

## EFFECTIVENESS OF THE E-MUTATION APPLICATION IN PROPOSING PERIODIC SALARY INCREASES FOR CIVIL SERVANTS TOWARDS GOOD GOVERNANCE IN *BKD* SOUTH KALIMANTAN

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### ABSTRACT

This study evaluates the implementation of the E-Mutasi application in the process of proposing periodic salary increases for Civil Servants (*PNS*) at the Regional Civil Service Agency (*BKD*) of South Kalimantan. The application is designed to enhance the efficiency of civil service administration through process digitalization, reducing the use of physical documents, and accelerating decision-making. The study employs a descriptive qualitative approach using observation and interviews. The findings indicate that the E-Mutasi application supports the principles of good governance, such as transparency, efficiency, and accountability, despite encountering technical challenges, including limited file upload capacity and insufficient training for new users. Recommended solutions include increasing server capacity, integrating the application with the employee information system, and providing continuous training for personnel administrators. With these optimizations, the E-Mutasi application is expected to improve the quality of public services and support bureaucratic reform toward better governance.

**Keywords:** *E-Mutasi, good governance, periodic salary increases, digitalization, service efficiency*

### A. INTRODUCTION

In recent years, local governments have faced major challenges in modernizing the bureaucracy and improving the efficiency of public services, especially in managing personnel services, processing information, and monitoring employee performance. The manual systems still in use are often slow and time-consuming, require a lot of physical documents, and are prone to administrative errors and abuse of power, such as gratuities. These conditions hinder the creation of effective and transparent governance. One of the main problems associated with failed communication and delays in processing periodic salary increases is the lack of understanding of employees, especially Civil

Servants (*PNS*), in using applications such as E-Mutation. Lack of structured training and socialization resulted in difficulties in uploading documents, verifying data, or tracking the status of submissions, thus affecting the effectiveness of the system and adding to the administrative burden.

In addition, the lack of coordination between related parties, such as between *BKD*, the originating work unit and the user, is also a major obstacle. For example, discrepancies in document submission schedules or unclear submission procedures often cause delays in processing periodic salary increases. In some cases, the *BKD* may not get the necessary information in time, delaying the verification and approval process. The lack of an integrated communication mechanism between users and application managers exacerbates this situation.

Another factor is technical issues with the app itself. For example, the suboptimal capacity of the application often results in glitches such as slow servers or failure to upload large documents. Reliance on Subscribe to DeepL Pro to edit this document. Visit [www.DeepL.com/pro](http://www.DeepL.com/pro) for more information. inadequate technological infrastructure, such as unstable internet connections in some regions, also exacerbates delays. The combination of these factors suggests that communication problems and delays in the periodic salary increase process are not caused by just one aspect, but are the result of a complex interaction between human resource capacity, inter-institutional coordination, and suboptimal technological support. To address this, a holistic approach is needed that includes improving training, strengthening cross-sector coordination, and optimizing application infrastructure.

Digital transformation in the civil service sector aims to integrate various civil service functions through digital platforms into one centralized application, allowing local governments to have quick and accurate access to respond to environmental changes and community needs. An integrated digital system can speed up decision-making and improve accountability. This research aims to understand the technical reasons behind the limitations of the E-Mutation application in handling civil servants' periodic salary increase proposal files, one of which is caused by inadequate server capacity. If the server is not capable of handling large data volumes or a high number of users simultaneously, the application may become slow; fail to process document uploads, or even experience downtime, which often happens to web based systems accessed by many users from various locations.

In addition, such limitations may also relate to issues in application programming. For example, an application design that is not optimal in managing large files, lack of automatic compression algorithms, or bugs in the system can hinder the document upload process. This suggests that the app development may not have fully considered user needs, such as support for high resolution files that are usually required in personnel documents.

Another factor is the lack of regular system maintenance. Inadequate system maintenance can lead to an accumulation of technical problems, such as the use of outdated software versions, no updated security features, or no efforts to increase capacity in accordance with the increasing number of users. Lack of monitoring and evaluation of application performance can also leave technical problems

undetected or unaddressed.

The limitations of the E-Mutation application are caused by a combination of technical factors that influence each other, such as inadequate server capacity and the need for application updates to be more responsive to users. To address these issues, strategic efforts such as increased server capacity, application programming updates and regular system maintenance are required. A more detailed study of these technical aspects will help find effective solutions to improve application performance and support more efficient public services. The digitization of staffing is in line with the demands of the digital era, which expects transparency, easy access to information, and responsive services. In addition, the integration of civil service systems with digital technology allows local governments to follow good governance standards that emphasize efficiency, transparency, and public participation.

This research is expected to make a significant contribution in evaluating the implementation of the E-Mutation digital system in local governments, particularly in the context of personnel administration management. Using an evaluative approach, this research will identify in detail the strengths and weaknesses of the system, both from technical and operational aspects. Strengths that may be found include time efficiency, increased transparency, and ease of access for users. Meanwhile, the weaknesses of the system, such as limited server capacity, less intuitive user interface design, or lack of training for users, will be revealed in depth to understand the root causes that affect the effectiveness of the system.

This research is not only descriptive but also offers concrete recommendations for improvement based on empirical findings, such as increasing the capacity of technological infrastructure, developing application features that meet user needs, and conducting more intensive training and technical assistance. This research also presents an evaluation framework that can be applied to other digital systems in local government, making it a reference for a broader digital transformation of public services. With a digitally integrated civil service system, civil service managers can speed up the process of proposing and completing periodic salary increases for civil servants, reduce the use of paper documents, and increase efficiency and transparency. This digital system is expected to increase public trust in public services by providing easy access to monitor service processes, prevent abuse of power such as gratuities, and provide effective and efficient services with minimal resources. In this digitalization era, the public service system must also emphasize fairness, non-discriminatory treatment, and equal access for all service users.

Periodic salary increases for civil servants are regulated by the *Peraturan Pemerintah Nomor 30 Tahun 2015*, which stipulates that periodic salary increases are given every two years by the Central Government and the process is handed over to the Regional Government. Compliance with the law is the main foundation in good governance to ensure the validity and legitimacy of all service processes. The South Kalimantan Provincial Government consists of 41 *SKPDs* spread across Banjarmasin City and Banjarbaru, in accordance with the *Peraturan Gubernur Provinsi Kalimantan Selatan Nomor 012 Tahun 2023*. This scattered

division of *SKPD* locations makes the implementation of services, especially related to periodic salary increases which are the duty of the Regional Personnel Agency, less effective and efficient.

The role of application users, both employees who input data and *admins* who manage the application, is a crucial aspect in evaluating the effectiveness of digital system implementation such as E-Mutation. The technical competence of employees in using the application is one of the determining factors for the success of this system. Employees responsible for inputting data must have a good understanding of how to use the application, including the format of uploaded documents, procedural steps, as well as how to check the status of the submission. However, it was often found that this technical competence varied depending on their level of experience and access to training.

The training provided to employees is also an important issue. If training is not comprehensive enough or is not conducted regularly, many employees may find it difficult to keep up with the application's features or solve technical problems that arise during use. For example, unfamiliarity with file size limits or document formats accepted by the system can lead to repeated data input errors, thus slowing down administrative processes.

In addition, differences in understanding of procedures among users, including between data entry staff and application management *admins*, are often a significant source of errors. *Admins* as application managers should have a strategic role in providing technical guidance, validating data, and resolving problems faced by users. However, in the absence of effective coordination or clear standard procedures, this can lead to miscommunication those results in delays and errors in submissions. Therefore, this study will take an in-depth look at technical competence, training effectiveness, and coordination between users and administrators to identify constraints that affect application performance. The findings are expected to provide concrete input to improve user capabilities and ensure better alignment of procedures, thus supporting the efficiency and accuracy of the personnel administration process.

In 2023, the Regional Civil Service Agency of South Kalimantan Province improved digital-based services to facilitate and accelerate the process of proposing periodic salary increases for civil servants through the e-mutation application. Previously, the proposal was made with physical files, which required high time and cost, and required the staffing manager in each *SKPD* to deliver the files to the Regional Staffing Agency. With the e-mutation application, proposals for periodic salary increases can be made directly at each *SKPD* without the need to deliver physical files, thus speeding up the process and reducing costs. After the process is complete, the salary increase letter that has been electronically signed by the Authorizing Official (*PPK*) will be sent via email listed in the application. E-mutation is an application that simplifies various services related to employee mutations and promotions, including the proposal for periodic salary increases.

After running for one year, an evaluation was conducted to improve the performance of the e-mutation application. One of the problems that often arise is when the uploaded file exceeds the maximum size limit of 1.5MB, causing the

document to be unreadable by the application and the user does not receive a Service Ticket Number. This problem occurs more often when there is a rotation of personnel managers in *SKPD*, which is caused by a lack of understanding of the use of the application by new users. The author realizes that the lack of clear information regarding file size limits in the application is one of the main causes of the upload failure problem, which is still often experienced by new users of the application.

Communication between application users and verifiers that often fails is one of the main causes of delays in processing periodic salary increases. This suggests problems in coordination and information flow management between the parties involved, both at the data entry stage by users and at the verification stage by the administration team. Misunderstandings about the status of applications, lack of transparency in the process, and delays in providing feedback are some indicators of weak communication. In many cases, application users are often unaware of errors or deficiencies in uploaded documents until the verification process have been delayed, resulting in longer time needed to correct and resubmit documents.

These constraints indicate the need for a more integrated system, where digital applications such as E-Mutation can be equipped with automatic notification features for each stage of the process. For example, users can receive immediate notifications when documents are successfully uploaded, when there are gaps in documents, or when the submission status has been verified. In addition, a transparent and easily accessible application status tracking feature can provide users with a clear picture of where their documents stand in the administrative process flow. Such a system can not only reduce the potential for miscommunication but also improve the efficiency and accountability of the process.

As such, the development of better automated notification and tracking functions in the application serves not only as a technical solution but also as a strategic step in improving information management. It can create a smoother communication flow, increase user satisfaction, and support the goal of good governance through more responsive and transparent public services. Further research is needed to design and evaluate these features to ensure that the proposed system can meet the needs of all parties involved.

The problem of uploading files that are too large in the E-Mutation application is one of the significant obstacles in the process of proposing periodic salary increases for civil servants in *BKD* South Kalimantan. This problem occurs when users are asked to upload the required documents, but the file size exceeds the specified limit causing the upload process to often fail. This problem occurs quite often, especially in important documents such as Civil Servant Decree, Last Rank Decree, or other supporting documents which usually have large file sizes due to high-resolution scans.

As a result, service time becomes less efficient. As an illustration, a document upload failure can cause users to have to repeat the process several times, each of which takes 10-15 minutes depending on internet speed and file size. In one day, if 10 users fail to upload, the cumulative time wasted can reach

more than 2 hours. In addition, the number of repetitions of this process not only extended the proposal time but also increased the workload of officers who had to provide re-guidance or technical assistance to users.

Another impact is the disruption of the image of public services. When users feel that the application is not responsive or has technical problems, trust in the effectiveness of the E-Mutation application and *BKD* as a public service institution may decrease. This is contrary to the principles of good governance that prioritize efficiency, transparency, and accountability. Therefore, technical solutions such as optimizing file size limits, using lighter document formats, or integrating automatic compression systems are needed to minimize these constraints and increase user satisfaction.

The use of digital applications such as E-Mutation has become an innovative solution in overcoming personnel administration problems that were previously done manually. Technically, these applications replace time-consuming, labor intensive processes that are often prone to administrative errors, such as the collection and verification of physical documents. In the context of proposing periodic salary increases for civil servants, this application enables a more structured process through electronic document upload, automatic validation, and real-time tracking of submission status. This not only speeds up the workflow, but also improves the accuracy and transparency of the administrative process.

Significant changes can be seen in the efficiency of personnel management and public services. Digital applications are able to reduce document processing time that could previously take days to just a few hours or even minutes. In addition, electronic storage of documents facilitates data access and minimizes the risk of losing physical files. The use of such applications also encourages increased organizational adaptive capacity to technological developments, creates a more modern work culture, and increases responsiveness to community needs.

Furthermore, this transformation contributes to the achievement of good governance principles, such as efficiency, transparency and accountability. The public, in this case civil servants as the main users of the application, can directly monitor the process of their applications, thus increasing trust in public services. Thus, digital applications such as E-Mutation are not only technical tools, but also strategic instruments in supporting bureaucratic reform and realizing better public services.

## **B. LITERATURE REVIEW**

### **Effectiveness**

The success of an organization can be measured based on the achievement of its goals, and effectiveness describes the extent to which the organization achieves its predetermined goals. According to Syam (2020), effectiveness is the level of conformity between the output achieved and the output expected from the amount of input given, both in the context of companies and individuals.

### **Payroll System**

The payroll system serves to attract, retain, and motivate staff, as well as control the cost of paying salaries. This process includes determining pay levels,

monitoring, developing and controlling staff salaries (Armstrong, 1995). In Indonesia, the payroll system for civil servants (*PNS*) is regulated in the *Peraturan Pemerintah Nomor 5 Tahun 2024*, which sets the amount of basic salary based on class and length of service and regulates other components related to payroll. This regulation update aims to improve the welfare of civil servants and adjust to regional economic conditions and the needs of government organizations.

#### **Periodic Salary Increase**

Periodic salary increase is a periodic increase in the salary of Civil Servants based on the length of service of the group determined every 2 years with predetermined requirements. Periodic salary increases are regulated in the *Peraturan Pemerintah Nomor 5 Tahun 2024*. Good Governance Good governance refers to accountable decision-making processes that involve consensus between government, citizens and the private sector. This concept includes principles such as public interest, participation, effective leadership, justice and rule of law, transparency, accountability, efficiency, effectiveness, and responsiveness to community needs. According to the World Bank and OECF in Rahardjo Adisasmita (2011), good governance includes solid and responsible development management, in line with democracy and efficient markets, and the prevention of corruption, both political and administrative, while creating a legal and political framework to support entrepreneurship.

#### **E-Mutation Application.BKD.kalselprov.go.id**

In order to increase effectiveness and efficiency in matters related to Personnel *BKD* South Kalimantan Province built an application system to streamline the processing of Civil Servant (*PNS*) mutation documents that are fast, precise and accurate into an *e-mutation.bkd.kalselprov.go.id* application, which is the *emutation.bkd.kalselprov.go.id* Application in order to realize the implementation of e-government where this system utilizes technology to improve the management of management systems and improve performance in staffing services so that services are easier to do.

### **C. METHOD**

This research emphasizes a qualitative approach, which prioritizes an in-depth understanding of the social context surrounding the phenomenon under study. Qualitative methods are used to reveal patterns, hypotheses and theories underlying complex social situations. This research uses observation as the main technique of data collection, in accordance with the descriptive qualitative approach applied. The focus is on in-depth analysis of the factors that play a role in the phenomenon under study, which requires an emphasis on meaning rather than generalization in data analysis. As such, these research characteristics and techniques are appropriate for exploring dynamic and meaningful issues, which require a comprehensive understanding of the social context.

### **D. RESULTS AND DISCUSSION**

The process of proposing periodic salary increases for Civil Servants (*PNS*) in the South Kalimantan Provincial Government has undergone significant

changes through the implementation of the E-Mutation application, which is in accordance with the *Peraturan Gubernur Provinsi Kalimantan Selatan Nomor 023 Tahun 2022* concerning Guidelines for the Preparation of Standard Operating Procedures for Government Administration within the South Kalimantan Provincial Government. Based on the data obtained, the E-Mutation application has an important role in accelerating and simplifying the administrative process of proposing periodic salary increases for civil servants.

Personnel managers in each Regional Work Unit (*SKPD*) input the personal data of civil servants who will be proposed for periodic salary increases and upload the required documents through the E-Mutation application. After the documents are uploaded, the *admin* in the rank sub-sector verifies to ensure the completeness and suitability of the documents with the applicable requirements. If there are documents that do not meet the requirements, the proposal will be returned with an explanation sent via email to the staffing manager. After all documents are approved, the Decree (*SK*) for Periodic Salary Increase is issued electronically and sent via email to the staffing manager in each *SKPD*.

Based on observations, the use of the E-Mutation application provides convenience in accelerating the administrative process of proposing periodic salary increases. The process that previously took a long time can be done more efficiently, because all stages are carried out digitally without the need for manual processes that take time and resources.

The effectiveness of the E-Mutation application in the process of proposing periodic salary increases for civil servants in the South Kalimantan Provincial Government can be analyzed through several main aspects related to the concept of Good Governance, namely transparency, accountability, efficiency, and participation.

**Transparency:** The use of the E-Mutation application increases transparency in the process of proposing periodic salary increases. Every stage, from data entry, document upload, to verification and issuance of decree, can be clearly monitored by relevant parties. This reduces the possibility of data manipulation or document forgery because all processes are neatly recorded in the system. In addition, communication between staffing managers and *admins* also takes place openly through emails sent when documents need improvement.

**Accountability:** With the E-Mutation application, accountability in the proposal of periodic salary increments is also well maintained. The document verification process carried out by the *admin* and the return of the proposal if there are inappropriate documents, ensures that only valid documents are processed further. This ensures that every decision taken, such as the issuance of a decree, is based on valid documents and has gone through the correct procedures.

**Efficiency:** The E-Mutation application has greatly contributed to improving time efficiency in the administrative process of proposing periodic salary increments. Manual processes that previously took a long time to collect and verify documents can now be done more quickly. The use of an electronic system reduces the need for physical document management that is prone to damage and loss of data. In addition, personnel managers in *SKPD* no longer need to come directly to the *BKD* office, as the entire process can be done online.



Participation: Although the E-Mutation application increases efficiency and transparency, participation from the personnel managers in each *SKPD* is also important. This participation is reflected in the effort to carefully manage personal data and required documents, as well as ensuring that all uploaded information is accurate and complete. Thus, this application is not only dependent on technology, but also on the active role of each individual involved in this process.

It can also be seen from the following dimensions:

#### **Performance Dimension**

This research shows that the E-Mutation application at the Regional Staffing Agency (*BKD*) of South Kalimantan Province has increased efficiency and effectiveness in the process of proposing periodic salary increases for civil servants. Through the use of this application, staffing managers in each *SKPD* can easily upload the required documents and verify the files quickly. Document verification that previously took time can now be completed in a shorter time, around 10-15 minutes. If the files meet the requirements, the process of making a Decree (*SK*) for a Periodic Salary Increase can be done quickly, and after being electronically signed, the letter is sent via email to the *SKPD* staffing manager. Nevertheless, there are still constraints on the capacity of files that can be uploaded, which causes some large documents not to be processed immediately.

In the performance dimension, the E-Mutation application has proven effective in increasing throughput, which is the amount of work that can be completed in a more efficient time. This is in accordance with the PIECES (Performance, Information, Economy, Control, Efficiency, and Service) theory which states that the faster and more timely the public service, the higher the level of service user satisfaction. The process of proposing periodic salary increases can be completed in a shorter time, provided that *SKPD* staffing managers are proactive in monitoring and following up on the status of proposals in the application. However, challenges still exist in the limited capacity of files that can be uploaded, which can hinder the smooth process of uploading documents. This constraint needs to be considered to improve the application's performance in supporting better administrative processes.

#### **Information Dimension**

The research shows that the E-Mutation application in the South Kalimantan Provincial Government successfully provides fast and accurate information in the process of proposing periodic salary increases. Application users can easily monitor the status of their proposal by checking periodically. If the file meets the requirements, information about the Periodic Salary Increase Notification Letter that has been electronically signed is immediately sent via email to the relevant *SKPD* staffing manager. However, there are obstacles related to errors in filling in personal data caused by the rotation of staffing managers who are less familiar with the application, which can hinder the smoothness of the process.

In the information dimension, the E-Mutation application has met the criteria of a good system, namely providing fast, accurate, and relevant information, in accordance with PIECES theory. Notifications regarding the status of proposals that have met the requirements are delivered via email, while the

application manager also uses WhatsApp to inform problems related to inappropriate files (BTS). However, challenges arise when new staffing managers are not skilled enough to use the application, which can slow down the proposal process. Therefore, good cooperation between the staffing manager and the application manager is necessary to ensure information is delivered in a timely manner and to minimize errors.

### **Economic Dimension**

Based on the research conducted, the economic dimension of using the E-Mutation application in the South Kalimantan Provincial Government has fulfilled Wukil Ragil's PIECES theory, with results showing savings in time and operational costs. The use of this application allows staffing managers in each SKPD to carry out the process of proposing periodic salary increases more flexibly without the need for face-to-face or direct attendance at the Regional Staffing Agency, which in turn increases efficiency and productivity. In addition, operational costs previously required for physical document delivery and travel can be minimized, especially for SKPDs located outside Banjarmasin city. The application also facilitates communication between staffing managers and e-mutation *admins* through the WhatsApp feature, ensuring that any obstacles or unknowns in using the application can be addressed immediately. Overall, the E-Mutation application supports the improvement of the quality of digital based public services, which contributes to the achievement of good governance principles within the South Kalimantan Provincial Government.

### **Control Dimension**

Based on the research conducted, the control dimension in the e-mutation application has fulfilled most aspects of the PIECES theory according to Wukil Ragil (2010). The Regional Civil Service Agency as the application developer regularly evaluates and improves the use of the system. However, there are still some obstacles from the side of application users, such as the problem of failed file uploads that occur due to file sizes that exceed the maximum allowed capacity, which is 1.5MB. In addition, after two years of use, another problem arose where the application could not process new proposals if the proposed personal data was still stored in the application history. This caused the proposer to have to contact the *admin* to delete the old data before submitting a new proposal, which could potentially hinder the process. Nevertheless, the data security system in the e-mutation application has been well maintained, where South Kalimantan BKD has implemented various measures to prevent hacking, such as securing the server, installing CCTV in the server room, and using firewalls to strengthen protection against cyber threats. Evaluation and updating of this system is important to improve the effectiveness of the application in carrying out the control function.

### **Efficiency Dimension**

Based on the results of interviews and observations, can be concluded that the efficiency dimension in the e-mutation application has fulfilled the PIECES theory according to Wukil Ragil (2010). Digitizing the process of proposing periodic salary increases has succeeded in reducing the use of paper and speeding up the administrative process for staffing managers in each SKPD. Application

users find it easy to submit proposals without having to come directly to the Regional Personnel Agency, and after the process is complete, the electronically signed periodic salary increase letter is immediately sent via email. Nevertheless, there are still obstacles for new users, especially when there is employee rotation in the staffing section. Facilities and infrastructure at the Regional Staffing Agency of South Kalimantan Province are quite supportive, such as computers, printers, scanners, and internet networks. However, to further improve efficiency, there needs to be development of automation in filling in personal data by connecting the e-mutation application with the employee information system, so that data on rank, position, and agency can be filled in automatically by simply entering the NIP.

### **Service Dimension**

Based on the results of observations and interviews, the application of the e-mutation application in the South Kalimantan Provincial Government has been quite effective in providing services, in accordance with the PIECES theory by Wukil Ragil (2010). However, although this application has been running for two years, there are still some problems, such as failure to upload documents that are often an obstacle. In November, there were 7 proposal files that had not been completed out of 15 files received. The dominant factor causing the delay is the lack of pro-activity of the staffing manager in each *SKPD* in checking the proposal process in the application, so that files that do not match (BTS) are not immediately completed. One example is in the Manpower and Transmigration Agency, where employee rotation has led to new staffing managers who are not familiar with the e-mutation application. These constraints are an evaluation for the South Kalimantan Provincial Civil Service Agency, which continues to strive to develop this application to improve service quality.

Results and discussion contain the results of research findings and their discussion. Write down the findings obtained from the results of the research that has been carried out and must be supported by adequate data. Research results and findings must be able to answer research questions or hypotheses in the introduction.

## **E. CLOSING**

### **Conclusion**

Based on the results of research on the application of the E-Mutation application in the process of proposing periodic salary increases for Civil Servants (*PNS*) in the South Kalimantan Provincial Government, it can be concluded that this application has made significant changes in improving the efficiency and effectiveness of administrative processes. The use of the E-Mutation application supports Good Governance principles such as transparency, accountability, efficiency, and participation, which overall contribute to improving the quality of digital-based public services.

In terms of performance, the E-Mutation application is proven to increase the speed of document processing and issuance of Periodic Salary Increase Decree. In the information dimension, the application succeeded in providing fast, accurate, and transparent information on the status of proposals. Economy shows

savings in time and operational costs thanks to a digital system that reduces reliance on manual processes and physical documents. Controls show a good security system, although there are still some technical constraints regarding the file capacity of and the management of personal data. Efficiency is achieved with reduced paper use and accelerated administrative processes, although challenges such as staff rotation and data entry errors remain. In terms of service, the application has improved the quality of service, but there are still obstacles in uploading documents that need to be addressed.

### **Recomendation**

1. Increase System Capacity: Given the constraints on the capacity of files that can be uploaded, it is recommended to make improvements to the application to handle larger files and ensure a smooth document upload process.
2. Continuous Training: Given the challenges posed by employee rotation, it is recommended to provide ongoing training for staffing managers in each SKPD, especially for new employees, in order to operate the application smoothly and avoid errors in data entry.
3. Integration with Employee Information System: To further improve efficiency, the E-Mutation application needs to be integrated with the existing employee information system at the Regional Civil Service Agency, so that data filling such as rank, position, and agency can be filled automatically by entering the Employee Identification Number (*NIP*).
4. Periodic Evaluation and Improvement: The Regional Civil Service Agency of South Kalimantan Province needs to continue to conduct periodic evaluations and improvements to the E-Mutation application to identify and overcome technical obstacles that arise, as well as update the system in accordance with technological developments.
5. Strengthening the Verification Process: Given the importance of accurate document verification, it is recommended to strengthen the notification and monitoring system regarding non-conforming documents for immediate follow-up, in order to reduce delays and improve processing speed.

With the implementation of these suggestions, it is hoped that the E-Mutation application can be maximized in improving the quality of administration and public services in the South Kalimantan Provincial Government.

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