

Challenges of State Civil Apparatus Human Resources in Adapting to Digital-Based Services in West Nusa Tenggara

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Abstract

State Civil Apparatus, which is commonly abbreviated as ASN, is contained in Law Number 5 of 2014 concerning the State Civil Apparatus. The role of the state civil apparatus here is very important in providing services, especially since they must be able to adapt to the presence of digital-based services. ASN must be able to adapt to the times from manual services to digital services. This study aims to determine the challenges of ASN human resources in adapting to the presence of digital-based services in NTB. The method used is qualitative descriptive, the data used is secondary data and data collection techniques in this study through existing documents and literature. The data analysis technique in this study uses the SWOT analysis technique, which is with four steps, namely strength identification, weakness analysis, opportunity identification, and threat analysis. The problem faced by ASN is the challenge of adapting state civil servants to digital services which requires ASN to switch and adapt to technological developments where the transition from manual services to digital services is needed, even though these adjustments require process and time. It turns out that in the transition from manual to digital, most employees have understood the digital-based service process, so that in the process of transitioning to digital, civil servants have understood digital.

Keywords: *Challenge; Service; Digital.*

Introduction

Indonesia has entered the 4.0 era where all changes are associated with digitalization according to Airlangga in Kominfo (2019), the industrial revolution 4.0 is a transformation effort towards improvement by integrating the online world and production lines into the industry, where every production process takes place with the internet as the main means. The era of industrial technology 4.0 has had a significant positive impact in many aspects (Iptidaiyah & Mulyawan, 2022). One of them is the development of communication technology that has a great influence on social change .

Efforts To improve the quality of human resource management (HR apparatus) in Indonesia, the Government of the Republic of Indonesia continues to carry out bureaucratic transformation. The provisions of Law (UU) Number 5 of 2014 concerning the State Civil Apparatus (ASN) are the government's commitment to improving the quality of human resource management management of the apparatus through the transformation of the management structure of human resource management in Indonesia. Apply the principle of reward in the implementation of the management of the state civil apparatus. In today's digital era, civil servants must be able to take on more roles and have their own areas of expertise in order to be able to carry out their duties and responsibilities well.

With good human resource management in a company or organization, it can achieve its goal of improving its performance. HR will work optimally if organizations can support their career advancement by understanding their competencies (Anggraini, 2022). Therefore, human resources must be maintained and developed, as well as the need to improve the quality of human resources in the organization in order to make an optimal contribution.

The local government in fulfilling basic services to the community really expects skilled human resources in the human resources section of the apparatus. State Civil Apparatus, which is commonly abbreviated as ASN, is contained in Law Number 5 of 2014 concerning State Civil Apparatus article 1 paragraph 1 explains that State Civil Apparatus is a profession for Civil Servants and Government Employees with Employment Agreements who work for the government (Helwig et al., 2018). The process of structuring human resources for the apparatus is also inseparable from the development of the concept of Human Resource management. Bureaucratic reform aims to provide satisfaction in public services that is highly dependent on the role of ASN as the main actor (Yohanes et al., 2023).

The role of the state civil apparatus here is very important in providing services, especially since they must be able to adapt to the presence of digital-based services, civil servants must be able to adapt to the times from manual services to digital services. So that in realizing good governance, the human resources of the State Civil Apparatus (ASN) must always be based on the use of technology when carrying out government services, simplifying various policies and also in the process of bureaucratic reform (Purnama et al., 2023).

The government always strives for a clean bureaucracy supported by an efficient and effective governance process and quality human resources (HR) apparatus, the big challenge

faced by the bureaucracy is how they are able to carry out activities efficiently and effectively, especially in the use of the platform

The correct use of digital platforms can improve the public service process, of course, accompanied by good supervision through management audits, the better the level of supervision will be directly proportional to the improvement of public service processes in government agencies (Fauzan, 2021). In addition to supervising, it is also necessary to conduct training for civil servants in adapting to the presence of digital-based services so that the services provided to the community run well. With the use of good information technology, the goal is to improve information services to the public Information technology is currently a demand that must be made by public relations to improve public services (Pribadi et al., 2023).

The problem faced by ASN is the challenge of adapting state civil servants to digital services, currently requiring ASN to train and adapt where the transition from manual services to digital services is needed, although this adjustment requires process and time, the first challenge faced by ASN in utilizing digital technology is the ability to adapt to digital technology, understanding and mastering digital technology is not easy and takes time. Therefore, ASN must continue to learn and adapt to new technology. Second, data security, with more and more data being managed digitally, the challenges in maintaining data security and privacy are getting bigger. Third, challenges related to legal and regulatory aspects. Current regulations have not been fully adapted or do not support the application of digital technology in the public sector, the use of copyrighted data must be clearly regulated in the use of public services.

The role of ASN in the digital era must be able to adapt to existing challenges (Public Relations Office) The purpose of this research is to find out the challenges faced by ASN in adapting to the presence of digital-based services in NTB province (Kurniawan & Suswanta, 2022). This era of digitalization must be used as best as possible to improve the quality of public services, especially in the current era of digitalization, the entire service process is no longer carried out manually, but must utilize information technology facilities as part of the realization of openness and Smart City (Smart City) of all State Civil Apparatus (ASN) must improve its ability to see the readiness of ASN to fulfill its obligations to carry out its main duties and functions through digital, Therefore, the responsibility of ASN is heavy and this

is the challenge to realize the province of NTB that is digitally literate and ASN Proficient digital, the work carried out is attached to digital practices in various agencies in the province of NTB, from this situation is of course anticipated with digital safety so that there is no data leakage in the province of NTB. However, in carrying out digital-based services, quality ASN human resources are needed for the sustainability of effective and efficient services.

Some previous researchers as comparative materials in obtaining the results that we used as a discussion include: Fanila Kasmita Kusuma with the title readiness and challenges of the state civil apparatus in facing technological developments to accelerate development in the era of the digital revolution of society 5.0. In his research, it gave results that the challenges faced by ASN in facing technological developments are in the form of the entry of modernization from the western world to the eastern world, the dominance of bureaucratic pathologies, a culture of corruption, and the unpreparedness of the apparatus in the use of technology and information in the orientation of public services to the community. Therefore, it is necessary to plan and develop the human resources of the state civil apparatus by the Ministry of PANRB in strengthening the bureaucracy in the era of society 5.0 which must be done appropriately by responding to various obstacles that occur as well as all forms of environmental changes and developments of the times. So that all countries compete with each other to catch up (Gunarta, 2020).

The next research was carried out by Satria Ariadinata with the title Performance of the Apparatus of the Personnel Agency and Human Resources Development of Mataram City, West Nusa Tenggara Province with the results of the performance provided by the Personnel and Human Resources Development Agency of Mataram City so far have been quite good, but it needs to be maximized, this is all inseparable from the efforts made by the Head of the Mataram City Personnel and Human Resources Development Agency which always to continue to maximize the performance produced by its employees at the Mataram City Personnel and Human Resources Development Agency.

Scholars rarely conduct research on the challenges of State Civil Apparatus Human Resources as in research, therefore this study seeks to fill the knowledge gap that focuses on analyzing the challenges of State Civil Apparatus (ASN) human resources in adapting to the presence of digital-based services in NTB.

Methods

This research is a research that uses a descriptive qualitative method. The type of qualitative descriptive research according to Bogdan and Taylor in Moleong (2010:04) states that descriptive qualitative research is "a research procedure that produces descriptive data in the form of written or spoken words from people and observable behaviors". Meanwhile, according to Sudjana (2001: 64), descriptive research is defined as "Research that seeks to describe a symptom, event, and event that occurs in the present moment".

The data used in this study is secondary data. The data collection technique in this study through existing documents and literature, the analysis technique in this study uses SWOT analysis, which is with four steps, namely: strength identification, by identifying the strength or influence of digital-based services with the readiness of the state civil apparatus in developing and managing digital media as a form of service to the community. Weakness analysis, by surveying which community service institutions are ready and indeed need digital media as their main service medium and knowing their weak points. Opportunity Identification is to examine how much profit a community service agency implements a digital system in its services and opportunities for progress. Threat analysis is to find out the weak points of digital servers that are prone to data leakage if not protected with a good security system.

Findings and Discussion

Public service is an activity or series of activities in order to meet the needs of services to the community that are included in the framework of the State of Indonesia (Anggraini, 2022). The government as well as the local government as a State apparatus must be able to provide good and quality public services to the community. The state civil servants have an important role in providing quality services, especially with the presence of digital-based government system innovations, quality human resources are indeed needed in the digital era like today. The Government of the Republic of Indonesia is currently focusing on developing Human Resources (HR) who have integrity to fill the era of the industrial revolution 4.0.

Seeing the increasing data of public internet users, of course, government programs are needed to answer the digitalization transformation in the current era, namely the presence

of the Electronic-Based Government System (SPBE) is a government implementation that utilizes information and communication technology to provide services to users or the community, the Electronic-Based Government System (SPBE) is a strategy to facilitate government services to the community. Various applications are developed by the NTB Communication and Information Service in order to help realize the vision of NTB Gemilang with a clean and serving mission. The NTB Communication and Information Service itself has given birth to various application programs including, the "Lestari" application at the NTB Provincial Environment and Forestry Service, SIP Posyandu at the village community empowerment office, Siaga Village at the regional disaster management office, Serta, NTB Care and NTB Satu Data which are at the forefront of public services. In this Digitalization program, the State Civil Apparatus (ASN) of West Nusa Tenggara Province (NTB) is required to be able to adapt to the presence of technology because many government service innovations use digital services in order to be able to carry out efficient services in the province of NTB.

Digital transformation in the current era is an opportunity to take concrete steps in government policies, so that it has an impact on society at large. This paradigm is a series of opportunities to present the state in the midst of the people by optimizing ASN, so that they are able to compete and adapt to change. The challenges of ASN in NTB in adjusting to the adoption of digital-based services are First, the older generation of ASN has not been able to adapt to digital technology or digital-based services as we know that Indonesian ASN consists of several generations, namely the generation born in the 1950s to the 2000s which each has a great influence. The older generation has high knowledge and experience about work but is very weak in change. Digitalization In contrast to the younger generation of civil servants (millennials) it is easier to adapt to all the demands of changing times.

Behind the many digital service innovations, but in its implementation, according to the Ombudsman of the Republic of Indonesia, the NTB Representative observed the government's compliance with Law No. 25 of 2009 concerning Public Services. From these observations, many local governments in NTB are still minimal in innovating and improving governance, in the form of public service management based on Information Technology (IT) or information technology. The bureaucracy in NTB has not come out of the comfort zone of the manual way. One of the impacts is maladministration in the form of seaside services.

Maladministration is unlawful and ethical behavior in the process of administering public services. Maladministration there are various types such as procedural irregularities, abuse of authority, including negligence or neglect of legal obligations, discriminatory actions, requests for rewards, and others.

Looking at the implementation of public services at the population and civil registration office in one of the districts in the province of West Nusa Tenggara, namely West Lombok Regency, the busiest public service in fulfilling public services, namely at the Population and Civil Registration Office, almost every day this service is never empty from the queue of people who manage documents related to population, including in West Lombok Regency. In West Lombok Regency itself, the service and implementation of the population and civil registration sector is one of the efforts to prosper the community, so as to improve the quality of public services in the field of population and civil registration (Rifaed et al., 2022).

Table 1. Types of Services

Yes	Types of services	Year	
		2020	2021
1.	Creation of KK	46.568	70.893
2.	Creation of e-KTP	65.996	65.983
3.	Recording of e-KTP	0	0
4.	Birth certificate	14.884	18.398

Source : West Lombok Dukcapil, 2021

From the data in the table above, it is explained that during 2020 to 2021 the Population and Civil Registration Office of West Lombok Regency has carried out population and civil registration administration services. Based on the type of service, the average person still makes a population letter using a manual method or comes directly to the population and civil registration office. From this data, access to digital service programs is still unknown to the public and has not been used, this is a challenge for civil servants to continue to adapt to the presence of technology in order to increase the effectiveness and efficiency of public services and also continue to conduct socialization to educate the public about the digital-based population certificate making program.

One of the important aspects of the West Lombok Regency Dukcapil Office to meet the quality of quality public services is to provide competent human resources so that in the process of service apparatus or service officers are careful in serving the community who come to get services. The role of servants is very urgent because they are the spearhead of public services, so government institutions must really pay attention and place competent resources and be able to carry themselves as public servants, so that public services that meet the expectations of the community are realized. ASN who are in charge of the presence of the government's digitalization service program is also important and must provide training on digital services to the civil servants of the state of West Lombok and all civil servants in the province of NTB whose work is related to technology and information.

Implementation *government public relations (GPR)* It is a priority program to ensure that the public knows what the government is doing to participate in the use of information and communication technology in providing public services in accordance with Presidential Instruction Number 9 of 2015 concerning the Processing of Public Communication (Trisnani, 2018). The law has regulated how a community service institution is able to provide digital services to the community along with the advancement of information and communication technology in the current modern era. With the implementation of the digital service system, the community is expected to be able to be smarter and smarter in managing digital information. The role of service officers is very important because they are the spearhead in public services, so government institutions must be able to pay attention and place competent resources and be able to carry themselves as public servants, so that public services that meet the expectations of the community are realized.

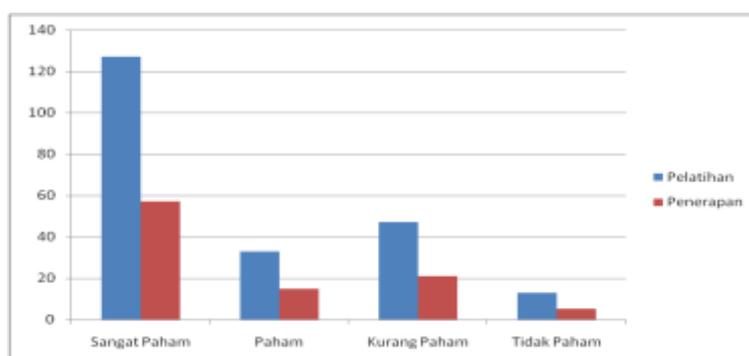


Figure 1. Data on ASN NTB Understanding of Digital-Based Service Training

Source: (Trisnani, 2018)

Based on the graph above, it can be seen the level of understanding of ASN NTB when receiving digital-based service training online, as many as 57% stated that they understood the training provided by the government, 15% who stated that they did not participate in training activities, who stated that they understood the training very well and those who stated that they did not understand the training as much as 5%. The total is 100%. From this data, it can be seen that most of the ASN in NTB already understand how to use digital-based services, and a small number do not understand digital-based services, which is then expected to increase the number of ASN in NTB who understand this digital service can increase as time goes by and the awareness of ASN about the importance of digital-based services in today's era. The ability of civil servants needs to be improved, both in terms of accessing and communicating digital-based services.

Conclusion

Public services in Indonesia are very important to meet the needs of the community. The government and local governments have a very important role in providing good and quality public services. In today's digital era, qualified human resources are needed to adapt to digital-based government system innovations. The Government of Indonesia focuses on developing Human Resources (HR) with integrity to fill the era of the industrial revolution 4.0. The presence of the Electronic-Based Government System (SPBE) is one of the strategies to facilitate government services to the community. Various applications have been developed by the NTB Communication and Information Service to help realize the vision of NTB Gemilang with a clean and serving mission. Digital transformation provides opportunities for government policies to have a significant impact on society. However, there are challenges for the State Civil Apparatus (ASN) in West Nusa Tenggara Province (NTB) to adapt to the adoption of digital-based services, especially for the older generation of ASN. The younger generation (millennials) are more adaptable to the demands of changing times. The Ombudsman of the Republic of Indonesia observes that many local governments in NTB are still minimal in innovating and improving information technology (IT)-based governance, this causes maladministration in the form of protracted services. In West Lombok Regency, the Population and Civil Registration Office is one of the busiest services, and efforts to improve the quality of public services in this field continue to be carried out.

The Population and Civil Registration Office of West Lombok Regency has carried out population administration and civil registration services, but access to digital service programs is still unknown to the public. Competent human resources are very important to get quality public services, and civil servants must be trained on digital services. Government public relations (GPR) is a priority program to ensure that the public knows the use of information technology and Communication by the government. The implementation of a digital service system is important for public service institutions to keep up with the advancement of information and communication technology. The majority of civil servants in NTB already understand the procedures for digital-based services, but there are still a small number who do not understand the capabilities of civil servants need to be improved in terms of accessing and communicating digital-based services.

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