



THE ROLE OF DIGITALIZATION IN PERSONNEL ADMINISTRATION SERVICES AT THE PERSONNEL AND HUMAN RESOURCE DEVELOPMENT AGENCY MAN REGENCY BOLAANG MONGONDOW EAST

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Abstract

The purpose of this study was to determine the level of digitalization implementation and the determinants in personnel administration services. This study used a descriptive qualitative method with data collection techniques through interviews, observation, and documentation. The results indicate that implementation has been carried out through the use of several applications such as SILAON (Online Personnel Service System) and SIADAB (ASN Digital Attendance Information System). However, this implementation is still partial and not yet fully integrated, resulting in most administrative processes still being carried out manually. Barriers identified include limited technological infrastructure, human resource disparities, and resistance to conventional work cultures. In general, digitalization plays a strategic role in accelerating service processes, improving data accuracy, and achieving transparency and efficiency. The conclusion of this study confirms that although the benefits of digitalization have been felt, strategic and tactical efforts are needed, including infrastructure improvements, enhanced human resource competencies, and system integration, to ensure more optimal and modern personnel services.

Key word: Digitalization, Personnel Administration Services, SPBE, BKPSDM Boltim.

INTRODUCTION

Digital transformation has become a global phenomenon affecting nearly every aspect of human life, including government. In this era of increasingly rapid globalization, many countries have implemented the concept of e-government to regulate government systems and accelerate public services. According to the United Nations E-Government Survey, countries that implement high levels of digitalization or are digitally literate show significant improvements in public service efficiency and public participation. Technological developments such as cloud computing, big data analytics, artificial intelligence (AI), and the Internet of Things (IoT) are encouraging countries worldwide to modernize their bureaucracies to face increasingly rapid global dynamics. In the context of the Industrial Revolution 4.0, which has now entered the transitional era of Society 5.0, changes are occurring not only in the economic and industrial sectors, but also in the government sector, which is required to adapt to the use of information and communication technology. Modern governments must be able to digitize work processes, build cross-sector data integration, and eliminate bureaucratic barriers through technology-based innovation. A government that remains manual and inefficient is deemed unable to meet the needs of the public, who demand fast and transparent services.

As part of this national effort, the East Bolaang Mongondow Regency Government has also established supporting regulations through East Bolaang Mongondow Regent Regulation Number 01 of 2023 concerning the Implementation of SPBE. The regulation emphasizes that SPBE within the regional government aims to improve the quality of public services, maximize the use of information technology, promote efficiency, simplify service processes, and ensure the integration of government systems. This regulation requires regional apparatus to transform from manual to digital work patterns as a manifestation of the region's commitment to bureaucratic modernization. Within the regional government structure of East Bolaang Mongondow Regency, the Civil Service and Human Resources Development Agency (BKPSDM) is tasked with managing civil servant resources, which are the most important assets in government administration. As the manager of the State Civil Apparatus (ASN), BKPSDM is not

only an administrative implementer but also a strategic Regional Work Unit (SKPD) in increasing employee productivity embedded in the three dimensions of service (Discipline, Professionalism, and Loyalty). Therefore, digitalization at BKPSDM needs to be actualized and implemented because it has a direct impact on the quality of service and ASN performance. Ideally, the digitalization of personnel administration covers all work processes, such as data rejuvenation, automatic promotion, transfer applications, implementation of transfer rotation, leave applications, digital attendance, retirement proposals, study leave applications, divorce recommendations and archive storage. Digital-based staffing. Digital-based services are well-suited to the demands of modern bureaucracy and can create effective and efficient work processes.

However, in reality the implementation of digitalization in personnel administration services at the BKPSDM of East Bolaang Mongondow Regency has not run as expected. Based on preliminary observations and interviews, it was found that in the field of Mutations related to Data Management, leave administration processes, promotions, retirement, and other application-based services have not been fully integrated and implemented. However, in the field of competency development and discipline, several applications have been implemented in some personnel administration service processes, namely: 1) Siloon Application, which handles the required documents for study permits, divorces, certificates of not being under disciplinary punishment and certificates of not being on study or service assignments. 2) Siadab Application, manages attendance and re-japan ceremonies and other certain activities. processes certainly make it easier to manage personnel administration, but they have not yet been implemented optimally because they have not been fully integrated.

Most personnel administration processes are still carried out manually, such as the use of physical documents, wet signature processes, and the flow of services from one desk to another, which is still dominant in services. This gives rise to various problems such as : a) high potential for errors or lost documents, b) long service times, c) inefficient use of employee resources, d) lack of transparency and speed of access to personnel information. The gap between the demands for digitalization through the SPBE policy and the reality of administrative services at the Boltim Personnel and Human Resource Development Agency is the fundamental reason for the need for this research. Without optimal digital transformation, the Personnel and Human Resource Development Agency will struggle to provide modern, effective, and efficient personnel services as mandated by national and regional regulations. Therefore, this study was conducted to examine the implementation of digitalization in personnel administration services, identify the extent to which digitalization has been implemented , and identify the determinants of its implementation at the BKPSDM of East Bolaang Mongondow Regency.

METHOD

This research uses a descriptive qualitative approach. The researcher uses a qualitative approach in research, namely an approach used to research in natural object conditions" (Sugiyono, 2014). So that the objects studied are in accordance with existing reality , not engineered by the researcher. This research focuses on the Application of Digitalization in Personnel Administration Services at the Personnel and Human Resources Development Agency of East Bolaang Mongondow Regency. In this study, the focus of the description is: 1) Application of digitalization in personnel administration services 2) Determinant factors in the process of implementing personnel administration digitalization. The primary instrument in this study was the researcher herself (human instrument), who served as planner, data collector, analyst, interpreter, and reporter of research results, as is customary in qualitative research. Supporting instruments used included a semi-structured interview guide based on the four research focuses, an observation sheet to record the physical condition of infrastructure and the availability of information media, and a voice recorder for interview documentation. The interview guide was flexible, allowing the researcher to develop further questions (probing) according to the dynamics of responses and situations that arose in the field. The types of data collected consist of primary data and secondary data, where primary data is obtained directly from in-depth interviews with five key informants and field observations, while secondary data is sourced from official village documents, laws and regulations, and relevant scientific literature.

RESULTS AND DISCUSSION

Implementation of Personnel Administration Digitalization

Based on the research results, the implementation of digitalization of personnel administration services at the BKPSDM of East Bolaang Mongondow Regency has been implemented since 2021 as a follow-up to local government policy. and the implementation of the Electronic-Based Government System (SPBE). Implementation is being carried out in stages, utilizing digital-based service systems for several types of services, such as study permits, certificates of exemption from disciplinary action, divorce recommendations, study assignments, digital archiving, and other administrative services. Currently, approximately 50% of personnel services are digitally managed, while

several services, such as transfers, promotions, retirement, leave, promotions, and periodic services, are still handled manually or not yet fully integrated. In practice, digitalization has had a positive impact on service delivery. The service application process is conducted through an online portal, verified by an operator, and then forwarded to authorized officials for approval. Service results can be sent directly to applicants via WhatsApp or downloaded independently. This system has been proven to improve work efficiency, reducing service times from approximately seven days to two to three days, and improving data accuracy through an automated validation system. Furthermore, service delivery is more transparent because users can monitor application status in real time.

Determinant Factors in the Implementation of Digitalization

The research results show that the success of digitalization implementation is influenced by several determinants, namely supporting and inhibiting factors. Supporting factors include full leadership support, the existence of a digitalization policy, and the implementation of outreach through Zoom technical guidance and guide posters. And service helpdesk, as well as commitment organization For improving personnel services. Furthermore, digitalization is supported by easy access to services available 24/7 for submitting applications. Meanwhile, inhibiting factors include technical disruptions such as server downtime, database errors, and unstable internet connections, particularly in some regional government agencies (SKPD). Limited ICT facilities, such as outdated computers with low specifications, also pose a challenge. From a human resources perspective, not all employees are proficient in operating the system, and a digital skills gap remains. Training availability is also uneven. Furthermore, resistance to the transition from manual to digital systems was found during the initial implementation. Other influencing factors include inter-unit coordination and budget constraints for future system development.

CONCLUSION

Based on the results of research and interviews conducted with all informants, it is known that in the digitalization of personnel services at BKPSDM:

1. The implementation of digitization of personnel administration services at the Regional Human Resources Development Agency (BKPSDM) of East Bolaang Mongondow Regency has been quite successful and has had a positive impact on service effectiveness. Digitalization is implemented through the use of an application-based system for personnel services such as Study Permits, Divorce Permits, SKBHD (Sub-Divisional Employment Agreements), archiving, and performance assessments. This implementation has been able to improve service speed, timely administrative completion, data accuracy, transparency of service processes, and ease of access for ASN as service users. However, implementation is not yet fully optimal due to several technical obstacles, limited supporting facilities, and some processes that still require physical documents.
2. The determinants in the implementation of personnel administration digitalization consist of supporting and inhibiting factors that significantly influence the success of digital system implementation. Supporting factors include leadership commitment, human resource readiness, the availability of information technology infrastructure, budget support, supportive regulations, an adaptive organizational culture, and good coordination between work units. Meanwhile, inhibiting factors include limitations. Internet networks, unequal employee digital skills, resistance to change, limited work equipment, and certain regulations that still require the use of manual documents. Therefore, the success of digitalization depends heavily on the synergy of all these factors to ensure more effective, efficient, and sustainable personnel administration services.

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