexity, trialability, and observability. This study employed a qualitative approach with a descriptive research design. Data were collected through in-depth interviews with the head of the office, application administrators or managers, Tolopani coordinators, service officers, and community members as service users, supported by observation and documentation. The results indicate that the Tolopani All-in-One application has contributed to the digitalization of public services at the Ministry of Religious Affairs Office of Gorontalo City. The application offers relative advantages in terms of easy access to information, faster service delivery, and the integration of multiple services into a single system. In terms of compatibility, the application aligns with organizational needs and the demands of digital transformation, although its utilization still requires adjustments to the public's service habits. However, several challenges remain, including user adaptation, technical limitations, network and server disruptions, and difficulties in accessing the mobile application through the Play Store. The application can also be gradually adopted through socialization programs, user guidelines, and tutorial videos, while its outcomes can be observed through the transition from manual to digital service delivery. The study concludes that the Tolopani All-in-One application fulfills the characteristics of public service innovation as proposed by Rogers. Nevertheless, its implementation has not yet been fully optimized due to factors such as human resource readiness, technical conditions of the application, public preferences, and the need to align with centralized systems.</p> |

## Introduction

Digital transformation can generally be understood as a fundamental process of change in organizational structures, systems, and working methods through the utilization of digital technology to improve performance and efficiency (Novianto, 2023). In the public sector, digital transformation plays an important role in accelerating services, improving policy quality, and strengthening transparent, accountable, and public value-oriented governance. Digital

technology also expands public access to information and encourages more inclusive public participation.

Globally, various countries have successfully implemented digital transformation in government systems. Countries such as South Korea, Singapore, and Estonia have become examples of effective e-governance implementation, where citizens can access public services 24 hours a day through online applications. The United Nations E-Government Survey (2022) reported that countries with high digital investment experienced significant improvements in government effectiveness and service quality. However, challenges such as the digital divide and data security risks remain important issues that require policy support and infrastructure development.

In Indonesia, digital transformation has been implemented through the Electronic-Based Government System (SPBE) policy as regulated in Presidential Regulation Number 95 of 2018. This policy aims to establish effective, efficient, and accountable government services through data integration and integrated security architecture. Various digital services, including online licensing systems, population administration portals, and public information services, have contributed to service acceleration. Nevertheless, implementation still faces challenges such as unequal digital infrastructure, limited human resources, and bureaucratic cultures that remain dependent on manual processes (Sembiring et al., 2025).

At the regional government level, digital innovation has become an important strategy for improving public service quality. Local governments have developed various applications, including public complaint systems, online licensing services, and population data integration platforms. However, obstacles such as limited internet connectivity in remote areas, low digital literacy among public servants, and resistance to change continue to affect implementation (Afrilia et al., 2024). These conditions indicate that successful digitalization depends not only on technological availability but also on employee readiness and strong policy support.

Academically, studies on digital public service innovation in Indonesia continue to develop, but most research focuses on general government institutions such as agencies and public service offices. Religious institutions, particularly the Ministry of Religious Affairs, remain relatively underexplored despite their unique characteristics related to religious regulations and socio-cultural values. Prayitno (2023) found that technological innovations such as e-service applications can accelerate bureaucratic transformation by reducing administrative processing time by up to 40%. However, human factors, including resistance to change, limited digital training, infrastructure limitations, and budget constraints, remain major barriers (Kuntoro & Suseno, 2024).

The Ministry of Religious Affairs Office of Gorontalo City is one of the institutions that has implemented digital service innovations to improve service quality. One of its latest innovations is the Tolopani All-in-One Application, an integrated service platform developed internally by the office. This application functions as a one-stop service system that integrates various services, including access to Hajj information, digital archives, internal reporting, navigation of Ministry applications, and other supporting features. The application is intended to facilitate faster, more transparent, and more efficient access to services for both employees and the public through a single platform.

Despite its development as an integrated digital service innovation, the implementation of the Tolopani All-in-One Application has not yet operated effectively. The utilization of the application among employees remains uneven, and not all available features are optimally

used to support service and administrative activities. Several employees perceive that the application has not provided significant relative advantages compared to previous working methods, reducing its attractiveness as a primary tool for improving work effectiveness and service delivery.

Compatibility also remains a challenge due to the diversity of tasks and functions across organizational units. As a result, some employees continue to rely on manual methods or alternative applications for archive management and internal reporting. In terms of usability, several employees experience difficulties in operating certain features, particularly those with limited information technology skills. This situation contributes to perceptions that the application is relatively complex for continuous use.

Furthermore, the positive impacts of the application on work efficiency and service quality have not been fully observable to all employees. Consequently, the application has not yet significantly transformed work patterns or organizational performance. Additional challenges include limited integration with national Ministry systems, low digital literacy among some employees, unstable internet connectivity, login difficulties, slow data synchronization, and inconsistent system stability. These conditions demonstrate a gap between the intended objectives of the application and its actual implementation.

To understand the implementation of innovation in public organizations, this study employs Everett M. Rogers' Diffusion of Innovation Theory (2003). Rogers identifies five key innovation attributes that influence adoption: Relative Advantage, Compatibility, Complexity, Trialability, and Observability. These attributes are essential in determining whether employees perceive an innovation as beneficial, appropriate, easy to use, testable, and capable of producing visible results (Sahin, I., & Rogers, 2020).

Based on these conditions, this study aims to explore the implementation of digital information technology-based public service innovation through the Tolopani All-in-One Application at the Ministry of Religious Affairs Office of Gorontalo City. The study focuses on employees' perceptions of Rogers' five innovation attributes and identifies factors that support or hinder the innovation adoption process. Furthermore, this research seeks to fill the existing research gap regarding digital technology implementation in religious institutions and provide practical recommendations for optimizing the sustainable and inclusive use of the Tolopani All-in-One Application.

## **Method**

This study was conducted at the Ministry of Religious Affairs Office of Gorontalo City, Indonesia, from October 2025 to April 2026. The research site was selected because it is the institution that developed and implemented the Tolopani All-in-One Application as part of its digital transformation efforts to improve public service delivery. The application serves as an integrated platform that supports administrative processes and facilitates service access for employees.

This research employed a qualitative descriptive approach with a case study design. The qualitative method was chosen to gain an in-depth understanding of digital public service innovation through the experiences, perceptions, and interpretations of employees regarding the implementation of the Tolopani All-in-One Application. The case study approach enabled the researcher to explore the innovation process within its real-life organizational context and analyze it using Rogers' Diffusion of Innovation Theory, particularly the attributes of relative advantage, compatibility, complexity, trialability, and observability.

The researcher acted as the primary research instrument and was directly involved in data collection through field observations, in-depth interviews, and document analysis. Data sources consisted of primary and secondary data. Primary data were obtained from employees using the application, application administrators, structural officials, and members of the public who accessed digital services. Secondary data were collected from organizational documents, service statistics, standard operating procedures, books, journals, and relevant literature related to public service innovation and e-government.

Data were collected through semi-structured interviews, non-participant observations, and documentation. The interview guide focused on the five innovation attributes proposed by Rogers and participants' experiences in using the application. Data analysis followed the interactive model of Miles, Huberman, and Saldaña (2014), consisting of data reduction, data display, and conclusion drawing and verification. To ensure data credibility, the study employed source triangulation, technique triangulation, and member checking. These procedures were used to validate findings and ensure the accuracy and trustworthiness of the research results (Abdussamad, Z 2021)

## **Result**

### **1. Research Site**

This study was conducted at the Ministry of Religious Affairs Office of Gorontalo City, located at Jl. Arif Rahman Hakim No. 22, Dulalowo Timur, Kota Tengah District, Gorontalo City, Indonesia. As a vertical government institution under the Ministry of Religious Affairs of the Republic of Indonesia, the office is responsible for delivering religious administration, Islamic education, Hajj and Umrah services, and other public religious services.

To improve service quality and support digital transformation, the institution has adopted various technology-based innovations, including the Tolopani All-In-One Application. This innovation was developed to enhance service efficiency, transparency, accessibility, and accountability in public service delivery. The institution's vision is "To be innovative in delivering educational and religious services." Its mission focuses on strengthening bureaucratic productivity, improving religious services, enhancing educational quality, optimizing Hajj administration, and developing zakat and waqf services.

### **2. Public Service System**

The Ministry of Religious Affairs Office of Gorontalo City provides various public services through several divisions, including the General Secretariat, Islamic Education Division, Islamic Community Guidance Division, and Hajj and Umrah Administration Division.

Major services include public information requests, personnel administration, madrasah registration, Islamic boarding school registration, marriage counseling, mosque registration, Qibla direction verification, Hajj registration, Hajj cancellation requests, and waqf certification assistance. All services are provided free of charge and can be accessed through both online and offline channels. The diversity of services demonstrates the institution's commitment to improving public service quality and expanding access to government services through digital innovation.

### **3. Tolopani All-In-One Application**

Tolopani All-In-One is a mobile-based integrated application developed by the Ministry of Religious Affairs Office of Gorontalo City. The application serves as a one-stop digital platform that combines administrative, educational, religious, and internal organizational services within a single system. The application was designed to simplify bureaucratic

processes, accelerate service delivery, improve transparency, and facilitate access to information for employees and service users. Through this platform, users can access various services without relying solely on conventional administrative procedures.

#### 4. Active Users of the Application

The Tolopani All-In-One Application is currently utilized by 60 active employees across several organizational units.

**Table 1. Active Users of the Tolopani All-In-One Application**

| Division/Section                       | Number of Users | Percentage  | Main System Role                                                     |
|----------------------------------------|-----------------|-------------|----------------------------------------------------------------------|
| General Administration and Secretariat | 48              | 80%         | Administration, personnel, finance, correspondence, asset management |
| Madrasah Education Section             | 5               | 8%          | Madrasah data validation, BOS administration, curriculum management  |
| Islamic Education (PAI) Section        | 5               | 8%          | Teacher data management and certification                            |
| Islamic Boarding School Section        | 2               | 3%          | Licensing and student data management                                |
| <b>Total</b>                           | <b>60</b>       | <b>100%</b> | —                                                                    |

The majority of users are from the General Administration and Secretariat Division, indicating that the application is predominantly utilized for administrative and organizational management functions.

#### 5. Standard Operating Procedures

The implementation of Tolopani All-In-One is supported by a Standard Operating Procedure (SOP) to ensure secure, effective, and accountable system utilization.

The SOP includes:

1. User Authentication – Employees must log in using authorized identification numbers and encrypted passwords. Sharing credentials with unauthorized individuals is prohibited.
2. Role-Based Access – Users can only access modules and features that correspond to their assigned responsibilities and organizational roles.
3. Data Security and Storage – Users are required to save data periodically and log out after completing their tasks to maintain system security and data integrity.

These procedures provide a clear operational framework that supports the successful implementation of digital services within the Ministry of Religious Affairs Office of Gorontalo City.

#### 6. Digital Transformation Initiative

The adoption of the Tolopani All-In-One Application represents the institution's commitment to digital transformation and e-government implementation. The application supports the modernization of public services by integrating multiple services into a single platform, reducing administrative complexity, and improving service efficiency. As a digital innovation, Tolopani All-In-One serves as an important instrument for enhancing public service

delivery and promoting more transparent, accessible, and responsive governance in the Ministry of Religious Affairs Office of Gorontalo City.

## **Discussion**

### **1 Relative Advantage**

Based on the research findings, the Tolopani All-In-One Application demonstrates a relative advantage as proposed by Rogers, where an innovation is more likely to be accepted when it is perceived to provide greater benefits than previous systems. In this study, the relative advantage of Tolopani All-In-One is reflected in its ability to facilitate service access, accelerate service processes, provide clearer information, and integrate various services into a single digital platform. Before the implementation of the application, services were largely conducted manually or through separate channels, requiring users to go through longer procedures to obtain information and services. After implementation, service delivery became more practical, faster, and more organized, indicating that the innovation has created tangible added value in public service delivery.

The relative advantage is evident in the benefits experienced by both employees and the public. For employees, the application supports more structured service implementation because several services that were previously separated can now be integrated into one platform. Services related to administration, madrasah education, Islamic education (PAI), Islamic boarding schools, and public complaints can be managed through a more centralized system, making work processes more efficient and simplifying service delivery. For the public, the application provides easier access to preliminary service information without requiring a direct visit to the office. Consequently, Tolopani All-In-One not only offers technical convenience but also improves the efficiency of interactions between service providers and service users (Puluhulawa et al., 2024)

These findings support Rogers' view that innovations are more readily adopted when users perceive clear advantages compared to previous systems. In this case, the advantages include simplified service procedures, improved access to information, and support for bureaucratic digitalization. The application presents a more modern and effective form of public service that aligns with the growing demand for technology-based public administration.

This finding is consistent with the study of Abdussamad et al., (2025), which revealed that digital-based administrative services can improve service efficiency, expand public access to information, and support effective, efficient, and transparent public services. Similarly, Isa (2009) emphasized that public services should be implemented professionally, effectively, efficiently, transparently, responsively, and adaptively to community needs. The accessibility of information and service integration provided by Tolopani All-In-One reflects these principles and demonstrates significant added value in public service delivery.

Nevertheless, the relative advantage of the application has not been fully accompanied by optimal utilization. Some community members still prefer using the official website or WhatsApp Center because they are perceived as more responsive, more accessible, and more familiar in everyday use. This indicates that although an innovation may possess substantial advantages, these advantages do not automatically guarantee high levels of utilization. User decisions are also influenced by prior experience, convenience, and perceptions of practicality. Therefore, while Tolopani All-In-One possesses strong relative advantages, further efforts are

needed to maximize its utilization and ensure that its benefits are experienced more broadly by service users.

## **2 Compatibility**

The research findings indicate that Tolopani All-In-One demonstrates a considerable degree of compatibility with organizational needs, government policies, and the broader digital transformation agenda in public services. According to Rogers, compatibility refers to the extent to which an innovation is perceived as consistent with existing values, experiences, needs, and systems. In this study, compatibility is reflected in the application's ability to support digital transformation policies, improve service effectiveness and efficiency, and strengthen transparency through improved documentation and data management (Afrilia et al., 2024)

The application is also compatible with internal organizational needs. It is utilized not only by the public but also by internal employees, including personnel located across different regions. This demonstrates that the innovation was designed to address both external service demands and internal administrative and operational requirements. Its flexibility in accommodating policy changes, feature enhancements, and information updates further illustrates its adaptive capacity to organizational dynamics. Therefore, the compatibility of Tolopani All-In-One is evident not only at the policy level but also at the operational level.

These findings are consistent with Isa et al., (2022), who found that organizational culture positively influences organizational performance, particularly through the ability to adapt to internal and external environmental changes and community needs. In the context of Tolopani All-In-One, compatibility can be observed in the organization's efforts to align digital services with service demands, regulatory requirements, and community access patterns.

However, compatibility must also be viewed in relation to existing systems. The presence of national Ministry of Religious Affairs applications, such as Pusaka, indicates that Tolopani does not operate independently but must coexist with previously established service systems. This suggests that compatibility is influenced by the broader service ecosystem. Local innovations must therefore identify their appropriate role to avoid service duplication and instead strengthen the overall service system.

From the community perspective, compatibility remains somewhat limited. Some users perceive the official website as more suitable because it can be accessed directly without installing an application. This finding suggests that compatibility is not determined solely by organizational policies or system design but also by the extent to which the innovation aligns with users' habits and preferences in accessing services. Consequently, while Tolopani All-In-One is conceptually compatible with public service needs, additional adjustments may be required to ensure stronger alignment with community preferences and access patterns.

## **3 Complexity**

The findings reveal that Tolopani All-In-One still presents a certain level of complexity in its use. According to Rogers, complexity refers to the degree to which an innovation is perceived as difficult to understand or use. In this study, complexity is reflected in the adaptation process experienced by both employees and community members, as well as technical challenges encountered during implementation.

Not all employees are accustomed to using digital technology, making the transition from manual to digital systems a gradual process requiring adjustment. Some employees reported

limited confidence in operating the application, concerns about making mistakes, and perceptions that the system increases their workload (Fatmawati, 2015). These findings indicate that complexity is influenced not only by the characteristics of the application itself but also by the readiness of human resources to adopt digital innovations.

The complexity of the application is further reflected in the need for continuous socialization, user guidance, and tutorial videos to help users understand the system. According to Rogers, higher levels of perceived complexity generally result in slower adoption rates. This observation is consistent with the implementation of Tolopani All-In-One, where learning and adaptation remain essential before users can fully utilize the application. Although the system was designed to simplify services, users still require a period of familiarization.

Complexity is also associated with technical challenges, including unstable internet connections, application errors, server disruptions, and difficulties related to mobile application access through the Play Store. Additional challenges emerged due to system updates, database migration processes, and changes in application management. These technical issues limited the optimal use of the mobile application despite the continuation of internal service operations. Such conditions demonstrate that the success of digital innovation depends not only on application design and perceived benefits but also on the readiness of supporting infrastructure.

These findings support Bobihu et al. (2022), who reported that information system implementation in government institutions often encounters challenges related to employee understanding, internet connectivity, database management, and application errors. Likewise, Panigoro et al. (2025) found that e-government implementation through the SiCantik application faced obstacles such as limited internet access, digital literacy gaps, system disruptions, and insufficient user understanding. Therefore, complexity is not unique to Tolopani All-In-One but represents a broader challenge in e-government implementation.

From the public perspective, complexity is also experienced during the initial access stage because users must download and install the application before accessing services. For individuals seeking quick information, these additional steps are often perceived as less practical than accessing a website or communicating through WhatsApp Center. This indicates that perceived complexity may arise not only from difficulties in understanding service content but also from the additional effort required to access the service itself. Consequently, Tolopani All-In-One continues to face challenges related to user adaptation and ease of access, which helps explain why its adoption and utilization have not yet reached optimal levels.

#### **4 Trialability**

The findings indicate that the Tolopani All-in-One application has a fairly good level of trialability. According to Rogers, trialability refers to the extent to which an innovation can be tested before being fully adopted. In this study, the application can be used gradually according to user needs. Employees and community members do not need to utilize all features immediately but can start with specific functions such as consultation services, online attendance, or checking document requirements. This usage pattern demonstrates that the innovation provides opportunities for users to become familiar with the application progressively based on their needs and readiness.

The trialability of the application is further supported by socialization activities, user guidelines, and tutorial videos provided by administrators. These supports ensure that the trial process is facilitated rather than left entirely to users. According to Rogers, innovations that

can be tested beforehand are generally more likely to be accepted. The availability of learning support enables users to understand the system gradually, making the application easier to recognize and adopt.

This finding is consistent with the study of Tohopi et al. (2024), which emphasizes that socialization is essential for helping communities understand the objectives and benefits of a policy before implementation. In the context of the Tolopani All-in-One application, socialization programs, user manuals, and tutorial videos play an important role in enabling users to test and understand the system gradually.

However, the level of application trials among community members remains suboptimal. The availability of more practical and familiar media has reduced public interest in trying the application further. Therefore, the issue lies not in the absence of opportunities to test the application but rather in the limited willingness of users to utilize those opportunities. This finding indicates that trialability is influenced not only by access to experimentation but also by users' readiness and habits in adopting new technologies. Consequently, the Tolopani All-in-One application demonstrates good trialability, although its effectiveness is still affected by public preferences for previously established service channels.

## **5 Observability**

The findings show that the Tolopani All-in-One application demonstrates the attribute of observability, meaning that the outcomes of the innovation can be clearly observed in service practices. According to Rogers, observability refers to the extent to which the results of an innovation are visible to users and others. In this study, observable outcomes include the transformation of services from manual to digital systems, easier access to information, faster service delivery, and positive public responses (Nurfadilah et al., 2025). These findings indicate that the application is not merely a formal innovation but has generated tangible improvements in public service delivery.

Observability is also reflected in the continuing development of digital services. Efforts to strengthen the system, integrate services, improve user-oriented features, and conduct monitoring and evaluation demonstrate that innovation extends beyond the launch stage. Therefore, observability is evident not only in the benefits experienced by users but also in the organizational commitment to continuous innovation.

Positive public responses further reinforce the observability of the application. Community members perceive services as clearer, faster, and more reliable than before. Such experiences provide concrete evidence that the innovation has produced recognizable benefits. According to Rogers, visible results increase the likelihood that an innovation will be perceived as useful. Thus, from a service outcome perspective, the Tolopani All-in-One application demonstrates a satisfactory level of observability.

This finding is consistent with Abdussamad et al. (2025), who found that digital service innovations can be observed through digital information and administrative service platforms that improve access to public services. Similarly, the Tolopani All-in-One application demonstrates observable outcomes through digital transformation and enhanced accessibility of service information.

Nevertheless, observability has not been fully optimized in daily practice. The application is often overshadowed by the website and WhatsApp Center, which are more frequently used by the public. Furthermore, temporary deactivation of the mobile application, system updates, database migration, and integration with central government systems have affected the

visibility and continuity of the innovation. These findings suggest that although the benefits of the innovation are observable, its visibility is influenced by organizational policies, technical conditions, and user preferences. Therefore, the observability of the Tolopani All-in-One application is relatively strong in terms of outcomes but less robust regarding the sustainability of its daily utilization.

## **6 General Research Findings**

Based on the five innovation attributes proposed by Rogers, the Tolopani All-in-One application can be regarded as a public service innovation that demonstrates the essential characteristics of innovation. The application provides relative advantage through easier access to services, improved efficiency, clearer information, and the integration of multiple services into a single digital platform. Compared with the previous manual and fragmented system, the application offers a more practical, faster, and organized service experience.

The application also demonstrates compatibility with organizational needs, government policies, and the broader agenda of digital transformation in public services. It supports both public service users and internal administrative processes, reflecting its alignment with diverse service requirements. Furthermore, the application exhibits trialability through gradual feature adoption supported by socialization activities, user manuals, and tutorial videos. Its outcomes are also highly observable, as reflected in the shift from manual to digital services, easier access to information, faster service delivery, and positive user responses.

Despite these strengths, the implementation of the Tolopani All-in-One application has not yet reached optimal performance. Challenges remain in terms of complexity, particularly regarding user adaptation among employees and community members who are less familiar with digital technologies. Technical issues such as unstable internet connections, application errors, server disruptions, and limitations in mobile or Play Store access have also hindered effective utilization.

In addition, many users continue to prefer alternative platforms such as websites and WhatsApp Centers because they are perceived as more practical, accessible, and familiar. These findings suggest that the success of an innovation depends not only on its benefits and technological sophistication but also on user readiness, infrastructure support, service access habits, and direct user experiences.

This finding supports Abdussamad et al. (2025) who found that digital administrative services can improve efficiency, expand public access to information, and promote effective, efficient, and transparent services. However, successful digitalization also requires human resource readiness, technical training, infrastructure support, and sustainable management. Similarly, Alinti et al. (2025) emphasized that public service accountability cannot be fully achieved without consistent implementation of standard operating procedures, clear service processes, responsive personnel, and adequate facilities. Furthermore, Isa et al. (2022) highlighted that organizational performance is influenced by adaptive organizational cultures capable of responding to environmental changes and public needs.

The findings also reveal that organizational policies and technical conditions significantly influence the sustainability of innovation. The temporary deactivation of the mobile application and the need to align with central government systems illustrate that local innovations must operate within broader institutional frameworks. Consequently, even innovations perceived as beneficial and relevant may face limitations when confronted with higher-level policy adjustments, changes in system management, and technical constraints.

Overall, the study confirms that the Tolopani All-in-One application fulfills Rogers' innovation attributes conceptually. However, its practical implementation requires further strengthening in terms of technical infrastructure, user adoption strategies, and policy continuity. The findings emphasize that the success of digital public service innovation depends not only on technology itself but also on the organization's ability to manage change, adapt innovations to user needs, and maintain consistent implementation within real service environments.

## **Conclusion**

Based on the findings, the Tolopani All-in-One application represents a digital public service innovation at the Ministry of Religious Affairs Office of Gorontalo City and demonstrates Rogers' five innovation attributes: relative advantage, compatibility, complexity, trialability, and observability. Overall, the application has contributed to creating more modern, practical, and digital-based public services, although its implementation has not yet been fully optimized.

From the relative advantage perspective, the application improves service efficiency, integrates multiple services into one platform, and facilitates public access to information. In terms of compatibility, it aligns with organizational needs, government digital transformation policies, and bureaucratic reform efforts. Regarding complexity, challenges remain, including limited digital literacy among some users, concerns about system operation, unstable internet connections, application errors, and server disruptions. For trialability, users can gradually explore features according to their needs, supported by socialization programs, user guides, and tutorial videos. Concerning observability, the application has produced visible improvements, such as the transition from manual to digital services, faster service delivery, and easier access to information.

Despite these advantages, utilization remains suboptimal. Many users still prefer websites and WhatsApp Centers because they are considered more practical, accessible, and familiar. Technical limitations, infrastructure readiness, and integration with central government systems also affect the sustainability of the innovation. Future studies should examine digital public service innovations using broader research settings, more diverse informants, and different service platforms. Comparative studies involving mobile applications, websites, and WhatsApp-based services, as well as alternative theoretical perspectives such as service quality, public satisfaction, organizational performance, and digital transformation, are recommended to provide a more comprehensive understanding of digital public service implementation.

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