

Strengthening e-Government through SIMPEG: Digital Transformation of Civil Servant Mutation in Badung Regency

^a Inda Putri Dionisia; ^b Komang Adi Sastra Wijaya

^{a,b} Faculty of Social and Political Sciences, Universitas Udayana, South Kuta, Badung, Bali, Indonesia

ABSTRAK

Sistem Informasi Manajemen Kepegawaian (SIMPEG), yang berbasis e-Government, telah mempercepat transformasi administrasi kepegawaian menjadi digital berkat kemajuan teknologi informasi. Studi ini menyelidiki bagaimana SIMPEG meningkatkan e-Government dengan mengubah proses mutasi pegawai negeri sipil di Kabupaten Badung, Provinsi Bali, Indonesia. Transformasi ini dihasilkan dari sistem manual yang tidak efisien sebelumnya, yang sering kali menyebabkan keterlambatan, ketidakakuratan, dan kurangnya kejelasan. Data dikumpulkan melalui wawancara semi-terstruktur dengan pejabat struktural, operator sistem, dan staf teknis di Badan Kepegawaian dan Pengembangan Sumber Daya Manusia (BKPSDM), didukung oleh dokumentasi dan observasi langsung. Pendekatan studi kasus kualitatif digunakan. Penelitian ini melibatkan sepuluh informan yang dipilih secara sengaja berdasarkan persetujuan dan anonimitas. Hasil penelitian menunjukkan bahwa SIMPEG mengurangi kesalahan, memastikan data akurat dan real-time, serta mempercepat proses mutasi. Sistem data terintegrasi meningkatkan verifikasi, koordinasi antar unit, dan transparansi administrasi. Lebih dari sekadar peningkatan teknis, SIMPEG membantu mewujudkan prinsip-prinsip e-Government seperti efisiensi, akuntabilitas, dan transparansi dalam tata kelola daerah. Penelitian ini menunjukkan bahwa SIMPEG bukan hanya alat digital, tetapi juga bagian penting dari reformasi e-Government di tingkat lokal. Penelitian ini menunjukkan bahwa penggunaan teknologi dapat memodernisasi manajemen personalia dan mendukung transformasi birokrasi yang berkelanjutan.

ABSTRACT

The Human Resources Management Information System (SIMPEG), which is based on e-Government, has accelerated the transformation of personnel administration into digital thanks to advancements in information technology. This study investigates how SIMPEG enhances e-Government by transforming the civil servant mutation process in Badung Regency, Bali Province, Indonesia. This transformation resulted from the previous inefficient manual system, which often led to delays, inaccuracies, and lack of clarity. Data was collected thru semi-structured interviews with structural officials, system operators, and technical staff at the Personnel and Human Resource Development Agency (BKPSDM), supported by documentation and direct observation. A qualitative case study approach was used. This research involved ten informants who were purposively selected based on consent and anonymity. The research results show that SIMPEG reduces errors, ensures accurate and real-time data, and speeds up the mutation process. An integrated data system improves verification, inter-unit coordination, and administrative transparency. More than just a technical improvement, SIMPEG helps realize e-Government principles such as efficiency, accountability, and transparency in local governance. This research shows that SIMPEG is not only a digital tool, but also an important part of e-Government reform at the local level. This research shows that the use of technology can modernize personnel management and support sustainable bureaucratic transformation.

ARTICLE HISTORY

Submitted: 26 07 2025
Revised: 15 09 2025
Accepted: 29 09 2025
Published: 13 10 2025

KATA KUNCI

Aparatur Sipil Negara; Manajemen Sumber Daya Manusia; Pemerintahan Elektronik; Sistem Informasi Manajemen Sumber Daya Manusia

KEYWORDS

Civil Servants; E-Government; Human Resource Management; Human Resource Management Information System

INTRODUCTION

The rapid advancement of information technology has encouraged government institutions to integrate digital systems into personnel administration (Puspitasari et al., 2021). One prominent initiative is the e-Government-based Personnel Management Information System (SIMPEG), which is designed to accelerate processes, improve efficiency, and enhance transparency in managing personnel data. However, the success of such initiatives has been shown to vary significantly across government levels, making localized studies at the regency level particularly important. In the case of the Population and Civil Registration Office of Badung Regency, Bali Province, Indonesia, the adoption of SIMPEG has become urgent, as the previous manual system often resulted in delayed mutation processes, inaccurate data, and limited accountability.

The implementation of e-Government in personnel management is not only a matter of efficiency but also of governance reform. Prior studies (Nugroho and Widodo, 2023; Nurhasanah et al., 2023) show that integrated information systems enable real-time and transparent management of ASN data. Recent evidence also emphasizes that e-Government implementation in Indonesia continues to face challenges of data integration and human resource capacity (Nurhidayat et al., 2024). However, current research predominantly focuses on metropolitan or central-level contexts, resulting in limited insights into the operation of e-Government tools such as SIMPEG within regency-level governments such as Badung.

Empirical studies have reinforced this perspective. For instance, (Rohaimudin and Aulia, 2025) found that SIMPEG effectively supports various personnel functions at the Personnel and Human Resources Development Agency (BKPSDM) of Serang City, including data management, online leave services, and performance evaluation. However, they also identified several challenges, particularly limited user competence and inadequate network infrastructure. While these findings provide valuable insights, they may not directly represent the situation in Badung Regency, which has unique institutional capacities, financial support, and local bureaucratic culture. Therefore, contextualized research is essential to comprehend how SIMPEG influences the transformation process of civil servants in this specific setting.

Furthermore, Muin (2024), in his study conducted within the Ministry of Religious Affairs, emphasized that the effectiveness of SIMPEG is profoundly influenced by leadership commitment and the availability of sufficient technological resources, including both hardware and software. While these insights are valuable, they remain somewhat general in nature. What has not been sufficiently examined is how leadership commitment and infrastructure readiness translate into actual practices within regency-level agencies beyond the central bureaucracy.

Based on these considerations, this study identifies a clear research gap: while existing literature recognizes the potential of SIMPEG in improving personnel management, there is a lack of empirical evidence on its role in strengthening e-Government specifically at the regency level, such as in Badung. This study, therefore, contributes by providing localized insights into how SIMPEG supports the digital transformation of civil servant mutation processes, highlighting both its benefits and limitations.

Accordingly, the research is guided by the following question: To what extent does SIMPEG strengthen e-Government by transforming the civil servant mutation process at the Population and Civil Registration Office of Badung Regency? Sub-questions include:

1. How does SIMPEG contribute to the efficiency and transparency of the mutation process at the Population and Civil Registration Office of Badung Regency?

2. What challenges limit its implementation within the Population and Civil Registration Office of Badung Regency??
3. In what ways does SIMPEG reflect the principles of e-Government within the Badung Regency context?

Literature Review

SIMPEG and Public Personnel Governance

SIMPEG represents a critical application of information technology designed to support personnel administration in an efficient, structured, and sustainable manner. Leadership and institutional design are also key determinants of successful public service digitalization (Suri et al., 2024). Within governmental bureaucracy, SIMPEG plays a central role in systematically storing, managing, and processing data related to civil servants. According to (Nasmin et al., 2024), SIMPEG not only simplifies employee data recording but also provides a reliable foundation for data-driven decision-making, including transfer and mutation processes. Supporting this perspective, (Fadilla, 2025) emphasizes that SIMPEG facilitates the implementation of merit-based civil servant management. Consequently, it functions as a vital instrument in fostering a more professional, transparent, and accountable bureaucratic system. Nevertheless, much of the earlier work on SIMPEG remains in the form of technical reports or seminar proceedings, which limits their academic weight. In contrast to these descriptive accounts, this study draws primarily on peer-reviewed academic literature to establish a stronger theoretical foundation.

e-Government and the G2E Domain

The concept of e-Government provides an overarching framework for the development of digital public services, including internal administrative functions such as human resource management. As (Mountain, 2025) notes, e-Government entails the use of information technology to enhance efficiency, effectiveness, transparency, and public participation in governance processes. Within this framework, SIMPEG is positioned in the government-to-employee (G2E) domain, which manages interactions between government institutions and their employees through digital platforms. The implementation of e-Government in the personnel sector responds to the need for modern, integrated, and data-based administrative services, thereby reducing dependence on manual processes. Empirical findings by (Nugroho and Widodo, 2023) demonstrate that digitalization of personnel systems significantly improves both transparency and efficiency in managing civil servant transfers within local governments. However, unlike these optimistic findings, (Hidayat and Sari, 2023) reveal that weak digital literacy can undermine adoption, while (Rohaimudin and Aulia, 2025) highlight infrastructural barriers. Taken together, these contrasting results suggest that local context plays a critical moderating role.

Table 1.
Strategic Features of SIMPEG and Their Functions

Features	Main Functions
Automatic validation	Rejects non-standard or incomplete data input
Cross-unit synchronization	Maintains consistency of data across departments or sections

Features	Main Functions
Periodic data updates	Prevents outdated information and ensures data remains current
Job history	Records the career progression and mutation history of civil servants
Dashboard monitoring	Provides a visual overview of personnel data status
User activity log	Tracks user actions to enhance transparency and accountability

Note: This table presents the main features of SIMPEG along with their strategic functions in supporting civil servant management.

Source: Primary data processed by the Author (2025)

Theoretical Framework: HOT-FIT, EUCS, and Digital Bureaucracy

To avoid speculative interpretation, this study applies an operational theoretical framework. First, the HOT-FIT model (Human–Organization–Technology Fit) underscores that SIMPEG’s effectiveness depends on the alignment between human capacity (users), organizational support (rules and leadership), and technological features (system design). Second, the EUCS (End-User Computing Satisfaction) framework evaluates user satisfaction across dimensions such as content, accuracy, format, timeliness, and ease of use, which are directly relevant to operator perceptions of improved mutation services. Third, theories of digital bureaucracy and principles of good governance are applied to link SIMPEG’s operational outcomes with broader values of e-Government, particularly efficiency, accountability, and transparency. By combining these three perspectives, this study situates SIMPEG not only as a technical system but also as a governance instrument that reflects the interaction of human, organizational, and technological factors.

Civil Servant Mutation as a Public HRM Process

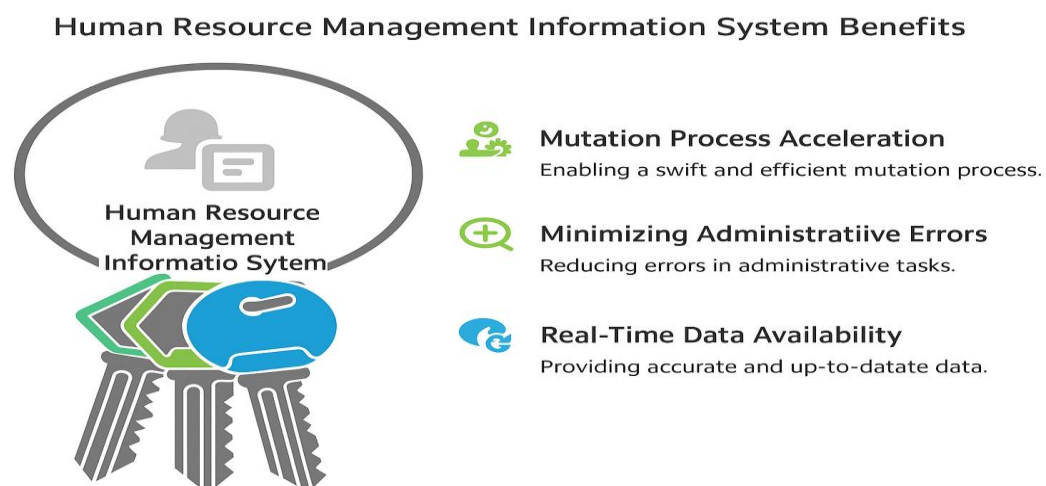
Civil servant mutation constitutes a crucial component of the human resource management cycle in public organizations. Properly implemented mutations enhance organizational effectiveness, support career development, and strengthen institutional performance. Regulation of the Minister for Administrative and Bureaucratic Reform (Permenpan-RB) No. 38 of 2017 mandates that personnel mutations be conducted based on objectivity, competence, and organizational needs. Nevertheless, in practice, the process often encounters obstacles such as limited availability of accurate data, irregularities in personnel records, and subjective considerations in decision-making. In this context, SIMPEG provides a solution by ensuring comprehensive, accurate, and easily accessible digital information on civil servants. (Bahar et al., 2021) highlight that SIMPEG has proven effective in reducing manipulative practices in personnel mutations by systematically documenting career histories and enhancing transparency. However, in contrast, (Hidayat and Sari, 2023) demonstrate that low digital literacy can slow adoption, underscoring that technological solutions alone are insufficient without adequate human capacity.

Synthesis and Research Gap

Existing studies demonstrate that SIMPEG accelerates employee mutation processes and alleviates the administrative burden of manual procedures (Nugroho and Widodo, 2023; Shawn, 2022). Digitized records also improve transparency and reduce subjective decision-making. Despite these positive trends, most studies are concentrated in metropolitan areas or central

ministries, leaving regency-level contexts understudied. Moreover, the literature is not entirely consistent: while some works highlight the system's effectiveness, others point to challenges related to infrastructure and user capacity. This inconsistency underscores the need for research capable of contextualizing these dynamics and explaining the role of moderating factors. Addressing this gap, the present study provides localized empirical evidence from Badung Regency and applies the HOT-FIT, EUCS, and digital bureaucracy frameworks to systematically interpret the findings.

Figure 1.
Conceptual Framework of SIMPEG Benefits



Note: The conceptual framework was developed based on thematic analysis of interviews and document review; it serves as a conceptual summary rather than statistical output.

Source: Author's elaboration (2025).

RESEARCH METHODS

This study utilized a qualitative case study methodology to investigate the implementation of SIMPEG within the civil servant mutation procedures at the Population and Civil Registration Office of Badung Regency. A case study approach was selected because it facilitates a comprehensive examination of contextual dynamics and mechanisms within a defined system. Badung Regency was selected as the research location due to its comparatively advanced infrastructure relative to other regencies, while still encountering challenges related to user capacity and inter-unit coordination.

Informants were selected purposively based on inclusion and exclusion criteria to capture diverse perspectives. The inclusion criteria comprised civil servants directly involved in the mutation process, SIMPEG operators with at least one year of experience, and BKPSDM officials responsible for personnel data integration. Staff with less than six months' experience or without direct involvement in mutation workflows were excluded. In total, ten informants participated, consisting of structural officials, SIMPEG operators, BKPSDM staff, and IT personnel. This composition was intended to ensure triangulation of perspectives across policy, operational, and technical levels.

Data were collected through semi-structured interviews, direct observation of mutation procedures, and the review of relevant documents such as mutation records, organizational

regulations, and SIMPEG guidelines. Interviews explored perceptions of efficiency, transparency, implementation challenges, and alignment with e-Government principles, while observations examined how SIMPEG was applied in practice. Although no systematic quantitative “before–after” comparison was conducted, informant testimonies and field notes provided contextual evidence of improvements in processing time and accuracy. Ethical standards were maintained through informed consent, voluntary participation, and confidentiality.

Data analysis was conducted using a thematic approach involving open, axial, and selective coding, guided by the HOT-FIT, EUCS, and digital bureaucracy frameworks. By integrating these three perspectives, the analysis was guided to ensure a more structured interpretation. The trustworthiness of findings was strengthened through triangulation across methods, member checking with selected informants, and prolonged field engagement. Dependability and confirmability were supported by reflective memos documenting analytic decisions, while thick descriptions of the research context enhanced transferability. Accordingly, the findings are positioned as contextual insights that reflect local dynamics rather than statistically generalizable results.

RESULTS AND DISCUSSIONS

This study applied thematic analysis by following the framework of Miles, (Miles et al., 2014) The analysis began with open coding of interview transcripts, where recurring ideas such as “delay,” “error,” “efficiency,” and “transparency” were identified. These codes were then grouped into categories such as “efficiency gains,” “error reduction,” and “data availability,” and finally synthesized into three main themes through selective coding. To increase transparency, a simplified codebook is provided in Table 2, while triangulation across interviews, observations, and supporting documents, together with reflective field notes, served to strengthen the credibility of the analysis and provide an audit trail of analytic decisions. Quotations from informants, coded anonymously as [INF-1, structural official], [INF-3, SIMPEG operator], or [INF-7, BKPSDM staff], are presented to illustrate findings. Data saturation was reached after the eighth interview, with two additional interviews confirming redundancy.

The results show that SIMPEG was perceived to significantly accelerate the civil servant mutation process compared to the manual system. Approvals that previously took up to two weeks were generally reduced to less than a week. As one operator recalled, “Before SIMPEG, we waited almost 14 days for approval, but now usually in four or five days the letter is ready” [INF-3, SIMPEG operator]. These perceptions directly address the problem raised in the introduction regarding inefficiencies of the manual system. While the acceleration is attributed to centralized databases, automated validation, and reduced duplication, the evidence is testimonial rather than drawn from system logs, and alternative explanations such as staffing changes or procedural simplification cannot be ruled out. These findings are consistent with Nugroho and Widodo (2023), who found that the digitalization of personnel systems improved efficiency in civil servant management, but they extend the literature by showing how such improvements also manifest in regency-level contexts.

Another issue emphasized in the introduction was the lack of accuracy and transparency in mutation records. Informants consistently reported that SIMPEG reduced the likelihood of double entries and missing data by introducing automated validation. As one operator explained, “With the old manual files, we often found double entries or missing data. Now the system automatically alerts us if the NIP is incorrect” [INF-5, SIMPEG operator]. Although this evidence remains anecdotal, it suggests that SIMPEG addressed problems of administrative inconsistency and opacity highlighted in the background. This aligns with (Bahar et al., 2021),

who highlighted SIMPEG's role in reducing manipulative practices, yet contrasts with Hidayat and (Dewi et al., 2023), who noted that low digital literacy can hinder the reliability of digital systems.

The integration of data across units also responded to the introduction's concern about fragmented and delayed communication. Informants noted that updates made in Disdukcapil could be checked directly by BKPSDM, which they experienced as a real-time improvement. As one staff member noted, "As soon as we update data here, BKPSDM can check it directly" [INF-7, BKPSDM staff]. While no latency or accuracy metrics were formally measured, the perception of immediacy and greater reliability reflects an answer to the need for stronger inter-unit coordination posed at the beginning of the study. This finding supports Rohaimudin and Aulia (2025), who emphasized the importance of system integration, but it also highlights how infrastructural readiness at the regency level determines the extent of these benefits.

Taken together, these findings demonstrate that SIMPEG is not only a technical tool but also a mechanism through which e-Government principles efficiency, accountability, and transparency can be realized at the regency level. These findings are consistent with previous studies that link e-Government adoption with improvements in service quality and citizen participation (Rajamemang, 2025) From the HOT-FIT perspective, effectiveness emerged when human, organizational, and technological factors aligned. From the EUCS perspective, user satisfaction reinforced consistent adoption. From the digital bureaucracy framework, SIMPEG contributed to more accountable and transparent governance. In this sense, the study enriches existing scholarship by demonstrating how theoretical frameworks can be applied to understand SIMPEG's role in subnational contexts, addressing a gap in the literature that has so far been dominated by metropolitan or central government cases. At the same time, the results also revealed limitations related to digital literacy and infrastructural support, showing that while SIMPEG addresses the core problems identified in the introduction, its effectiveness is conditioned by local capacity.

In summary, the findings of this study confirm that SIMPEG does not merely serve as a technical administrative tool but actively strengthens the implementation of e-Government at the regency level. By transforming the civil servant mutation process from a manual system prone to delays, errors, and fragmentation into a digital platform characterized by efficiency, accountability, and transparency, SIMPEG embodies the very essence of digital transformation in public personnel management. The case of Badung Regency demonstrates how technology adoption can reinforce e-Government principles in local governance while also highlighting contextual limitations such as digital literacy and infrastructural support. Thus, the study concludes that the key challenges outlined in the introduction inefficiency, inaccuracy, lack of transparency, and weak coordination have been effectively addressed through SIMPEG, while simultaneously revealing areas where further improvement is necessary.

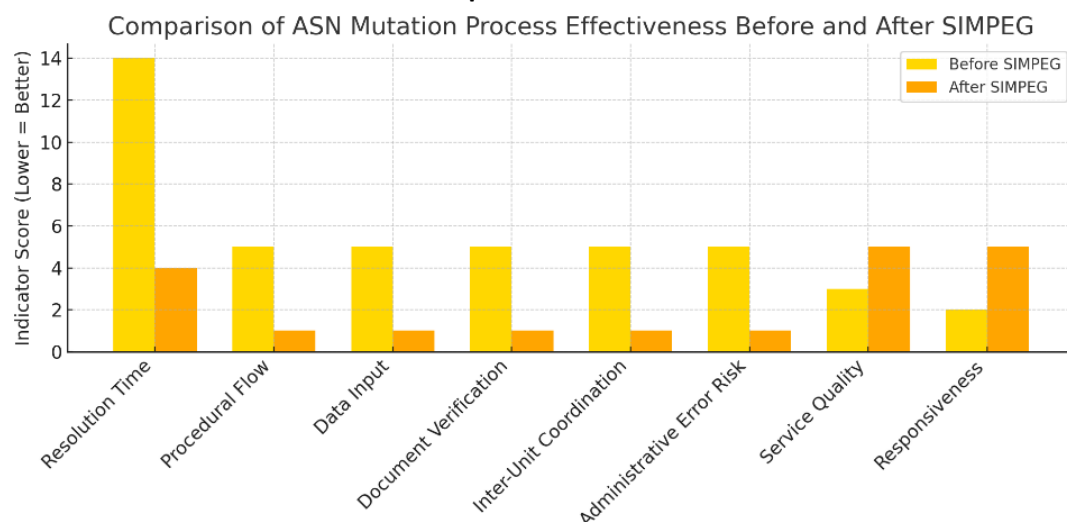
Table 2.
Comparison of the Civil Servant Mutation Process Before and After the Implementation of SIMPEG in the Population and Civil Registration Office of Badung Regency

Aspects	Before the Implementation of SIMPEG	After the Implementation of SIMPEG
Completion Time	±14 days (two weeks), depending on manual disposition	±4–5 days, based on integrated digital process (perception data)
Procedural Flow	Manual, moving between desks, complex bureaucracy	Automated, centralized, and digitally documented workflows

Aspects	Before the Implementation of SIMPEG	After the Implementation of SIMPEG
Data Input	Performed manually using physical documents	Data automatically retrieved from system, requires verification
Document Verification	Repeated by multiple parties	Centralized and systematic within one platform
Coordination Between Units	Dependent on manual disposition	Supported by automatic notifications and reminders
Risk of Administrative Errors	High, due to manual data entry & transfer	Minimal, as digital processes reduce duplication & errors
Quality of Service	Slow, inefficient, less transparent	Faster, more transparent and accountable
Responsiveness Level	Low, requiring adaptation to organizational needs	High, enabling quicker response to organizational changes

Source: Primary data processed by the Author (2025)

Figure 2.
Comparative Graph of the Effectiveness of the Civil Servant Mutation Process Before and After the Implementation of SIMPEG



Source: Author's field data, processed (March–July 2025)

Figure 2 provides a quantitative visualization of the effectiveness of SIMPEG in the civil servant mutation process. Indicator scores are based on aggregated perceptions from 10 informants (March–July 2025). Eight aspects were compared, ranging from completion time and procedural flow to service quality. The graph indicates that mutation processes, which previously required up to two weeks, can now be completed in just four to five days. Moreover, the system reduced administrative errors and enhanced inter-unit coordination, thereby contributing to a more efficient and transparent bureaucratic environment.

CONCLUSIONS

This study examined the role of SIMPEG in strengthening e-Government through the digital transformation of civil servant mutation processes in the Population and Civil Registration Office of Badung Regency. The research addressed inefficiencies, errors, and fragmented coordination in the manual system and found that informants perceived SIMPEG to accelerate processing

times, reduce mistakes in personnel records, and improve coordination through integrated access. These findings suggest that SIMPEG helps realize e-Government principles of efficiency, accountability, and transparency within the specific context of Badung Regency.

The study's contribution should be understood in modest terms. Conceptually, it demonstrates how existing frameworks such as HOT-FIT, EUCS, and digital bureaucracy can be applied to analyze digital personnel management at the regency level. Empirically, it offers localized insights from one institution, based on a small set of informant perceptions. The results therefore provide contextual evidence rather than broad generalizations or causal claims.

In terms of policy implications, the findings point to several practical steps. Rather than recommending broad solutions, the study highlights the importance of targeted staff training to improve digital literacy, incremental improvements in internet and system infrastructure, and structured coordination between Disdukcapil and BKPSDM. These steps are more feasible and directly tied to the challenges identified in the field, and they do not assume resources or capacities beyond what is currently available.

The study also has important limitations. Evidence of acceleration, error reduction, and real-time availability was based on perceptions and testimonials, not on system-generated data or statistical analysis. The findings therefore cannot establish causality and should not be generalized beyond the studied institution. These limitations underscore the need for caution in interpreting the results and reinforce the contextual nature of the study's contributions.

In conclusion, SIMPEG represents a meaningful but partial step toward strengthening e-Government in Badung Regency. Its success depends on local capacities, organizational support, and technological infrastructure. Therefore, the case of Badung Regency illustrates how digital transformation in civil servant mutation processes can concretely strengthen e-Government at the local level.

REFERENCES

- Bahar, A., Hasanuddin, H., and Yusuf, A., 2021. Transparansi Birokrasi Melalui Pemanfaatan SIMPEG. *Jurnal Administrasi Publik*, 9, 112–123.
- Dewi, D.R.S., Hermanto, Y.B., Tait, E., and Sianto, M.E., 2023. The Product–Service System Supply Chain Capabilities and Their Impact on Sustainability Performance: A Dynamic Capabilities Approach. *Sustainability (Switzerland)*, 15. <https://doi.org/10.3390/su15021148>
- Fadilla, R., 2025. Merit System Dalam Pengelolaan Aparatur Sipil Negara Melalui SIMPEG. *Jurnal Kebijakan Publik*, 15, 55–68.
- Hidayat, A., and Sari, N., 2023. Literasi Digital Dan Tantangan Adopsi E-Government Di Indonesia. *Jurnal Ilmu Administrasi Negara*, 10, 144–157.
- Miles, M.B., Huberman, A.M., and Saldaña, J., 2014. Qualitative data analysis: A methods sourcebook, 3rd ed. Sage, Thousand Oaks, CA.
- Mountain, J., 2025. E-Government and the Digital Transformation of Public Services. *Journal of Governance Innovation*, 12, 77–95.
- Nasmin, A., Fitriani, R., and Lestari, D., 2024. Pemanfaatan SIMPEG Dalam Meningkatkan Transparansi Mutasi PNS. *Jurnal Reformasi Administrasi*, 8, 33–47.
- Nugroho, A., and Widodo, S., 2023. Digitalisasi Sistem Kepegawaian Daerah Dan Peningkatan Efisiensi Birokrasi. *Jurnal Administrasi dan Kebijakan Publik*, 18, 221–237.
- Nurhasanah, I., Pratiwi, R., and Anwar, M., 2023. Implementasi SIMPEG Dalam Mendukung Transparansi Aparatur Sipil Negara. *Jurnal Teknologi Pemerintahan*, 7, 89–102.
- Nurhidayat, N., Nurmandi, A., and Misran, M., 2024. Evaluation of the Challenges of E-Government Implementation: Analysis of the E-Government Development Index in

- Indonesia. *Jurnal Manajemen Pelayanan Publik*, 8. <https://doi.org/10.24198/jmpp.v8i2.52759>
- Puspitasari, D., Wahyuni, L., and Setiawan, H., 2021. Integrasi Sistem Informasi Kepegawaian Dalam Penguatan E-Government. *Jurnal Sistem Informasi Publik*, 6, 45–59.
- Rajamemang, R., 2025. Quality of Service in the Development of E-Government Systems: Case Study at the Sinjai Regency Public Service Mall. *Jurnal Manajemen Pelayanan Publik*, 9. <https://doi.org/10.24198/jmpp.v9i1.59348>
- Rohaimudin, R., and Aulia, F., 2025. Implementasi SIMPEG Di BKPSDM Kota Serang: Peluang Dan Tantangan. *Jurnal Administrasi Publik*, 13, 99–114.
- Shawn, P., 2022. Digital Human Resource Management in Local Government. *International Journal of Public Administration*, 45, 502–518.
- Suri, D.M., Amri, P., and Hildawati, H., 2024. Leadership and Institutional Design in Public Service Digitalization. *Jurnal Manajemen Pelayanan Publik*, 8. <https://doi.org/10.24198/jmpp.v8i2.53807>