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Digital Transformation of Personnel Administration Services in Kerinci Regency: A Literature Review from the Perspective of Public Sector Human Resource Management

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Abstrak

Transformasi digital dalam administrasi personalia merupakan bagian dari reformasi administrasi publik dan membutuhkan perubahan dalam proses kerja, kompetensi karyawan, dan tata kelola organisasi. Studi ini menganalisis digitalisasi layanan personalia di Kabupaten Kerinci dari perspektif manajemen sumber daya manusia sektor publik. Studi ini mengadopsi tinjauan pustaka kualitatif dan analisis dokumen menggunakan literatur ilmiah, peraturan, dan publikasi pemerintah. Tata Kelola Era Digital dan Manajemen Sumber Daya Manusia Elektronik menyediakan kerangka analitis. Laporan tentang layanan digital untuk peraturan terkait gaji berkala dan cuti pegawai negeri menunjukkan transisi dari pengajuan fisik ke prosedur elektronik. Sintesis literatur mengidentifikasi tiga dimensi: proses administrasi, kemampuan digital karyawan, dan tata kelola organisasi. Bukti yang tersedia tidak cukup untuk menetapkan peningkatan terukur dalam efisiensi atau kepuasan pengguna. Studi ini mengusulkan kerangka kerja terintegrasi untuk menilai inovasi administrasi personalia pemerintah daerah..

Kata kunci: *Transformasi Digital; Administrasi Personalia; Inovasi Administrasi; Manajemen Pelayanan Publik; Kabupaten Kerinci*

Abstract

Digital transformation in personnel administration is part of public administration reform and requires changes in work processes, employee competencies, and organizational governance. This study analyzes personnel service digitalization in Kerinci Regency from a public sector human resource management perspective. It adopts a qualitative literature review and document analysis using scholarly literature, regulations, and government publications. Digital Era Governance and electronic Human Resource Management provide the analytical framework. Reports on digital services for periodic salary-related decrees and civil servant leave indicate a transition from physical submissions to electronic procedures. The literature synthesis identifies three dimensions: administrative processes, digital employee capabilities, and organizational governance. Available evidence is insufficient to establish measurable improvements in efficiency or user satisfaction. The study proposes an integrated framework for assessing local government personnel administration innovation.

Key words*:* Digital Transformation; Personnel Administration; Administrative Innovation; Civil Service Management; Kerinci Regency

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INTRODUCTION

Digital transformation has become an essential component of public administration reform, influencing how government institutions organize administrative processes, manage information, and deliver public services. Vial (2019) conceptualizes digital transformation as organizational change triggered by digital technologies that affect institutional activities and value creation. Verhoef et al. (2021) distinguish digitization, digitalization, and digital transformation, emphasizing that converting conventional documents into digital formats does not necessarily constitute the redesign of administrative processes or comprehensive organizational transformation. In the public sector, digital transformation must also address accountability, equitable access, legal certainty, and responsiveness to service users. Mergel et al. (2019) associate digital government transformation with changes in organizational structures, administrative processes, and institutional culture, while Gil-Garcia et al. (2018) highlight the interrelationship between digital technologies, public policy, organizational arrangements, and public management.

An important dimension of public sector digital transformation is human resource management (HRM), particularly the administration of personnel services within government institutions. Public sector HRM encompasses workforce planning, competency development, performance management, career administration, and employee entitlements. Strohmeier (2007) explains that electronic Human Resource Management (e-HRM) involves the utilization of information technology to support human resource functions. Bondarouk and Ruël (2009) emphasize the relationship between technological innovation, employee management, and organizational value creation. However, Marler and Fisher (2013) caution that the adoption of digital HRM technologies does not automatically produce strategic organizational improvements. These perspectives indicate that personnel service digitalization should be evaluated not only through technological adoption but also through changes in administrative procedures, employee capabilities, and organizational governance.

In Indonesia, the digitalization of government personnel services is supported by national policies aimed at strengthening bureaucratic reform and modernizing civil service management. Law Number 20 of 2023 concerning the State Civil Apparatus establishes the legal framework for civil service management, while Presidential Regulation Number 95 of 2018 concerning the Electronic-Based Government System (SPBE) provides the national policy foundation for developing integrated, effective, transparent, and accountable digital government administration. These regulations establish complementary directions for strengthening personnel management and digital governance across government institutions. Nevertheless, the existence of national regulatory frameworks does not automatically guarantee uniform implementation or successful organizational transformation at the regional level. Local governments must translate these national policy objectives into operational personnel services while accommodating differences in technological infrastructure, human resource competencies, institutional coordination, and organizational readiness.

Despite the widespread implementation of SPBE in Indonesia, an important research gap remains concerning how national digital government policies are translated into substantive improvements in personnel administration at the regency level. Existing digital

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transformation literature has extensively discussed technological adoption, organizational change, and the institutional implications of digital government (Vial, 2019; Mergel et al., 2019; Verhoef et al., 2021). Similarly, e-HRM scholarship has examined the utilization of technology in human resource functions and its potential organizational consequences (Strohmeier, 2007; Bondarouk & Ruël, 2009; Marler & Fisher, 2013). However, these theoretical perspectives do not, independently, provide a sufficiently integrated explanation of how personnel service digitalization operates within regency-level government institutions that must implement nationally established digital governance policies while managing their own organizational capacities and administrative requirements.

More specifically, the research gap concerns the distinction between formal digital policy implementation, procedural digitalization, and substantive organizational transformation. The adoption of electronic personnel service applications may demonstrate compliance with national digital government initiatives, but it does not necessarily establish that administrative processes have become more efficient, employees have developed sufficient digital competencies, or institutional coordination has improved. A government institution may successfully replace physical document submission with electronic procedures while continuing to experience fragmented information management, limited technical capabilities, or administrative bottlenecks. Conversely, procedural digitalization may provide an important foundation for broader organizational transformation when supported by adequate employee competencies, effective coordination, and sustainable institutional governance. Consequently, examining digitalization solely through the presence of electronic applications risks overlooking the organizational conditions that determine whether technological innovation produces meaningful administrative improvements.

This analytical limitation is particularly significant in the context of regency-level government administration. Although SPBE provides a national framework for digital government implementation, regency governments operate within institutional environments characterized by varying administrative capacities, technological resources, and personnel management requirements. Personnel services also involve coordination between regional government agencies and the institutions responsible for civil service administration. Therefore, the implementation of electronic personnel services at the regency level cannot be understood exclusively as a technological process; it must also be examined as an institutional and administrative transformation involving employees, organizational procedures, and governance arrangements. Investigating these relationships is important for understanding the extent to which national digital government objectives are translated into operational changes within decentralized public administration.

Kerinci Regency provides a relevant context for examining these issues. A Radio Republik Indonesia report published on May 7, 2026, described the introduction of electronic services for periodic salary adjustment decrees and civil servant leave administration. Through this initiative, regional government agencies (Organisasi Perangkat Daerah, OPDs) can submit personnel service applications electronically to the Personnel and Human Resources Development Agency (Badan Kepegawaian dan Pengembangan Sumber Daya Manusia, BKPSDM), reducing the need for physical document delivery. This initiative represents a documented example of procedural modernization in regency-level personnel administration. However, the reported implementation of electronic services does not, by

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itself, establish whether the innovation has improved processing efficiency, strengthened employee digital capabilities, enhanced administrative accountability, or achieved integration with broader government information systems.

The significance of examining Kerinci Regency lies in the opportunity to investigate the gap between nationally mandated digital government transformation and its practical implementation within local personnel administration.While national policies establish common objectives for digital integration, the effectiveness of personnel service innovation depends on how local institutions organize administrative processes, develop employee competencies, and coordinate implementation. Kerinci's initiative offers a concrete setting for examining these relationships, particularly the distinction between introducing electronic service procedures and achieving more comprehensive organizational transformation. The case is therefore analytically relevant not because it is assumed to represent all Indonesian regencies, but because it illustrates the need to investigate how national digital governance objectives are operationalized within specific local institutional conditions.

The urgency of this investigation is further reinforced by the administrative importance of personnel services. Periodic salary adjustments and civil servant leave administration concern employees' administrative entitlements and require accurate information, timely processing, and clear institutional responsibilities. Digitalization may create opportunities to simplify service procedures, reduce dependence on physical documents, and improve administrative coordination. Nevertheless, these potential benefits cannot be assumed without examining implementation conditions and available evidence. Tangi et al. (2021) demonstrate that digital government transformation is influenced by organizational drivers and barriers, while Strohmeier (2009) emphasizes the importance of assessing the consequences of e-HRM for individuals and organizations. These perspectives suggest that the evaluation of personnel service digitalization should distinguish observable procedural changes from broader organizational outcomes that require empirical verification.

To address this research gap, the present study integrates digital government transformation and e-HRM perspectives through three interrelated analytical dimensions: administrative processes, employee capabilities, and organizational governance. The administrative process dimension examines changes in personnel service procedures, particularly the transition from conventional document-based administration to electronic service mechanisms. The employee capability dimension considers the digital competencies and organizational support required for effective technology utilization. The organizational governance dimension addresses institutional coordination, administrative accountability, policy implementation, and the sustainability of digital personnel services. Integrating these dimensions provides a more comprehensive perspective for understanding personnel service digitalization beyond the mere adoption of electronic applications.

Accordingly, this study aims to (1) identify documented innovations in the digitalization of personnel services in Kerinci Regency, (2) analyze these innovations through the perspectives of public sector HRM and digital government transformation, and (3) examine the opportunities and challenges associated with their further development. The study contributes to public administration scholarship by connecting national SPBE implementation with the organizational dimensions of personnel service digitalization at the

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regency level. Its practical significance lies in providing an analytical foundation for local policymakers and personnel management institutions to evaluate whether digital innovations are supported by appropriate administrative processes, employee competencies, and governance arrangements. Rather than assuming that technological adoption constitutes successful digital transformation, the study emphasizes the importance of distinguishing documented procedural modernization from broader institutional outcomes that require further investigation.

METHOD

This study adopts a descriptive qualitative approach based on a literature review and document analysis. No interviews, field observations, or questionnaires were conducted. Sources include academic articles on digital transformation and e-HRM, national regulations, and publications describing personnel administration innovations in Kerinci Regency.

The literature search focused on Google Scholar, publisher websites, and institutional publications, using keywords including digital transformation, digital government, electronic human resource management, personnel administration, digital transformation of personnel services, and civil service management innovation. Sources were selected for relevance, identifiable publication details, traceability, and alignment with the research objectives.

The analysis combined document reading with thematic synthesis in three categories: changes in administrative processes, employees' digital capabilities, and organizational governance. Documented local evidence was distinguished from conceptual opportunities and challenges identified in the literature. This study is not presented as a systematic literature review because a comprehensive systematic screening process and search flow diagram have not been documented.

RESULTS AND DISCUSSION

Digital Transformation of Personnel Administration in Kerinci Regency

The documentary evidence concerning personnel service digitalization in Kerinci Regency centers on an initiative introduced by the Personnel and Human Resources Development Agency (Badan Kepegawaian dan Pengembangan Sumber Daya Manusia, BKPSDM) in May 2026. According to a Radio Republik Indonesia (RRI) report dated May 7, 2026, the Kerinci Regency Government introduced electronic administrative services for periodic salary adjustment decrees and civil servant leave applications.

The reported innovation enables Regional Government Organizations (Organisasi Perangkat Daerah, OPDs) to submit personnel administration requests electronically to BKPSDM. This arrangement provides an alternative to the previous practice of delivering physical documents directly to the personnel agency.

Based on the available documentary source, three factual developments can be identified. First, electronic services were introduced for two specific personnel administration functions: periodic salary adjustments and civil servant leave. Second, the submission mechanism involves administrative coordination between OPDs and BKPSDM. Third, electronic submission reduces the need to physically deliver application documents between government offices.

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These findings establish that Kerinci Regency has introduced a digital mechanism for submitting selected personnel administration requests. However, the available evidence does not establish the extent to which subsequent administrative stages, including verification, approval, record management, and decision issuance, have been digitalized or integrated with other government information systems.

The documentary material also does not provide sufficient information concerning application processing times, service volumes, employee satisfaction, system reliability, or changes in administrative workloads. Similarly, it does not establish whether personnel officers have received specific digital competency training or whether formal organizational governance arrangements have been modified following the introduction of the services.

Consequently, the findings should be interpreted as evidence of procedural digitalization within selected personnel services, rather than evidence of comprehensive organizational transformation or demonstrated improvements in administrative performance.

This distinction establishes the evidentiary boundary for the subsequent discussion. The following subsections interpret the documented initiative using relevant theoretical perspectives, while treating organizational outcomes and implementation challenges as analytical considerations requiring further empirical investigation.

Transformation of Personnel Administration Processes

Administrative process transformation concerns changes in the sequence, organization, and coordination of activities required to deliver personnel services. These activities generally include document preparation, application submission, verification, authorization, and the issuance of administrative decisions. Digital technologies may alter how these stages are conducted, but the extent of transformation depends on whether electronic systems merely replace conventional communication methods or contribute to the redesign of administrative workflows.

Verhoef et al. (2021) distinguish digitalization from broader digital transformation, emphasizing that the application of digital technologies to organizational processes does not necessarily constitute comprehensive institutional change. Vial (2019) similarly conceptualizes digital transformation as a process involving changes in organizational activities, structures, and value creation. Applied to personnel administration, these perspectives suggest that evaluating administrative innovation requires examining both the technological mechanism introduced and its implications for the organization of work.

In the Kerinci case, the documented procedural change concerns the electronic submission of selected personnel requests from OPDs to BKPSDM. This represents a modification of the initial administrative interaction between government departments and the personnel agency. It does not, however, establish whether subsequent verification and approval procedures have been simplified, automated, or reorganized.

From a public management perspective, the distinction between electronic submission and workflow transformation is significant. Gil-Garcia et al. (2018) emphasize that digital government development is closely connected to organizational structures and administrative practices. Accordingly, the effectiveness of personnel service digitalization depends partly on how electronic submission mechanisms interact with existing institutional responsibilities and administrative procedures.

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A more comprehensive assessment of administrative process transformation would therefore require evidence concerning processing duration, procedural clarity, verification requirements, administrative accuracy, and the ability to monitor application status. These indicators would help determine whether digitalization has produced operational improvements beyond changing the medium through which personnel requests are submitted.

The principal analytical implication is that administrative process transformation should be evaluated through changes in workflow performance and institutional coordination, rather than through technological adoption alone.

Digital Transformation from a Public Sector Human Resource Management Perspective

Public sector human resource management provides a complementary perspective by focusing on the employees, competencies, and personnel management outcomes associated with digital administration. Whereas administrative process analysis examines how services are organized, the HRM perspective considers how digital technologies influence the individuals responsible for providing and using those services.

Strohmeier (2007) defines electronic Human Resource Management (e-HRM) in relation to the application of information technology to human resource functions. Bondarouk and Ruël (2009) further conceptualize e-HRM through the interaction between technology, HRM practices, and organizational value creation. These perspectives indicate that digital personnel administration involves more than electronic records; it also concerns the relationship between technological systems and the management of employees.

In government institutions, personnel services are particularly important because they support the administration of employment-related rights and obligations. Periodic salary adjustments and civil servant leave require accurate personnel information, appropriate administrative verification, and compliance with applicable regulations. Digital systems may support these functions, but their organizational value depends on how effectively they serve employees and personnel administrators.

An important consideration is employee digital capability. The effective use of electronic personnel services may require competencies in preparing digital documents, entering and validating administrative information, managing electronic records, and maintaining information security. Personnel administrators may also require additional knowledge of digital verification procedures and the responsibilities associated with electronic information management.

However, the available Kerinci documentation does not establish the actual level of employee digital competence, the availability of training programs, or the experiences of service users. These issues should therefore be understood as relevant areas for investigation rather than confirmed implementation problems. Marler and Fisher (2013) caution that the adoption of e-HRM technologies does not automatically produce strategic improvements in human resource management. Strohmeier (2009) similarly emphasizes the importance of examining the consequences of electronic HRM for individuals and organizations.

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These arguments suggest that future evaluations of Kerinci's personnel service innovation should examine employee readiness, user experiences, changes in administrative workloads, the quality of personnel information, and the accessibility of electronic services. Such evidence would clarify whether the innovation contributes to broader improvements in public sector human resource management. Thus, the HRM perspective extends the analysis beyond administrative workflow changes by emphasizing the human and organizational conditions necessary for sustainable digital personnel services.

Analysis Using the Digital Era Governance Framework

The Digital Era Governance framework developed by Dunleavy et al. (2006) provides an additional theoretical perspective for interpreting digital personnel administration. The framework identifies three principal elements: reintegration, needs-based holism, and digitization. These elements offer a structured basis for distinguishing documented technological changes from broader organizational developments.

Reintegration, Reintegration refers to the coordination or reconnection of administrative functions that may previously have operated through fragmented institutional arrangements. In personnel administration, this may involve establishing more coherent relationships between departmental personnel units, central personnel agencies, and administrative information systems. The electronic submission mechanism introduced in Kerinci Regency provides a digital channel for transferring personnel requests between OPDs and BKPSDM. This arrangement is relevant to interorganizational coordination because it changes how administrative information is communicated. Nevertheless, the available documentation does not establish whether the system is integrated with other personnel databases, national civil service information systems, or additional government applications. Therefore, the initiative can be interpreted as a potential foundation for administrative reintegration, rather than verified evidence of comprehensive systems integration.

Needs-Based Holism, Needs-based holism emphasizes the organization of government services around the requirements of their users rather than solely around existing administrative structures. In personnel administration, relevant users include civil servants requesting services, departmental personnel officers preparing applications, and BKPSDM administrators responsible for processing them. Their needs may involve accessible submission mechanisms, understandable requirements, reliable information, and timely administrative decisions. The replacement of physical document delivery with electronic submission may reduce one procedural burden. However, the available evidence does not establish how users perceive the services or whether the innovation addresses their broader administrative needs. Evaluating needs-based holism would therefore require information about accessibility, usability, service satisfaction, communication effectiveness, and the responsiveness of administrative procedures.

Digitization, within the Digital Era Governance perspective, concerns the increasing use of digital technologies to support governmental functions and administrative activities. Among the three elements, the use of digital technology is the most clearly documented aspect of Kerinci Regency's initiative. The introduction of electronic submission for periodic salary adjustment and leave applications demonstrates the adoption of digital mechanisms

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within selected personnel administration functions. However, evidence of technological adoption should not be treated as equivalent to evidence of organizational transformation. Mergel et al. (2019) emphasize that public sector digital transformation involves changes in organizational processes, structures, and institutional practices. Accordingly, the Digital Era Governance framework suggests that Kerinci's initiative can be analyzed as an initial form of digital administrative modernization, while the extent of reintegration and user-centered service improvement remains open to further examination.

The literature on digital government and e-HRM identifies several opportunities associated with electronic personnel administration. These include reducing dependence on physical documents, improving the organization of administrative information, strengthening coordination between institutional units, and supporting more accessible personnel services.

For regency-level governments, electronic submission may be particularly useful when administrative units operate across geographically dispersed locations. Digital communication can reduce the need for physical document delivery and create opportunities for more consistent administrative information exchange. Additional opportunities may arise when electronic services are supported by reliable record management, application tracking, and clear administrative responsibilities. Such arrangements could strengthen transparency and accountability by making personnel service procedures easier to document and monitor.

Nevertheless, realizing these opportunities depends on institutional and organizational conditions. Tangi et al. (2021) demonstrate that digital government transformation is influenced by multiple enabling and constraining factors, including organizational readiness and institutional arrangements.

One potential challenge concerns differences in digital competencies among employees. Without adequate guidance or training, variations in technological proficiency may influence the accessibility and effectiveness of electronic services. A second consideration is technological infrastructure. Digital personnel administration depends on reliable connectivity, functioning applications, technical maintenance, and appropriate information security arrangements. Disruptions in these supporting conditions may affect service continuity. A third consideration involves the governance of personnel information. Because personnel services involve employee identities, employment records, and administrative entitlements, digital systems require appropriate arrangements for data accuracy, confidentiality, access permissions, and accountability.

Finally, institutional coordination remains essential. Electronic systems may facilitate information exchange, but improvements in administrative performance also depend on clearly assigned responsibilities, consistent procedures, and effective management support. These opportunities and challenges are derived from the broader literature and should not be interpreted as empirically confirmed conditions within BKPSDM Kerinci Regency. Establishing their relevance to the local initiative would require additional documentary evidence, institutional assessment, or direct investigation of implementation practices.

Synthesis of Findings and Conceptual Contribution

The analysis distinguishes between the documented developments in Kerinci Regency and the broader theoretical considerations derived from digital government and e-HRM scholarship. At the empirical-documentary level, the available evidence establishes the introduction of electronic submission mechanisms for periodic salary adjustment and civil

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servant leave applications. This provides a factual basis for identifying procedural digitalization within selected personnel services. At the theoretical level, the reviewed literature suggests that the significance of digital personnel administration extends beyond electronic submission mechanisms. Digital transformation involves relationships among administrative procedures, employee capabilities, and organizational arrangements (Vial, 2019; Verhoef et al., 2021; Mergel et al., 2019). Similarly, e-HRM scholarship highlights the importance of examining technology in relation to employees, personnel management practices, and organizational outcomes (Strohmeier, 2007, 2009; Bondarouk & Ruël, 2009; Marler & Fisher, 2013).

Integrating these perspectives, this study proposes a three-dimensional analytical framework. The first dimension, administrative process transformation, concerns changes in the organization and performance of personnel services. It encompasses submission mechanisms, verification procedures, administrative coordination, information management, and service processing. The second dimension, employee digital capability, concerns the knowledge, skills, and institutional support required for personnel administrators and service users to engage effectively with digital systems. The third dimension, organizational governance, concerns the rules, institutional responsibilities, coordination arrangements, information management practices, and accountability mechanisms supporting digital personnel administration.

These dimensions are analytically distinct but interconnected. Administrative process improvements may depend on employee capabilities, while the effective utilization of technology requires organizational arrangements that establish clear responsibilities and support consistent implementation. The framework's conceptual contribution lies in connecting digital government transformation theory with public sector e-HRM through a structured distinction between procedural modernization, employee capability, and organizational governance.

Applied to Kerinci Regency, the framework indicates that the strongest available evidence concerns changes in the administrative submission mechanism. The other two dimensions identify important areas for investigation but cannot presently be classified as demonstrated achievements or deficiencies. This distinction helps avoid equating the introduction of electronic applications with successful digital transformation. It also provides a basis for future evaluations that assess personnel service innovation through documented administrative performance, employee experiences, and institutional governance arrangements.

CONCLUSION

The introduction of electronic services for periodic salary adjustments and civil servant leave administration in Kerinci Regency in May 2026 represents an initial step toward the digitalization of public sector personnel management. The transition from physical document submission to electronic administrative procedures demonstrates procedural modernization within the Personnel and Human Resources Development Agency (BKPSDM). However, the findings indicate that the available documentary evidence primarily supports the identification of digitization rather than comprehensive digital transformation. From a public sector human resource management perspective, the effectiveness of this

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innovation should be examined through three interconnected dimensions: administrative processes, employee digital capabilities, and organizational governance. The Digital Era Governance framework further highlights the importance of assessing organizational integration and responsiveness to service users, neither of which can be fully established from the available documents.

From a managerial perspective, BKPSDM Kerinci Regency should establish a structured performance measurement system to evaluate the effectiveness of its electronic personnel services. This system should incorporate measurable indicators, including average application processing time, the number of applications received and completed, the proportion of applications processed within established service standards, the frequency of incomplete or returned submissions, and the accuracy of personnel data. These indicators should be monitored regularly and compared with baseline information from previous administrative procedures, where reliable historical data are available. BKPSDM should also implement a digital application tracking mechanism to support the monitoring of service progress, identify administrative bottlenecks, and strengthen accountability throughout the verification and approval processes.

In terms of human resource development, BKPSDM should conduct periodic assessments of employees' digital competencies and provide targeted training for personnel administrators across Regional Government Organizations (OPDs). Training should prioritize electronic document preparation, data verification, digital records management, and information security. In addition, user satisfaction surveys and accessible feedback mechanisms should be introduced to evaluate service usability, procedural clarity, accessibility, and responsiveness. The results of these assessments should inform continuous improvements in digital personnel services, ensuring that technological innovation responds to the practical needs of civil servants and administrative officers.

At the policy level, the Kerinci Regency Government should strengthen institutional coordination between BKPSDM and OPDs through clear standard operating procedures, defined administrative responsibilities, and consistent data management standards. Periodic evaluations should also examine the reliability, security, and interoperability of electronic personnel services with relevant government information systems, in accordance with the broader objectives of Indonesia's Electronic-Based Government System (SPBE). BKPSDM could institutionalize quarterly performance monitoring and annual service evaluations, with findings reported to regional government leadership and used to determine priorities for system improvement, employee training, and resource allocation. These monitoring intervals are proposed managerial measures rather than existing practices documented in the case.

The principal limitation of this study is its reliance on documentary sources, which do not provide direct measurements of administrative efficiency, employee satisfaction, digital competencies, or organizational performance. Consequently, the proposed recommendations should be understood as priorities for future evaluation rather than responses to empirically confirmed implementation deficiencies. Future research should incorporate administrative performance records, employee surveys, interviews, and comparative assessments to determine whether the digitalization of personnel services produces measurable improvements in service effectiveness. By adopting an evidence-based evaluation approach, BKPSDM Kerinci Regency can move beyond measuring

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technological adoption toward assessing the actual contribution of digital personnel services to administrative efficiency, employee responsiveness, and accountable public sector human resource management.

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