

Digitalization Gaps in Personnel Transfer Administration: A Case Study at BKPSDMD Makassar

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ARTICLE INFORMATION

Article history:

Received : July, 05 2026

Revised : August 28, 2026

Accepted : September 21, 2026

Keyword:

Personnel Transfer;
Personnel Administration;
Digitalization;
Digital Government;
SIASN

DOI:

<https://ciiles.com/schema.v1i1.1>

Abstract

This study examines the digitalization gap in the Personnel Transfer Division of the Makassar City Regional Civil Service and Human Resources Development Agency (BKPSDMD), particularly in the administration of personnel transfers for the State Civil Apparatus (ASN), which currently operates through a hybrid model combining manual processes and personnel information systems. The study aims to describe the existing personnel transfer administration workflow, identify the obstacles encountered, and analyze these conditions from the perspectives of human resource management, organizational behavior, and electronic-based government (SPBE). A qualitative descriptive method was employed based on participant observation and informal communication with staff during a 36-working-day internship in mid-2026. The findings indicate that although some data have been recorded in personnel information systems such as SIMPEG and/or SIASN, physical document verification, document archiving, and coordination among work units remain heavily dependent on manual processes. This results in five main obstacles: incomplete data integration, time-consuming document verification, the absence of real-time application status monitoring, the risk of recording errors or lost archives, and dependence on manual coordination among work units. These five obstacles are interrelated and rooted in three layers of issues: technology, procedures, and human resource readiness. The study recommends more comprehensive integration of personnel information systems, the development of real-time application status monitoring features, phased digitization of archives, simplification of standard operating procedures, and capacity building for administrative staff as measures to strengthen objective, transparent, and accountable personnel governance.

I. INTRODUCTION

Good governance is closely related to the quality of State Civil Apparatus (ASN) management because ASN constitutes an important institutional resource in the implementation of government functions and public services. The management of ASN is therefore expected to be based on professionalism, competence, performance, integrity, and accountability. These principles are reinforced by Law No. 20 of 2023 on State Civil Apparatus, which replaced Law No. 5 of 2014 and emphasizes the transformation of ASN management toward a more professional, competent, and performance-oriented bureaucracy. In this context, the implementation of a merit system is important because personnel management decisions should be based on



qualifications, competence, performance, and organizational requirements rather than subjective considerations. Recent research also shows that the implementation of the merit system remains an important issue in Indonesian public administration, particularly in ensuring that personnel management and placement are conducted according to established principles and procedures (Effendy et al., 2024; Rizal & Holivil, 2023).

One of the important functions of ASN management is personnel placement and transfer. Personnel transfer refers to the movement of an employee from one position, work unit, or work location to another in accordance with organizational requirements and applicable personnel regulations. From a human resource management perspective, personnel transfer is closely related to staffing because staffing concerns the process of ensuring that individuals are placed in positions that correspond to their competencies and organizational needs. Appropriate placement provides an important foundation for improving work effectiveness, maintaining work quality, supporting employee career development, and creating a conducive work environment (Suarlin, 2025). Therefore, personnel transfer should not be viewed merely as an administrative procedure but as an important component of human resource management that needs to be implemented accurately, transparently, and according to organizational needs.

The implementation of personnel transfer is also closely related to the regulatory framework governing civil service management. Government Regulation No. 11 of 2017 on the Management of Civil Servants, as amended by Government Regulation No. 17 of 2020, provides the regulatory framework for various aspects of civil service management, including career development, organizational needs, and employee management. The existence of these regulations indicates that personnel administration requires clear procedures, accurate personnel data, and coordination among the relevant administrative units. Consequently, the effectiveness of personnel transfer cannot be separated from the quality of the administrative system used to manage the process.

At the same time, the development of digital government has encouraged public institutions to transform personnel administration from predominantly manual procedures toward integrated digital systems. This direction is supported by Presidential Regulation No. 95 of 2018 on the Electronic-Based Government System (SPBE), which establishes the policy framework for electronic-based government administration (Republic of Indonesia, 2018). In the field of ASN management, the National Civil Service Agency (BKN) developed the State Civil Service Information System (SIASN) as an integrated national platform for ASN data and personnel services. SIASN is designed to integrate ASN data across central and local government institutions and to support digital, integrated, and paperless personnel services (Badan Kepegawaian Negara, 2021, 2026). BKN has also emphasized the integration of personnel data and administrative processes, including employee transfers, as part of the development of integrated ASN information management.

The digital transformation of ASN management, however, does not automatically mean that all personnel administration processes have been fully digitalized. Previous research conducted in Makassar City found that the implementation of the ASN information system at the Makassar City Regional Civil Service and Human Resources Development Agency (BKPSDMD) still faces challenges related to system integration, human resources, and technological infrastructure (Sulmiah, 2024). This finding is important because it indicates that digital transformation in personnel administration involves not only the availability of information systems but also the capacity of organizations and employees to integrate technology into existing administrative processes.



This issue is particularly relevant to the Personnel Transfer Division of BKPSDMD Makassar City, which is responsible for handling administrative processes related to personnel transfers within the Makassar City Government. Based on observations conducted during a 36-working-day internship in the division, the personnel transfer administration process was found to combine manual procedures with the use of existing information systems. The use of technology had not yet been implemented consistently across all stages of the administrative process. This condition indicates that the transition toward digital personnel administration is still accompanied by practical challenges in the implementation of administrative procedures. The observed condition is therefore important to examine because personnel transfer requires administrative accuracy, timely processing, appropriate documentation, and coordination among the parties involved.

From a human resource management perspective, the condition is related to the effectiveness of staffing and personnel administration. From an organizational behavior perspective, personnel transfer is also associated with changes in employees' positions, work units, work environments, roles, and social relationships. Such changes require employees to adapt to new responsibilities and organizational environments. Therefore, personnel transfer administration should be understood not only as a technical administrative process but also as part of broader organizational and human resource management processes. The existing literature provides important insights into merit-based ASN management and digital transformation in public administration. However, studies on the implementation of merit systems often focus on the broader dimensions of recruitment, placement, promotion, career development, and performance management (Effendy et al., 2024; Rizal & Holivil, 2023). Meanwhile, studies on digital transformation have emphasized the implementation of information systems, system integration, human resources, and technological infrastructure (Sulmiah, 2024). There remains a need for more context-specific analysis of how personnel transfer administration is actually implemented at the local-government level, particularly when administrative practices combine manual procedures with digital information systems. This gap is particularly relevant in the Personnel Transfer Division of BKPSDMD Makassar City, where personnel transfer administration is directly connected to the implementation of ASN management and digital government policies.

The issue is important because inconsistencies between manual administrative practices and digital systems may affect the efficiency, accuracy, integration, and accountability of personnel transfer administration. Therefore, understanding the actual administrative process, identifying the concrete obstacles encountered by the implementing unit, and examining the relationship between personnel management, organizational behavior, and electronic-based government policy are necessary to formulate realistic improvement measures. Such an analysis can provide both practical input for improving personnel transfer administration at the local-government level and academic insight into the implementation of digital transformation in ASN management. Based on this background, this article aims to describe the current personnel transfer administration system in the Personnel Transfer Division of BKPSDMD Makassar City, identify the concrete obstacles encountered in its implementation, and analyze the findings from the perspectives of human resource management, organizational behavior, and electronic-based government policy. The study also aims to formulate realistic improvement measures that can support more effective, integrated, transparent, and accountable personnel transfer administration.

II. LITERATURE REVIEW

2.1. Personnel Transfer and Human Resource Management

Personnel transfer is an important function of human resource management because it concerns the placement and movement of employees according to organizational needs, competencies, and career considerations. In public organizations, personnel transfer is not merely an administrative activity but also a mechanism for aligning employee competencies with institutional requirements. Consequently, effective personnel transfer requires accurate employee information, clear procedures, reliable documentation, and timely administrative decision-making. The development of electronic human resource management (e-HRM) has transformed the way personnel information and administrative processes are managed. Bondarouk et al. (2022), through a meta-analysis of e-HRM research, demonstrate that system usefulness, organizational resources, user knowledge, and social influence are important factors associated with e-HRM adoption. Their findings indicate that digital HR systems can contribute to organizational outcomes when technological and organizational conditions adequately support their use. Thus, the digitalization of personnel administration cannot be separated from the organizational and human factors surrounding the technology.

In the Indonesian public sector, administrative technology innovation has also become increasingly important in personnel management. Umar et al. (2025), including Suarlin from the Postgraduate Program in Public Administration at Universitas Negeri Makassar, examined administrative technology innovation through the implementation of the e-Kinerja application at the Wajo Regency Personnel and Human Resources Development Agency. The study focused on implementation, constraints, and optimization strategies and emphasized the importance of digital-based personnel governance for accountable and transparent apparatus management. This finding demonstrates that digital personnel administration involves not only the availability of applications but also the capacity of government organizations to integrate technology into personnel management practices.

2.2. Digitalization of Personnel Administration

Digitalization has shifted personnel administration from predominantly paper-based processes toward information-based administrative systems. Digital systems can support employee data management, document verification, archiving, information retrieval, monitoring, and communication among organizational units. However, digitalization should not be understood merely as converting physical documents into electronic formats. It represents a broader transformation in which digital technology becomes integrated into organizational procedures and routine administrative practices. Recent research indicates that the effectiveness of government digitalization depends substantially on human resource capabilities. Khamiliyaha et al. (2025) found that data literacy, collaborative skills, and digital trust are strategic factors associated with digital culture, organizational readiness, and government digitalization. This finding suggests that technological infrastructure alone cannot guarantee successful digital transformation. Employees need sufficient knowledge, skills, and confidence to utilize digital systems effectively.

The same argument can be applied to personnel transfer administration. An organization may have a personnel information system, but manual document verification, physical archiving,

repeated data entry, or direct coordination may continue to occur. When digital and manual procedures operate simultaneously, the organization has entered a process of digitalization without achieving complete digital transformation. Therefore, the effectiveness of digital personnel administration should be evaluated based on the extent to which digital technology is integrated into the entire administrative workflow.

2.3. Digital Government and Public Administration

Digital government involves the strategic use of digital technologies to transform government processes, organizational practices, and public services. Digital government is broader than computerization because it involves changes in organizational processes, data management, institutional relationships, and administrative practices. Eom & Lee (2022) explain that digital government transformation has become increasingly important because digital technologies provide opportunities to strengthen government capacity and develop innovative public services. At the same time, digital transformation creates organizational challenges and dilemmas that require governments to adapt their institutional arrangements and management practices.

Scholl, (2021) further demonstrates that digital government is an interdisciplinary field connecting public administration, information systems, information studies, and political science. This perspective is important because digital personnel administration should not be examined solely from a technological perspective. It must also be analyzed in relation to organizational structures, administrative procedures, employee capabilities, and institutional objectives. In the Indonesian context, the implementation of digital government is supported by the Electronic-Based Government System (SPBE). The policy framework for SPBE emphasizes effective, efficient, transparent, and accountable government administration. Personnel information systems such as SIASN can therefore be positioned as part of the broader digital government transformation in Indonesia.

2.4. Digital Transformation and Organizational Change

Digital transformation requires organizational change because technology influences how employees perform tasks, exchange information, make decisions, and coordinate administrative activities. Moser-Plautz & Schmidhuber (2023) demonstrate that digital government transformation represents an organizational response that varies according to organizational characteristics, responsibilities, and existing institutional arrangements. Digital transformation therefore cannot be separated from changes in organizational practices. The persistence of legacy systems represents another important challenge. Irani et al. (2023) show that legacy systems can create interoperability and integration problems during digital transformation in public administration. When different systems cannot communicate effectively, organizations may need to maintain parallel administrative procedures, increasing the possibility of duplication and inefficiency. This issue is particularly relevant to personnel administration. When personnel data are stored in different systems or when digital applications are not fully integrated with existing administrative procedures, employees may need to verify or enter information repeatedly. Consequently, the presence of a digital application does not necessarily mean that the underlying administrative process has become fully digital.

2.5. Barriers to Digital Transformation in the Public Sector

Digital transformation in public organizations is influenced by technological, organizational, institutional, and human factors. Escobar et al. (2023), through a systematic literature review, identified 38 public-sector digital transformation cases, four transformation processes, and 51 success factors. Their findings demonstrate that digital transformation is a multidimensional process and that successful implementation depends on multiple interconnected factors. Syed et al. (2023) similarly identify significant barriers to public sector digital transformation, particularly in developing-country contexts. Their findings demonstrate that technological initiatives may encounter institutional and organizational obstacles that limit their effectiveness. This reinforces the argument that digital transformation must be understood within the broader administrative environment.

Wilson & Mergel (2022) further identify structural and cultural barriers to digital government. Their study demonstrates that overcoming digital government barriers requires strategies that address multiple types of barriers rather than relying exclusively on technological interventions. Cultural and organizational strategies are particularly important because employees and institutions must adapt to new digital practices. These findings provide a theoretical basis for examining why digital personnel administration may continue to contain manual procedures even when digital systems are already available. A digitalization gap may emerge when technological systems, administrative procedures, and organizational capabilities do not develop at the same pace.

2.6. Digital Competence and Employee Readiness

Human resources represent a central component of digital transformation. Digital systems can only generate administrative improvements when employees possess the competencies necessary to use them. Dingelstad et al. (2022) demonstrate that municipal civil servants require specific data competencies to support data-driven decision-making. Their findings highlight the importance of combining traditional administrative knowledge with digital and data-related competencies. David et al. (2024) similarly found that digital competencies are associated with employees' adaptability to changes in the future of work. Their research indicates that employee readiness for organizational transformation is influenced by competencies that enable employees to adapt to changing technological and organizational environments. These findings are directly relevant to personnel transfer administration. Employees responsible for personnel administration need to understand both administrative procedures and the digital systems used to implement those procedures. Differences in digital competence may therefore contribute to inconsistent utilization of personnel information systems and the continued use of manual procedures.

2.7. Digital Archives, Transparency, and Accountability

Digitalization also has implications for transparency and accountability. Matheus et al., (2021) argue that digital transparency requires appropriate organizational arrangements and cannot be achieved solely through technological solutions. Digital systems must be supported by organizational processes that ensure information can be accessed, verified, and used appropriately. The importance of digital archives is particularly relevant to personnel



administration because personnel transfer generates various documents and records. Sulmiah et al. (2024), in their study of the State Civil Apparatus Data Information System at BKPSDMD Makassar City, examined digital archives in supporting accountable ASN data management. The study demonstrates the importance of digital archiving for maintaining the accountability of personnel information. Therefore, digitalization of personnel transfer administration should include not only electronic data entry but also systematic digital documentation, secure archiving, data traceability, and accessibility of administrative information.

2.8. Digital Government in the Makassar Context

Research conducted by scholars from Universitas Negeri Makassar provides important empirical evidence for understanding digital government in the local context. Akib et al. (2024) examined digital-based public service innovation and emphasized that digital innovation can improve service efficiency, effectiveness, and accessibility. The study was published by the Program Studi Ilmu Administrasi Publik, Program Pascasarjana, Universitas Negeri Makassar. Nurhazanah et al. (2025) examined e-government implementation at PUSLATBANG KMP LAN in Makassar. The study provides evidence that e-government implementation is an important dimension of contemporary public administration in the Makassar context. Eritrina et al. (2023) examined the implementation of e-Kinerja at a government office in Makassar. The study found that e-Kinerja implementation was associated with improvements in employee work productivity, although the disposition dimension remained problematic. These studies indicate that digitalization has become an important component of public administration in Makassar. Nevertheless, the studies generally focus on digital service innovation, e-government implementation, or e-Kinerja rather than specifically examining the digitalization gap within personnel transfer administration.

2.9. Digital Transformation of ASN Administration at BKPSDMD Makassar City

The most closely related previous study is Sulmiah (2024), which examined digital transformation in the public sector through the implementation of the State Civil Service Information System at BKPSDMD Makassar City. The study found that implementation faced significant challenges related to system integration, human resources, and technological infrastructure. It also emphasized the need to strengthen human resource capacity and technological infrastructure to maximize the benefits of digital transformation. This study provides an important empirical foundation for the present research because it demonstrates that digitalization of ASN administration at BKPSDMD Makassar City is still associated with implementation challenges. However, Sulmiah (2024) primarily examines the implementation of the information system as a digital transformation initiative. The present study moves further by examining the gap between the availability of digital systems and the actual digitalization of personnel transfer administration workflows.

2.10. Administrative Technology Innovation and Personnel Performance

The findings of Umar et al. (2025) are particularly relevant to this issue. Their study of administrative technology innovation at the Wajo Regency Personnel and Human Resources Development Agency examined e-Kinerja implementation, implementation constraints, and



strategies for optimizing digital personnel administration. Importantly, Suarlin is one of the authors and is affiliated with the Postgraduate Program in Public Administration at Universitas Negeri Makassar. The study strengthens the argument that administrative technology should be understood as part of personnel management and bureaucratic governance. Digital applications can improve administrative processes, but their effectiveness depends on implementation conditions, employee capacity, and organizational strategies. This perspective supports the present study's emphasis on the relationship between digital systems and actual administrative practices.

III. RESEARCH METHODS

This study employed a qualitative descriptive approach based on the author's internship experience at BKPSDMD Kota Makassar over 36 working days in 2026. Official permission was obtained through the internship program. Data were collected through participant observation, field notes, informal workplace conversations, and document analysis. Observed activities included data entry, document verification, archiving, document distribution, and coordination meetings. Secondary data consisted of institutional documents, internship reports, relevant regulations, and academic literature. Data were analyzed descriptively by organizing field notes, identifying recurring administrative patterns, comparing findings with applicable regulations, and interpreting them through human resource management, organizational behavior, and digital government perspectives.

IV. RESULT AND DISCUSSION

4.1. Personnel Transfer Administration Practices at BKPSDMD Kota Makassar

The internship observation showed that personnel transfer administration at BKPSDMD Kota Makassar involved several interconnected activities, including employee data entry, document verification, document archiving, document distribution, and coordination among relevant personnel. These activities supported the administrative processing of personnel transfer applications and required accuracy, document completeness, and effective communication among work units. The observed administrative process generally involved the submission of transfer proposals, verification of supporting documents, management of personnel data, coordination with relevant parties, and the preparation or issuance of transfer decisions. The process combined administrative procedures with the use of personnel information systems. However, the specific use of digital applications depended on the type of administrative activity and the applicable service procedure.

The use of information systems in personnel administration is consistent with the development of digital personnel management in Indonesia. The National Civil Service Agency (Badan Kepegawaian Negara (BKN)) explains that SIASN is designed to integrate ASN data across central and regional government institutions and to support digital personnel services. The system includes services related to career management, personnel data updating, and inter-institutional transfers. In addition, BKN requires the use of Integrated Mutasi (I-Mut) SIASN for the appointment, transfer, and dismissal of ASN in accordance with the applicable administrative procedures (BKN, 2024). The findings are also relevant to the study by Akib et al. (2024), which specifically examined the application of SIMPEG in the ASN transfer process at BKPSDMD Kota Makassar. Their study reported that SIMPEG supported the transition from manual administrative procedures to digital processing. However, the study also identified network and server problems

as challenges that could affect the timeliness of the transfer process. This comparison indicates that digital systems can support administrative efficiency, but their effectiveness also depends on technical infrastructure and operational reliability.

4.2. Recurring Challenges in Personnel Transfer Administration

The observations identified several administrative challenges that occurred during personnel transfer activities. These challenges are presented as patterns observed during the internship and should not be interpreted as a general assessment of all personnel transfer services at BKPSDMD Kota Makassar.

4.2.1. Data Integration and Repeated Administrative Processing

One of the challenges concerned the management and integration of personnel data across administrative processes. When information is not fully synchronized between systems or documents, administrative staff may need to check or enter similar information more than once. This situation can increase the administrative workload and create a risk of inconsistencies in personnel records. This issue is relevant to the broader challenge of integrating SIMPEG with SIASN. BKN has identified the integration of institutional personnel information systems with SIASN as an important part of improving digital ASN management. The integration process may require technical support, competent information technology personnel, and institutional coordination (BKN, 2024). Similarly, Nazhira & Candradewini (2025) reported that data synchronization, technological infrastructure, and coordination among government work units remained important issues in the optimization of SIMPEG. Therefore, data integration should be considered not only a technological issue but also an administrative and organizational requirement. Effective integration can reduce repeated data processing, improve consistency, and support more efficient personnel services.

4.2.2. Document Verification and Physical Archives

Document verification was an important part of personnel transfer administration. Supporting documents needed to be checked to ensure that the required information was available and consistent with administrative requirements. The process could require additional time when documents were incomplete, needed clarification, or were managed in physical form. Physical document management also creates potential risks related to recording errors, document misplacement, and difficulties in retrieving information. These risks do not necessarily mean that errors occurred in every observed process. Rather, they indicate the importance of systematic document management, clear filing procedures, and appropriate digital documentation.

The BKN service requirements for inter-institutional transfers demonstrate that personnel transfer applications involve various supporting documents, including the latest promotion decision, position and workload analyses, transfer requests, and approval documents from the relevant institutions. The number and type of supporting documents make document verification a critical stage in ensuring administrative completeness. Digital document management may support the retrieval and preservation of personnel records. Nevertheless, digitalization should be accompanied by clear verification procedures, access controls, data protection, and appropriate staff training.

4.2.3. Limited Real-Time Monitoring of Application Progress

Another issue concerned the availability of information about the progress of personnel transfer applications. When applicants or administrative personnel cannot easily access updated information about an application, they may need to contact the responsible work unit for clarification. This can increase communication demands and make it more difficult to monitor the status of administrative services. The development of SIASN reflects an effort to support integrated and technology-based personnel services. BKN describes SIASN as a platform intended to provide integrated ASN information and support personnel management services. However, the availability of a digital platform does not automatically guarantee that every user can access real-time information at every stage of a particular administrative process. Accordingly, improvements in monitoring should consider the availability of status information, the clarity of administrative stages, and the responsibilities of each work unit. A transparent monitoring mechanism may help reduce uncertainty and improve communication between administrative officers and service users.

4.2.4. Coordination Among Work Units

Personnel transfer administration requires coordination among different parties, including the personnel management unit, the employee's original institution, the receiving institution, and other relevant authorities. During the internship, coordination was supported by document distribution, workplace communication, and routine coordination activities. Dependence on manual communication may create delays when information must be confirmed by several parties. However, the existence of manual coordination does not necessarily indicate ineffective administration. Certain decisions and document verifications may still require institutional authority, formal approval, and direct communication. The importance of coordination is also reflected in studies on the optimization of personnel information systems. Nazhira and Candradewini (2025) identified coordination among government work units as one of the issues associated with SIMPEG optimization. This suggests that system development should be accompanied by improvements in inter-unit workflows and role clarity.

4.3. Human Resource Management and Organizational Behavior Perspectives

From a human resource management perspective, personnel transfer administration is closely related to the accuracy of employee information, compliance with administrative requirements, and the timely processing of personnel decisions. Administrative staff are required to manage documents and data carefully because errors in personnel records may affect subsequent administrative decisions. The observed activities also demonstrate the importance of organizational behavior in public-sector administration. Effective personnel services depend not only on information systems but also on communication, cooperation, responsibility, and employee adaptability. Staff members need to understand administrative procedures and coordinate with other parties to ensure that documents and information are processed appropriately.

Digital transformation may also change the competencies required of administrative personnel. Employees must be able to operate relevant information systems, identify data inconsistencies, manage digital documents, and respond to technical or procedural problems.

Consequently, training and technical assistance should be considered part of the implementation of digital personnel administration. The findings are consistent with the study by Akib et al. (2024), which found that the use of SIMPEG supported the digitalization of ASN transfer administration at BKPSDMD Kota Makassar, while network and server problems could interfere with the timeliness of the process. This finding illustrates that the success of digital administration depends on the interaction between technology, infrastructure, and human resources.

4.4. Digitalization and Administrative Improvement

Digitalization provides opportunities to improve the efficiency, accuracy, and accessibility of personnel administration. Integrated personnel information systems can reduce repetitive administrative work, support data consistency, and facilitate the retrieval of employee information. However, digital transformation should not be understood as the simple replacement of paper documents with electronic documents. Digital transformation also requires the adjustment of organizational procedures, employee competencies, information flows, and coordination mechanisms. BKN's development of SIASN and the implementation of I-Mut demonstrate the institutional direction toward integrated digital management of ASN services (Badan Kepegawaian Negara, 2023a, 2023b).

Research by (Suroso & Barisan, 2025) examined the implementation of SIASN, MyASN, and MOLA and reported improvements in the processing time of several civil service services. However, the study used a different research design and a broader institutional scope. Therefore, its findings should be used as supporting literature rather than direct evidence of the conditions at BKPSDMD Kota Makassar. The findings from the internship suggest that digital improvement should focus on the integration of data, the availability of reliable infrastructure, the management of electronic documents, and the development of staff competencies. These improvements should be implemented according to the actual administrative requirements and the authority of each institution.

4.5. Implications for Personnel Transfer Services

The findings have several implications for the improvement of personnel transfer administration at BKPSDMD Kota Makassar.

- a. Data integration should be strengthened to reduce repeated data entry and improve the consistency of employee information. Integration between institutional personnel systems and national personnel systems should follow the technical and administrative requirements established by BKN.
- b. Document verification and archiving should be supported by standardized procedures. Clear document checklists, systematic filing systems, and appropriate digital records may help improve document retrieval and reduce administrative risks.
- c. Information about application progress should be made clearer and more accessible to authorized users. A transparent monitoring mechanism may reduce repeated inquiries and support communication between service users and administrative personnel.
- d. Employee capacity should be developed through training and technical assistance. Staff members need adequate knowledge of the relevant applications, document management procedures, data security, and administrative regulations.

Finally, digital transformation should be accompanied by improvements in coordination. Information systems should support, rather than replace, the formal responsibilities and communication mechanisms required in personnel transfer administration.

V. CONCLUSION

This study examined personnel transfer administration in the Personnel Transfer Division of BKPSDMD Makassar City based on the author's internship experience. The findings show that the administration process combines manual procedures and personnel information systems, involving employee data entry, document verification, archiving, document distribution, and coordination among relevant work units. Five interconnected challenges were identified: limited data integration, time-consuming document verification, restricted real-time application monitoring, potential risks in physical document management, and dependence on manual coordination. These challenges are related to technological infrastructure, administrative procedures, and human resource readiness. The findings emphasize that digitalization should be supported by accurate data management, clear procedures, effective coordination, and competent administrative personnel.

Based on these findings, several improvements are recommended, including strengthening the integration of relevant personnel information systems, developing a clearer application status monitoring mechanism, gradually digitizing supporting documents, reviewing standard operating procedures (SOPs), and providing continuous training for administrative staff. Periodic evaluations should also be conducted to identify operational challenges and support sustainable service improvement. These recommendations are intended to improve the efficiency, transparency, accuracy, and accountability of personnel transfer administration while supporting professional public-sector governance. However, the study is limited by its reliance on a single internship experience at one institution over 36 working days. The data were obtained primarily through participant observation, field notes, informal workplace conversations, and documentary materials, without extensive interviews or quantitative measurements of system performance.

Future research should involve multiple institutions, administrative personnel, and service users to obtain broader perspectives on personnel transfer administration. Further studies could examine processing time, data accuracy, user satisfaction, system integration, and the effectiveness of digital monitoring mechanisms. Overall, this study provides practical insights into the relationship between technology, administrative procedures, coordination, and human resource capacity in personnel transfer services at BKPSDMD Makassar City. An integrated approach that combines digital system development, standardized procedures, and employee competency development can support more responsive, transparent, and accountable public personnel services.

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