

INNOVATION OF USE OF THE ELECTRONIC SERVICE MANUFACTURING APPLICATION (NADINE) IN THE REGIONAL OFFICE OF THE DIRECTORATE GENERAL OF TREASURE OF SOUTH SULAWESI PROVINCE

Nurjayanti Muthmainnah ^{a*)}, Andi Cudai Nur ^{a)}, Muhammad Nur Yamin ^{a)}

^{a)} University of Negeri Makassar, Makassar, Indonesia

^{*)}Corresponding Author: innanmh@gmail.com

Article history: received 21 May 2025; revised 02 June 2025; accepted 15 July 2025

DOI: <https://doi.org/10.33751/jhss.v9i2.11377>

Abstract. This study aims to determine the Innovation in the use of the Electronic Official Manuscript Application (NADINE) at the Regional Office of the Directorate General of Treasury of South Sulawesi Province. This study is qualitative, therefore to achieve the objectives of the study, data collection techniques are used, namely observation, interviews and documentation. This study uses four indicators, namely Having Uniqueness, Having Characteristics or Elements of Renewal, Having a Planned Program, and Having a Purpose. The results of this study indicate that the Innovation in the use of the Electronic Official Manuscript Application (NADINE) at the Regional Office of the Directorate General of Treasury of South Sulawesi Province can be said to be "optimal" based on the indicators of Miles B, Matthew's theory (1973), namely: 1) Having Uniqueness, lies in the automatic notification feature that informs users when a letter or order comes in, then there is an electronic signature feature that can be accessed anytime and anywhere, and there is a real-time document status tracking feature that makes it easier to monitor document flow. 2) Having characteristics or elements of renewal, this Innovation replaces the paper-based manual system with a more efficient digital system. Then there is a standard template feature in document creation to ensure format consistency and minimize errors. With features such as data encryption and user authentication, documents are protected from unauthorized access. 3) Having a Planned Program, the NADINE Application was designed and implemented to overcome obstacles in the management of correspondence that arose during the COVID-19 pandemic. This innovation involves a program that includes needs analysis, application development, intensive training, system trials, socialization, and technical assistance. With structured training, and continuous evaluation, NADINE has been successfully implemented to support more efficient management of official documents in various units. 4) Having a Purpose, the NADINE Application was created with the aim of improving the official document management system, which was previously still done manually and was often time-consuming and prone to errors. Through the implementation of this application, the process of compiling, archiving, and distributing official documents becomes faster, well-organized, and efficient.

Keywords: Innovation; Application; Official Documents

I. INTRODUCTION

The rapid advancement of information technology has changed human behavior in various activities, which were previously carried out manually, are now transformed into electronic, digital, and virtual forms. Along with the development of the times, this change brings innovation, especially in organizational communication patterns. This innovation also affects the way people use the internet through hardware such as mobile phones and computers. According to Kadir et al. (2021), organizations can exchange information both internally and externally with other organizations.

The government is also changing its communication patterns by utilizing information technology, known as Electronic Government (e-government). E-government is the use of communication and information technology by the government to provide services and information to the public more

efficiently. The emergence of e-government encourages the development of information technology that supports the progress of government agencies, especially in managing administrative correspondence.

The rapid development of technology challenges various sectors, including offices. In the office sector, correspondence or correspondence is an activity that was previously carried out manually, time-consuming and a long process. However, with technological innovation, the correspondence process has shifted to an electronic system. Letters, as a means of written communication, have become an important element in office activities and government institutions. Letters in the context of government agencies are known as official documents, which have a broader scope than ordinary letters. In creating official documents, government agencies follow guidelines to maintain harmony and uniformity.

Djanewai in Darmansyah et al. (2024) explains that letters function as the "brain" of administration in an office, because letter management is very important and closely related to other activities in the institution, forming a network like the human brain.

Official documents are written documents used for internal government communication and legal regulations issued by authorized officials. Before 2020, recording of official documents was done manually with a predetermined format, printed on paper, and sent according to the existing flow.

In 2019, the Covid-19 pandemic that started in China forced the government to recommend work from home (WFH). This outbreak affected many aspects of life, including the management of correspondence in government agencies. Restrictions on outdoor activities caused the correspondence process at the Ministry of Finance to be delayed. As a solution, the Ministry of Finance developed the Electronic Official Manuscript (NADINE) application to facilitate the management of correspondence that was previously manual, now switching to digital which can be accessed at any time. The creation of the NADINE application also refers to Presidential Instruction (Inpres) Number 3 of 2003 concerning the e-government Development Policy, which regulates the implementation of e-government development strategies in Indonesia. In addition, the NADINE application was developed by following the Official Manuscript Management guidelines listed in PMK No. 36/PMK.01/2018 and the implementation instructions in KMK No. 63/KMK.01/2018 at the Ministry of Finance.

The Ministry of Finance also developed a super app "Satu Kemenkeu", which integrates various applications and information technologies to support public services and internal needs. One of the applications is NADINE, which allows the management of official documents via PC, laptop, or smartphone, either with intranet or internet. The development of the NADINE application to date has supported the management of official documents, electronic archiving, use of digital signatures, and Multi-Factor Authentication.

The trial of the NADINE application began on January 2, 2019, and its simultaneous implementation began in March 2019. In 2020, this application was implemented at the Regional Office of the Directorate General of Treasury of South Sulawesi Province, coinciding with the Covid-19 pandemic. The implementation of NADINE signifies a shift in the correspondence system at the Ministry of Finance towards a more efficient digital system and supports the Go Green program. This also aims to improve public services, employee work productivity, and create orderly administration at the Ministry of Finance.

However, although the NADINE application has provided convenience, there are several problems encountered in the field. For example, disruptions to the site or unstable internet network, as well as the habit of employees who rarely open official documents, especially for Incoming Letters and Dispositions, which causes a backlog. Employees more often use the NADINE application to compile outgoing letters than to check incoming official documents.

Based on these conditions, the researcher is interested in further analyzing "Innovation in the Use of the Electronic Official Document Management Application (NADINE) at the Regional Office of the Directorate General of the Treasury of South Sulawesi Province."

The objectives to be achieved in this study are: (1) To determine the Innovation in the use of the Electronic Official Document Management Application (NADINE) at the Regional Office of the Directorate General of the Treasury of South Sulawesi Province. (2) To determine the supporting and inhibiting factors for innovation in the use of the Electronic Official Document Management Application (NADINE) at the Regional Office of the Directorate General of the Treasury of South Sulawesi Province.

II. RESEARCH METHOD

This study uses a qualitative approach with a descriptive research type that aims to provide a comprehensive picture of the use of the Electronic Official Manuscript (NADINE) application at the Regional Office of the Directorate General of Treasury of South Sulawesi Province. This study will analyze the effectiveness of the use of the application with a focus on innovation based on indicators proposed by Miles B. Matthew (1973). The focus of the study includes the characteristics of the NADINE application, the characteristics of its updates, a mature planning process in implementation, and the goals of the innovation to be achieved, such as increasing the efficiency, speed, and accuracy of official manuscript management. Research data were obtained from primary sources through interviews and observations with informants consisting of department heads, secretaries, internal employees, and external users of the NADINE application. Secondary data were obtained from literature studies and documentation related to the research topic. Data collection techniques involve interviews, observations, and documentation, with researchers as the main instruments in data collection. Data validity is guaranteed through triangulation, member checking, audit trail, peer debriefing, and rich thick description to increase the validity and reliability of the findings. Data analysis was conducted interactively and continuously with the Miles, Huberman, and Saldana (2014) analysis model, which includes three steps: data condensation, data presentation, and drawing conclusions/verification. The data collection process was carried out between October 7 and November 29, 2024 at the Regional Office of the Directorate General of Treasury of South Sulawesi Province, with a focus on selecting, simplifying, and transforming the resulting field data to provide a deeper understanding of the implementation of the NADINE application.

III. RESULT AND DISCUSSION

1. Description of the NADINE (Electronic Official Manuscript) Application

NADINE (Electronic Official Manuscript) is a digital-based application designed to support electronic correspondence

management in government agencies. This application aims to improve efficiency, accuracy, and speed in the management of official manuscripts, while supporting paperless office initiatives in the work environment.

Through NADINE, all processes that were previously carried out manually, such as the creation, distribution, archiving, and approval of official manuscripts, can be done digitally. This application provides various features, such as automatic notifications, digital signatures, data security, document tracking, and digital archiving. The procedure for using the NADINE (Electronic Official Manuscript) Application is as follows:

a. Log in Menu

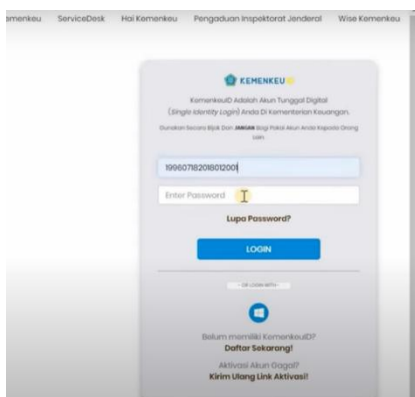


Figure 1. Log In Page

To be able to enter the Nadine Application, there is a user login menu that must be filled in correctly in order to enter the Nadine Application. The purpose of this user login is to protect data in the Nadine application and is ensured to be filled in by users who already have an official account from the Ministry of Finance.

b. Incoming and Outgoing Mail Menu

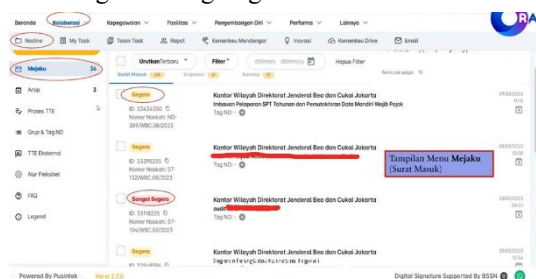


Figure 2. Incoming and Outgoing Letter Menu

The My Desk menu consists of several options that can be seen, namely: incoming letters, outgoing letters, disposition letters, and concepts.

c. Making Official Manuscripts

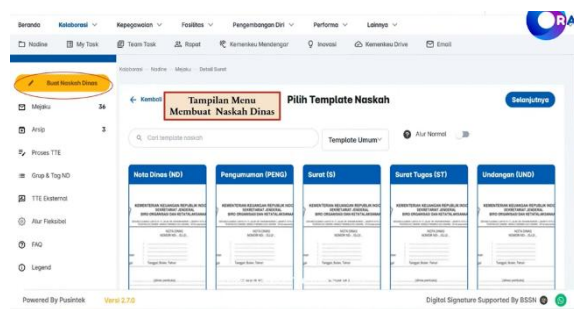


Figure 3. Making Official Manuscripts Menu

In making official manuscripts, there is a yellow "create official manuscript" option, which contains several letter templates consisting of: Official Notes, Announcements, Regular Letters, Assignment Letters, Invitations, and others.

d. Metadata

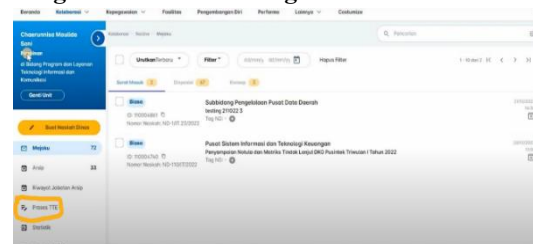


Figure 5. Metadata Menu

In the metadata option, you can find out the urgency of the letter, date, subject, type of letter, nature of the letter, sender, and recipient of the letter.

e. Electronic Signature

Figure 6. Electronic Signature Menu



The "TTE Process" option is the media used for the process of making electronic-based signatures or digital signatures.

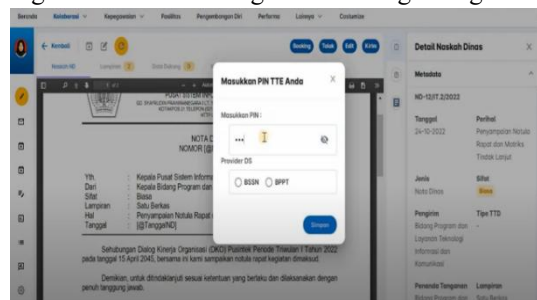


Figure 7. Electronic Signature Process

In making an electronic signature, the user is asked to enter the TTE pin and password that have been previously created by the Ministry of Finance's IT.

signatures couldn't be verified. [View signatures](#)

Tanggal : 31 Juli 2024

Sehubungan dengan Kegiatan Focus Group Discussion Digitalisasi Pembayaran (KKP, CMS, Digipay) dan Retur bersama BRI, yang dilaksanakan pada:

Hari tanggal : Kamis, 1 Agustus 2024

Tempat : Ruang VIP 2 Lantai I GKN 2

Pukul : 08.00 s.d. 12.00 Wita

Dengan ini disampaikan penugasan pelaksanaan kegiatan dimaksud sebagai berikut:

No	Penugasan	Nama Petugas
1.	MC	Andi Chaidul Rachmat
2.	Petugas Registrasi	Andi Maharani Tenniazizah Ibrahim Iham Ibrahim Onasis N
3.	Asisten Sorot	Arinal
4.	Petugas Konsumsi	Purnamasari Kurnia Andi Dwi Mulhaerati Nur Yonathan
5.	Dokumentasi	Iham Ibrahim
6.	Mic Runner	Syamsul Kahanuddin Muh. Arfa

Demikian disampaikan untuk dilaksanakan sebagaimana mestinya, atas perhatiannya diucapkan terima kasih.


Disampaikan secara elektronik
Iwan Megawan

Tembusan:

Figure 8. Example of Using Electronic Signature

After entering the pin and password, the electronic signature is complete.

2. Innovation in the Use of Electronic Official Manuscript Applications at the Regional Office of the Directorate General of Treasury of South Sulawesi Province

The innovation in the use of the Electronic Official Manuscript application at the Regional Office of the Directorate General of Treasury of South Sulawesi Province is the Ministry of Finance's response to improving the quality and productivity of employees within the Ministry of Finance from time to time. This innovation was carried out to make it easier for employees to carry out all activities related to correspondence. So that in order to find out in depth regarding the Innovation in the Use of Electronic Official Manuscript Applications at the Regional Office of the Directorate General of Treasury of South Sulawesi Province, data processing and presentation are carried out in accordance with the theory put forward by Miles B. Matthew (1973) which consists of: a) Having Uniqueness, b) Having Characteristics or Elements of Renewal, c) Having a Planned Program, d) Having a Purpose.

1. Has Unique Features

The Electronic Official Document Application (NADINE) at the Regional Office of the Directorate General of Treasury of South Sulawesi Province has unique features as an innovation that changes the management of correspondence by adopting a digital system that replaces manual processes. This innovation has unique features in terms of accelerating document management, time efficiency, and reducing errors that previously often occurred in manual systems. NADINE offers convenience in creating, distributing, and archiving documents, which allows direct digital access without having to rely on physical documents. The automatic notification feature in this application allows employees to know the status of documents in real-time, making it easier for them to monitor the flow of documents without having to wait for manual checking.

By using cloud-based technology, the NADINE application ensures a high level of security through digital authentication, protecting data from unauthorized access, and ensuring the integrity of processed documents. A regular data backup system also reduces the risk of data loss. In addition, this application supports inter-departmental collaboration by enabling simultaneous collaboration in the preparation and approval of documents electronically, reducing dependence on distance and time.

The NADINE application also reduces dependence on paper use, which significantly reduces the impact on the environment and speeds up administrative processes, both in terms of document delivery and archiving. With the ability to track document status digitally, NADINE provides transparency and efficiency in the management of official documents, which previously took a lot of time and effort. Therefore, NADINE not only meets the need for more efficient correspondence management, but also becomes a model for other regions in implementing digital technology in government.

2. Has Characteristics or Elements of Renewal

The Electronic Official Manuscript Application (NADINE) brings significant updates to correspondence management by replacing the manual paper-based system with a more efficient and modern digital system. This innovation includes process automation, which speeds up workflow and reduces paper usage, making the document management process faster and more organized. Features such as real-time notifications and electronic signatures simplify the approval process without the need for physical interaction, saving time and effort. In addition, this application allows flexible document access and management, where staff can access documents from anywhere and at any time, and makes it easier to search for documents through a structured digital system.

Document security is also a major concern with data encryption, user authentication, and action history recording that ensure document protection and prevent unauthorized access. NADINE is also integrated with other applications in the Ministry of Finance environment, increasing the efficiency of document management without the need for manual submission. With real-time document status tracking, the management process becomes more transparent, saves time, and ensures documents are not delayed.

Integrated document archiving and search features make it easier for staff to find the documents they need without having to go through a time-consuming and laborious manual process. Overall, NADINE not only updates the way correspondence is managed, but also creates a faster, more structured, and more environmentally friendly work culture, shifting from a manual system to a more efficient digital system.

3. Have a Planned Program

The NADINE application was developed in response to the challenges arising from the COVID-19 pandemic which limits physical interaction and manual work processes, including in the management of official documents. As a solution, NADINE replaces the paper-based manual system with a digital system that allows work to be carried out efficiently and in an organized manner, even in Work From Home conditions. The implementation process of this application begins with a needs

analysis to ensure that the application developed complies with the required official document governance standards. Technical development is carried out to meet functionality and security standards, followed by strict system testing.

Socialization and structured training are important parts of the implementation process, with the aim of ensuring that all staff understand the use of the application to its full potential. Training is carried out in stages, starting with a basic introduction to the application, followed by training on advanced features, and equipped with digital guides, video tutorials, and webinars to ensure staff stay up-to-date with application feature updates. Technical assistance is also provided to help staff deal with obstacles or technical problems that may occur in the early stages of using the application.

Before full implementation, system trials were conducted in several work units to validate the functionality and efficiency of the application. User evaluations and feedback are collected to ensure that the application runs optimally and provides real benefits in improving the efficiency of correspondence management. In addition, NADINE is also integrated with other applications within the Ministry of Finance (Kemenkeu) to ensure smooth workflow and maximum functionality.

After full implementation, continuous monitoring and evaluation are carried out to detect and resolve technical issues, and to update features if necessary. This process ensures that the NADINE application remains relevant and effective in supporting more efficient official document management. Thus, NADINE has not only succeeded in overcoming the challenges that have arisen due to the pandemic but has also made a major contribution to changing the work culture to be more efficient, flexible, and environmentally friendly.

4. Innovation That Has a Purpose

The Electronic Official Document Application (NADINE) innovation was developed by the Ministry of Finance to modernize correspondence management, with the main goal of increasing efficiency, accuracy, and speed in document management. NADINE replaces the manual paper-based system with a digital system, supports the paperless office policy, and reduces dependence on physical documents. This application reduces the use of paper, ink, and logistics costs, and accelerates document management through automatic notification features, document status tracking, and digital signatures.

According to interviews with several informants, the main benefits felt from the implementation of NADINE are increased work efficiency, reduced administrative errors, and savings in time and operational costs. NADINE also simplifies the administrative process with automation features such as fast document search, letter distribution, and electronic signatures. In addition, this application allows for more organized and flexible document management, which can be accessed anytime and anywhere. Other positive impacts include increased productivity and document security through data encryption and user authentication, as well as reduced delays and errors in document management. NADINE also supports coordination between departments by facilitating collaboration in editing documents. Thus, NADINE has succeeded in

creating a more efficient, environmentally friendly, and modern work-appropriate official document management system.

3. Supporting and Inhibiting Factors of Innovation in the Use of Electronic Official Manuscript Applications at the Regional Office of the Directorate General of Treasury of South Sulawesi Province

1. Supporting Factors

Digital development in an agency has increased over time. Almost all agencies have treated and utilized digital applications, especially electronic mail, to make it easier for employees and the public, and to make time more efficient in daily activities in the office.

There are supporting factors in the Innovation in the Use of Electronic Official Manuscript Applications at the Regional Office of the Directorate General of Treasury of South Sulawesi Province, this was stated by informant IM as the Head of the General Section at the DJPb Regional Office of South Sulawesi Province who stated that:

Adequate technological infrastructure, including a stable internet network and good hardware, supports the implementation of NADINE. Each unit has sufficient access to use the application optimally, and collaboration with the IT team ensures smooth implementation. Although some employees need time to adapt to the application, ongoing training and routine guidance are provided to improve their abilities. The leadership fully supports the implementation of NADINE by providing the necessary resources and policies, as well as monitoring the development of application usage to ensure smooth implementation. (interview on October 18, 2024)

Another opinion was also conveyed by informant AHH as Secretary at the DJPb Regional Office of South Sulawesi Province who stated that:

The success of the implementation of NADINE is supported by a stable internet network and adequate devices, ensuring smooth document management. Most employees can use the application well, although some technical features require more understanding. The leadership provides full support, both in providing budget and training facilities, and ensures that the application is implemented according to operational needs. Cooperation between divisions also supports the transition and better understanding of the application across the team. (interview on October 18, 2024)

A similar thing was also expressed by IK as the Technical and Application Supervision Section at the DJPb Regional Office of South Sulawesi Province who stated that:

The existing infrastructure supports the sustainability of the NADINE application with a secure server and routine data backup, ensuring that data is protected and the application continues to function properly. Routine maintenance and monitoring by the IT team maintains smooth operations. Most employees can use the application easily, although some require further training for more complex features. The leadership provides full support, including the provision of infrastructure and training, with good cooperation between teams to ensure the success of the NADINE implementation. (interview on October 21, 2024)

Another opinion was also conveyed by informant AD as General Staff at the DJPB Regional Office of South Sulawesi Province who stated that:

The infrastructure that supports the use of NADINE includes adequate hardware and support from an IT team that is ready to help. Most staff can use the application well thanks to the ease of the interface and existing guidance. The leadership provides great support, providing facilities and training. Experienced colleagues also help by sharing knowledge and providing instructions when facing difficulties. (interview on October 21, 2024)

Then another opinion was also conveyed by informant VS as Staff at KPPN Makale who stated that:

The technology infrastructure supports it well. A stable internet network and adequate computer devices make the NADINE application run smoothly, so there are no major obstacles in its use. Yes, after being given training, employees already have adequate skills. The training provided helps staff understand how the NADINE application works and how to solve technical problems that may arise. (interview on October 22, 2024).

Another opinion was also conveyed by informant IS as Staff at KPPN Palopo who stated that:

Infrastructure support is quite adequate. We have a fairly stable internet connection and adequate devices, so the NADINE application can be accessed without significant technical problems. Yes, most employees are well trained. However, there are some who still need a little help when facing technical problems, but in general, they can operate the application well. (interview on October 22, 2024)

Furthermore, another opinion was also expressed by informant AH as Staff at KPPN Watampone who stated that:

Technology infrastructure supports the implementation of NADINE well. With a stable internet connection and updated devices, the application can run smoothly in our work environment. Yes, employees generally already have sufficient skills. The training provided previously was quite helpful in preparing employees to use the application efficiently. (interview on October 22, 2024)

Based on several interview results, it can be concluded that the Implementation of the NADINE Application at the South Sulawesi Provincial DJPB Regional Office is a strategic step that has succeeded in encouraging the modernization of administrative governance of correspondence. This success is supported by reliable technology infrastructure, adequate employee training, full support from the leadership, and solid collaboration between divisions and IT teams. Adequate infrastructure, such as a stable internet network, optimally performing hardware, and a good data security and backup system, ensures the smooth operation of the application. Improved employee competency through training and practical guidance ensures the effectiveness of application use, although some still require adaptation. Leadership support, both through the provision of resources and direct supervision, creates a conducive environment for digital transformation. Cross-divisional collaboration and consistent technical support further accelerate the transition to a digital-based system. The combination of these factors allows the NADINE application to be an effective tool in increasing work efficiency,

productivity, and responsiveness, while strengthening the Ministry of Finance's commitment to implementing modern technology.

2. Inhibiting Factors

In addition to technical and network issues, another factor that can affect the smooth use of the NADINE Application is the level of employee understanding and skills in using the application. Although training and assistance have been provided, some employees still need time to fully master all the existing features. This is especially true for employees who are less familiar with digital technology, who need more guidance to adapt to the new system.

However, despite some challenges related to adaptation, feedback from employees shows that they feel that this application is very helpful in simplifying and accelerating the administrative process of correspondence. The use of features such as electronic signatures, automatic notifications, and document status tracking allows work to be done faster and more efficiently, which in turn increases productivity.

To minimize obstacles in using the application, the relevant parties are committed to carrying out regular system updates and maintenance. The IT team and application developers also continue to evaluate and improve to ensure application stability, as well as provide the necessary feature updates so that the application remains relevant and easy to use by all employees.

Overall, despite some technical hurdles and initial adaptation issues, the NADINE Application provides an efficient long-term solution for document management and administration at the Ministry of Finance. With continuous improvements and ongoing support for employees, this application is expected to continue to support smooth work in the future.

1. Innovation in the Use of Electronic Official Manuscript Applications at the Regional Office of the Directorate General of Treasury of South Sulawesi Province

The innovation in the use of the Electronic Official Manuscript (NADINE) application at the Regional Office of the Directorate General of Treasury of South Sulawesi Province reflects the Ministry of Finance's response to increasing employee efficiency and productivity, as well as responding to challenges in managing correspondence that has so far used a manual system. This application is designed to simplify the administration process by utilizing digital technology, which is expected to support smooth governance. The theory used to analyze this innovation is the theory put forward by Miles B. Matthew (1973), which includes: (a) having unique characteristics, (b) having characteristics or elements of renewal, (c) having a planned program, and (d) having a goal.

a. Having Unique Features

The NADINE application has significant unique features, especially in transforming the correspondence management process from manual to digital. Its main features include an automatic notification system that speeds up the workflow, as well as an electronic signature feature that allows document validation without the need to carry physical documents. In addition, real-time document status tracking facilitates monitoring, while cloud-based technology and digital authentication ensure document security.

This innovation accelerates the completion of documents that previously took days to just a matter of hours. NADINE also integrates various functions in one platform, increasing efficiency, speed, and ease of access. Thus, this application not only optimizes the administrative process at the South Sulawesi DJPb Regional Office, but also becomes an example for other institutions in implementing technology for a more responsive and efficient bureaucratic modernization.

b. Having Characteristics or Elements of Renewal

The implementation of the NADINE Application at the South Sulawesi Provincial DJPb Regional Office brings significant updates to correspondence management by replacing the manual paper-based system with a more efficient, modern, and structured digital system. This innovation increases workflow efficiency and facilitates collaboration between departments, as well as having an impact on operational budget savings.

Some of the key features of the NADINE update include process automation, use of standard templates, and cloud-based access that makes it easier to search for documents. Features such as data encryption, electronic signatures, and user authentication ensure document security. In addition, NADINE supports environmentally friendly policies by reducing dependence on paper and physical storage space.

The transformation of work culture is also evident, with the reduction in the need to deliver physical documents between departments, making work more efficient. Overall, NADINE integrates various innovative features that address the needs of bureaucratic modernization, increasing efficiency, security, flexibility, and collaboration. This innovation is also a model for other institutions in improving the quality and efficiency of work in the digital era.

c. Having a Planned Program

A planned program serves as a roadmap that ensures the implementation of innovation runs effectively. According to Everett Rogers (1983), innovation is accepted more quickly if supported by careful planning. In the context of implementing the NADINE Application, structured planning involves needs analysis, application development, training, trials, socialization, and technical assistance. This application is implemented in stages with staff collaboration, ensuring that all steps run as expected.

Structured training is one of the key steps, in line with the Human Resource Development Theory by Richard L. Daft (1984), which emphasizes the importance of improving individual skills and knowledge in the organization. This training not only includes a basic introduction to the application but also the use of special features, ensuring that staff can operate the application effectively. With careful planning, the implementation of the NADINE innovation increases the efficiency and productivity of the organization, supporting more modern and efficient services.

d. Innovation That Has a Purpose

Innovation in public organizations aims not only to introduce new technology, but also to solve problems and improve operational efficiency. The Electronic Official Document Application (NADINE) at the South Sulawesi Provincial DJPb Regional Office is designed to speed up and simplify the

administrative process of managing official documents, replacing the time-consuming and error-prone manual system. The main objective of this application is to increase efficiency, support the paperless office policy, and reduce dependence on physical documents, which has an impact on operational cost savings and is environmentally friendly.

Advanced features such as digital signatures, automatic notifications, document status tracking, and structured digital archives ensure a faster and more organized workflow. The implementation of this application is supported by a structured training program for all staff to ensure effective use, so that the innovation objectives are achieved optimally, increasing the efficiency of official document management in the South Sulawesi Provincial DJPb Regional Office.

2. Supporting and Inhibiting Factors in the Innovation of the Use of the Electronic Official Document Application at the Regional Office of the Directorate General of Treasury of South Sulawesi Province

Rapid digital developments in government agencies have made a major contribution to operational efficiency. Almost all agencies now utilize digital applications, especially electronic mail, to make employee work easier and speed up administrative processes. The main supporting factors in the success of NADINE implementation include improving technology infrastructure, employee readiness to adapt to new technology, and training that ensures all employees can optimally utilize the application's features. However, of course there are still several factors that can hinder and slow down the process of implementing the application.

1. Supporting Factors

The implementation of the Electronic Official Manuscript Application (NADINE) at the South Sulawesi Provincial DJPb Regional Office was successful thanks to several main supporting factors. Reliable technology infrastructure, including a stable internet connection, adequate hardware, and a good data security and backup system, ensure the smooth operation of the application. In addition, structured training provided to employees ensures that they can operate the application effectively, supported by ongoing guidance.

Full support from the leadership also plays an important role, with the provision of resources, direct supervision of implementation, and facilitation of training to improve employee competency. Cooperation between divisions and the IT team also ensures that the transition to a digital system runs smoothly. The main factors for this success include supporting infrastructure, employee readiness, effective training, and managerial support for the continuous development of the NADINE application.

2. Inhibiting Factors

The use of the Electronic Official Manuscript Application (NADINE) at the South Sulawesi Provincial DJPb Regional Office generally runs smoothly, although there are several inhibiting factors. The main obstacle faced is an unstable internet connection, causing difficulty in accessing or downloading documents, especially when the network is disrupted. Technical disruptions such as slow application access and device problems also sometimes occur, but can be immediately handled by the technical team. In addition, some

employees still need time to adapt to the application features, and sometimes ignore notifications or are late in following up on documents.

Although there are inhibitors, their impact can be minimized through routine maintenance, technical support, and ongoing guidance and supervision for employees. Overall, the NADINE Application remains effective and efficient, with obstacles that can be overcome with the right efforts.

IV. CONCLUSIONS

Based on the results of research on the innovation of the use of the Electronic Official Manuscript (NADINE) application at the Regional Office of the Directorate General of Treasury of South Sulawesi Province, it can be concluded that this application has been implemented optimally. Based on the indicators of the Miles B. Matthew theory (1973), this innovation has unique features through automatic notification features, electronic signatures, and real-time document status tracking. This application also has the characteristic of being updated by replacing the manual paper-based system with a more efficient and secure digital system, with standard template features to ensure format consistency and document protection through encryption and user authentication. In addition, the NADINE application is designed and implemented through a planned program, including needs analysis, application development, training, system trials, and ongoing evaluation. The main objective of this application is to improve the management of official manuscripts that were previously manual, so that the process becomes faster, more organized, and more efficient. Supporting factors for the success of this innovation include reliable technology infrastructure, structured training, leadership support, and cooperation between divisions and IT teams. However, there are inhibiting factors such as unstable internet connections, technical disruptions, and variations in employee adaptation, but these obstacles can be overcome with routine maintenance, technical support, and ongoing supervision. Overall, the NADINE application has proven to be effective and efficient in supporting digital-based administrative management in the office.

REFERENCES

- [1] A. C. Nur, H. Akib, and R. Niswaty, *Eksistensensi Administrasi Publik pada Arus Globalisasi*, Makassar: Badan Penerbit UNM, 2022.
- [2] A. Kuswandi, D. Kurniasih, and N. Karniawati, "Pelatihan E-Government Bagi Aparat Pemerintah Desa Di Kecamatan Ciampel Kabupaten Karawang," *Jurnal Ilmiah Ilmu Pemerintahan*, vol. 2, no. 1, 2018.
- [3] B. M. Miles, "Innovation in Education," New York: Teacher College Press, Columbia University, 1973.
- [4] D. Sari, "Analisis Inovasi Pelayanan Publik 'Kelas Perahu' Kabupaten Pangkajene Dan Kepulauan," *SAP (Susunan Artikel Pendidikan)*, vol. 3, no. 3, 2019.
- [5] D. Raras Pamungkas, "Penggunaan Pemberkasan Arsip Elektronik Pada Aplikasi Nadine Di Lembaga National Single Window," *Jurnal Pembangunan Dan Administrasi Publik*, vol. 3, no. 1, 2021.
- [6] E. M. Rogers and D. Williams, *Diffusion of Innovations*, Glencoe, IL: The Free Press, 1983.
- [7] Kurniawati, "Analisis Pelaksanaan E-Government Dalam Peningkatan Pelayanan Publik Pada Dinas Penanaman Modal Dan Pelayanan Terpadu Satu Pintu Kota Pekanbaru," 2020.
- [8] H. Prabowo, D. Suwanda, and W. Syafri, "Inovasi Pelayanan Pada Organisasi Publik," in Y. P. Santoso and N. N. Muliawati, Eds., *Jurnal Wacana Kinerja: Kajian Praktis-Akademis Kinerja Dan Administrasi Pelayanan Publik*, vol. 26, no. 1, Pt. Remaja Rosdakarya, 2022.
- [9] I. Nursetiawan, "Strategi Pengembangan Desa Mandiri Melalui Inovasi Bumdes," *Jurnal Ilmiah Ilmu Pemerintahan*, vol. 4, no. 2, pp. 72–81, 2018.
- [10] M. E. Ramdani, "Analisis Efektivitas Pelaksanaan E-Government Di Tingkat Kelurahan Endah Mustika Ramdani Stia-Lembaga Administrasi Negara Bandung," *Sawala*, vol. 6, pp. 31–48, 2018.
- [11] M. Kristiawan and N. Rahmat, "Peningkatan profesionalisme guru melalui inovasi pembelajaran," *Jurnal Iqra': Kajian Ilmu Pendidikan*, vol. 3, no. 2, pp. 373-390, 2018. [Online]. Available: <http://jurnal.um-tapsel.ac.id/index.php/muqoddimah>
- [12] M. B. Miles, A. M. Huberman, and J. Saldaña, *Qualitative Data Analysis: A Methods Sourcebook*, 3rd ed., 2014.
- [13] R. L. Daft and R. H. Lengel, "Information richness: A new approach to managerial behavior and organizational design," *Research in Organizational Behavior*, 1984.
- [14] S. Purnomo, "Peranan Penting Komunikasi Organisasi Dalam Membangun Organisasi," *Komunikasi Dan Media*, vol. 01, 2022.
- [15] T. Darmansyah, A. Amelia, I. Q. Pasaribu, I. Tussa'diyah Hasibuan, and W. S. Sibarani, "Penggunaan Standar Pengelolaan Surat Dalam Meningkatkan Efektivitas Manajemen Persuratan," *JMPAI*, vol. 2, no. 4, pp. 53–63, 2024.