

Analysis of The Low Government Human Resource Governance on The Efficiency and Accountability of Public Services in Jambi City

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Abstract

This study aims to analyze the poor governance of government human resources (HR) towards the efficiency and accountability of public services in Jambi City. The main problems identified are the unpreparedness of state civil servants (ASN) in adapting information technology and the weak work culture that is responsive to community needs. This study uses a descriptive qualitative approach, with data collection conducted through observation, in-depth interviews, and documentation. The study was conducted for three weeks, starting on April 2, 2025, involving two main informants: a civil servant from the Population and Civil Registration Office and a citizen who uses e-KTP services. The results show that the implementation of digital services such as the SIKESAL (Online Public Complaint Information System) application is still not optimal due to low digital literacy of ASN and minimal socialization to the community. In addition, e-KTP services are hampered by limited devices and data communication networks (Jarkomda), which causes the service process to be slow and inefficient. The impact is increased queues, delays in document issuance, and decreased public satisfaction and trust in public services. Based on indicators of productivity, service quality, responsiveness, responsibility, and accountability, it was found that the main weaknesses lie in the lack of technical competence of civil servants, unclear follow-up on complaints, and poor oversight of officer performance. These findings indicate that public service reform requires not only the provision of technology but also comprehensive and sustainable human resource capacity building. Therefore, a competency improvement strategy, an adaptive training system, and a consistent performance evaluation mechanism are needed to realize efficient, responsive, and accountable public services in Jambi City.

Keywords: Human resource governance, public service efficiency, accountability, ASN, Jambi City.

Introduction

Human resource (HR) governance is a crucial element in effective and efficient governance. The quality of public services is highly dependent on it. oncompetence, integrity, and professionalism of state civil servants (ASN) who carry out bureaucratic

functions (Novitasari et al., 2025). In the era of bureaucratic reform, sound human resource management is a key prerequisite for achieving responsive and accountable public services. However, in Jambi City, various issues remain that indicate the low quality of human resource governance. This impacts the efficiency and accountability of public services, as well as lowering public satisfaction with government services (Alfarizi et al., 2025).

One indicator of this problem is the low quality of public services perceived by the public. Research by Hendriyaldi & Musnaini (2021) shows that services at the Jambi City Population and Civil Registration Office still face obstacles in terms of productivity, service quality, responsiveness, responsibility, and accountability. This reflects inefficiencies in human resource management that impact public service performance. In the implementation of public services in Jambi City, particularly through the SIKESAL (Online Public Complaints Information System) platform and e-KTP services, various real problems were found that reflect weaknesses in government human resource governance. These problems arise in various aspects of service that directly impact agency productivity, the quality of service perceived by the public, and the level of public trust in the accountability of state civil servants (ASN).

An interview with the Head of the Service explained that the SIKESAL application was originally designed to increase public participation in submitting complaints, such as those related to damaged roads, flooding, and fire incidents. As of March 2022, 638 complaints had been recorded through the application. However, behind this figure are serious challenges, particularly in terms of productivity and effectiveness of report handling. Many reports have not been promptly followed up due to limited human resource capacity and an inefficiently integrated work system. This indicates that despite the availability of technological tools, civil servant productivity does not fully support the system.

The most glaring problem is seen in the e-KTP (electronic ID card) issuance service, as reported by Ms. Lina, a resident, and supported by information from civil servants at the Jambi City Population and Civil Registration Office. There has been a decline in the quality of public services, primarily due to the disruption of the data communication network (Jarkomda) previously used for mobile services. Now, services rely solely on eight wireless devices spread throughout the city, with each device capable of processing only five KTPs per day, with a service time of over one hour per document. This indicates low service efficiency

due to limited facilities and suboptimal management of time and manpower. In terms of responsiveness, both the SIKESAL application and the e-KTP service still face significant obstacles in responding to residents' needs quickly and accurately. Response to public reports through SIKESAL has been uneven, largely due to a lack of training for officers in handling digital reports promptly. In the e-KTP service, limited personnel and service equipment have led to long queues, which exacerbates residents' complaints. Mrs. Lina complained that the slow and complicated process of making an ID card made it very difficult for residents, especially for those who needed the document to access other public services.

The responsibility of civil servants (ASN) to provide fair and equal services to the public has also been questioned. Complaints from citizens like Ms. Lina's demonstrate the perception that public services are not being implemented optimally and equitably. Ms. Lina hopes that civil servants will treat ordinary citizens with greater care and respect for their needs, especially in urgent situations (Sylviana et al., 2024). This demonstrates the importance of instilling empathy and professionalism in the attitudes of state officials. Ultimately, this problem leads to low accountability in public services in Jambi City. Although reports through SIKESAL are recorded, not all reports are followed up or their resolutions reported to the public. Similarly, in the e-KTP service, there is no transparent reporting system regarding the progress or evaluation of services to the public. This has led to public distrust in government agencies that are supposed to serve the public.

Given these conditions, the real problems in Jambi City lie not only in infrastructure or service technology, but primarily in the quality and capacity of government human resource governance. Comprehensive improvement measures are needed, including civil servant training, restructuring the service system, and increasing transparency and performance evaluation so that public services can run more efficiently, responsively, and accountably. Furthermore, the implementation of e-government in Jambi City still faces challenges. Although various public service applications have been developed, such as the Online Public Complaints Information System (Sikesal), their utilization is not yet optimal. This is due to a lack of training and understanding of information technology among officials, as well as minimal outreach to the public. The bureaucratic reforms that have been initiated have also not shown significant results. According to research by (Senjaya & Karim, 2021) The implementation of bureaucratic reform in Jambi Province still faces obstacles in eight areas of

change, including human resource management and strengthening accountability. This situation reinforces the suspicion that poor human resource governance is a major factor in the decline in efficiency and accountability of public services.

Limited infrastructure and supporting resources also exacerbate challenges, such as the lack of comfortable public service facilities and a shortage of human resources commensurate with the workload. This hampers the government's ability to meet increasingly complex public demands. The lack of transparency and accountability in the implementation of public services is also a concern. Service procedures remain unclear to the public, with limited information regarding the flow, costs, and service times. This is exacerbated by the low level of accountability of officials in responding to public complaints and needs quickly and appropriately. Poor internal communication between work units within the government environment leads to weak coordination, which ultimately hinders service delivery.

Bureaucratic reform is suboptimal. Despite efforts to reform the bureaucracy, its implementation remains suboptimal. Many work units have not yet completed their standard operating procedures (SOPs), contributing to public dissatisfaction with public services. While Public Service Malls (MPPs) have been established to improve service efficiency, many agencies are still not yet operational. As a result, the public often has to return to their old institutions to resolve their issues, prolonging service times. Due to a lack of monitoring and evaluation, the Supreme Audit Agency (BPK) found that the MPP institutions in Jambi City are poorly planned and lack regulations related to managing public complaints.

Amidst bureaucratic reform and the digitalization of public services, the Jambi City Government is facing the reality that public services are still far from optimal. One form of digital-based service, such as the Online Public Complaints Information System (SIKESAL), which aims to expedite complaint handling, has not fully met public needs. Many reports received through this application are not followed up in a timely manner, indicating a weak response from government officials. This situation reflects obstacles in human resource governance, particularly in terms of digital competency and the management of public complaint follow-up (Fajriyani et al., 2023).

Similar problems are also evident in population administration services, particularly e-KTP (electronic ID card) issuance. Unresolved data communication network (Jarkomda) disruptions and limited service equipment mean that citizens must queue for hours just to

process basic documents. Civil servant productivity in handling service requests is also very low, with one device only able to serve about five citizens per day. Furthermore, citizens experiencing delays in service delivery are beginning to lose confidence in the government's capacity to provide quality and fair services. This situation is exacerbated by a lack of empathetic communication between officers and citizens. Some citizens expressed the impression that service personnel appear indifferent to the community's pressing needs. Effective public service requires human resources who are not only technically competent but also possess interpersonal skills and a strong sense of ethical responsibility. Civil servant resistance to change, along with conventional work habits, reinforce the impression of slow adaptation to technology and the demands of modern services (Laoli et al., 2024).

The weak monitoring and evaluation system for civil servants' performance in using public service technology is also a significant concern. The absence of a mechanism to ensure follow-up on complaints, along with minimal feedback to the public, indicates that service accountability is not functioning as it should. This situation creates a gap between public expectations and the reality on the ground, while also tarnishing the image of local governments (Homepage, 2025). Considering these realities, the main problem in public services in Jambi City lies not solely in technology or infrastructure, but rather in the quality of government human resource management, which has not been able to effectively and accountably address the challenges of modern service delivery. Therefore, analyzing the role of human resources in driving service efficiency and accountability is crucial for formulating sustainable improvement strategies (Hadi Putra, 2025).

These issues reflect significant challenges in improving the efficiency and accountability of public services in Jambi City, which require immediate address to meet public expectations. Based on these issues, an in-depth analysis is needed to determine how poor human resource governance within the Jambi City Government directly impacts the efficiency and accountability of public services. This study aims to identify the root causes and provide strategic recommendations to encourage sustainable improvements in the human resource management system and public services.

Methods

This study uses a descriptive qualitative approach aimed at gaining an in-depth understanding of the poor governance of government human resources (HR) and its impact on the efficiency and accountability of public services in Jambi City. The qualitative approach was chosen because it allows researchers to explore the meanings, perceptions, and experiences of bureaucratic actors and the public as service users directly through social interactions and field observations (Creswell, 2019). This research was conducted for 3 weeks, namely from April 2 to April 23, 2025. During this period, researchers collected data through direct observation and interviews with key informants.

The number of informants in this study was two people, consisting of one civil servant (ASN) from the Population and Civil Registration Service of Jambi City, and one community service user who had experienced problems in the e-KTP application process. The selection of informants was carried out purposively, taking into account their direct involvement in the public service process as well as being parties affected by the quality of service. The research location was also determined purposively, namely in several Jambi City regional government agencies that play a direct role in the provision of public services, such as the Population and Civil Registration Service, the Investment and One-Stop Integrated Service Service, and the Social Service.

This location is considered representative in describing the dynamics of human resource governance in the context of public services. Research informants were determined through purposive sampling, taking into account certain criteria, including civil servants involved in public services, work unit leaders with authority in human resource management, and members of the public who have used services from related agencies. The number of informants is flexible and determined based on the saturation principle, where data collection is stopped when the information obtained is deemed sufficient and no longer provides significant new findings.

Data collection was conducted through three main techniques: observation, interviews, and documentation. Observations were conducted directly in the public service agency's work environment to observe employee behavior, interaction patterns, and work situations related to HR management and service delivery. In-depth interviews were conducted using semi-structured guidelines, allowing researchers to explore broader and more contextual information from key informants. Furthermore, documentation was used to supplement the

data obtained through observation and interviews, by reviewing various documents such as organizational structures,

Findings and Discussion

Public Service Efficiency and Human Resource Challenges in Jambi City

Efficient public services are a key indicator in assessing government performance. In Jambi City, efforts to improve service efficiency have been made through the development of digital systems, such as the Public Complaints Information System (Sikesal) application. However, the implementation of this technology still faces various challenges, particularly those related to human resources (HR). One resident, Mrs. Desi, said, "I am dissatisfied with the slow service and the unresponsiveness to public complaints." She explained that the process of obtaining her ID card took a long time, and attempts to file a complaint through the Sikesal application were unsuccessful.

Ms. Desi's complaint highlights a fundamental problem related to the unresponsiveness of the service system to public needs. She stated that complaints submitted through the application did not receive a prompt response, and there was no feedback in the form of notifications or confirmation. As a result, Ms. Desi was forced to return to the Population and Civil Registration Office (Dukcapil) and undergo the service process manually. Ms. Desi's situation illustrates the weakness of the complaint management system, which should be an effective channel for citizens to voice service issues. The delay in response from officers indicates a gap in technology management competency, particularly in terms of regularly monitoring incoming reports. The low skills of officers in using digital systems like Sikesal indicate a lack of training and mentoring from government agencies. In this regard, human resource management is a critical factor influencing the effectiveness of these applications. Without increased human resource capacity, technological innovation will not have a significant impact on public services. Research by Abdullah (2025) emphasized that structured training successfully improved employee competency, accelerated licensing, and reduced resistance to technology. A target- and indicator-based performance evaluation system increased productivity and service quality. Inter-unit coordination also improved thanks to digital technology, which accelerated workflow and communication.

Public Service Accountability and the Role of Human Resources

Accountability in public services reflects the government's responsibility to provide transparent and accountable services. However, in Jambi City, this accountability remains problematic, particularly in handling public complaints. According to Mr. Rian, a civil servant interviewed for this study, "The Jambi City Government has developed an online public complaints information system (Sikesal), but its use has not been optimal," he explained. He believes that the weak accountability of officers in handling complaints is one of the main causes.

According to Mr. Rian, "Processing correspondence, including ID cards, still takes a long time, and not all public complaints are handled properly." This indicates that the existing system is not functioning as it should. Civil servants' unpreparedness in operating digital systems is one of the causes of low service efficiency. He also added that "the lack of public outreach on how to use the application is a separate obstacle." Many residents are unaware of the application's functions and operation, resulting in the system not being utilized to its full potential.

The lack of structured outreach and training for both the public and officers has led to the failure of implementing digital innovation at the basic service level. Applications that should be solutions instead exacerbate public confusion and dissatisfaction. Low technological competency among civil servants also demonstrates weak management of training and human resource development. Uneven training and the lack of regular evaluation of officer capabilities are major obstacles to improving service quality. Research by Sang(2024)emphasizes that optimizing human resource management and technology is crucial for improving the efficiency of public services. In this context, public service accountability in Jambi City is under scrutiny. When public complaints are not handled quickly and transparently, the principle of accountability becomes difficult to achieve. According to Monoarfa (2015), the effectiveness and efficiency of public services depend heavily on the responsiveness and accountability of service providers.

As experienced by Ms. Desi, the lack of feedback on complaints indicates that the reporting system lacks a complete service cycle. The lack of notification or follow-up information leaves the public feeling neglected. This, in turn, impacts public perception of government performance. When complaints go unanswered, public trust in service

institutions declines, potentially reducing public participation in the reporting system going forward. Meanwhile, from an efficiency perspective, suboptimal use of digital systems leads to overlapping tasks. Residents are still required to visit service offices in person even though digital channels are available.

This phenomenon demonstrates a waste of time, energy, and resources. Digital systems are not being utilized as intended because human resources are not yet ready. Yet, one of the primary goals of using technology is to accelerate and simplify service processes. The lack of monitoring and evaluation of digital system utilization also reinforces the suspicion that there is an inadequate internal oversight system. Agency leaders should conduct regular assessments of application utilization, including follow-up on incoming reports. This situation also indicates a lack of strategic planning in human resource management. Digital transformation requires organizational readiness that includes technical training, role allocation, and measurable achievement targets.

The Jambi City Government is on the right track by introducing the Sikesal application, a manifestation of information transparency and technology-based services. However, the implementation of this policy has not been accompanied by the technical and cultural readiness of bureaucratic human resources. This emphasizes that digital transformation in public services is not merely about procuring applications, but also involves changes in work culture, mindset, and employee technical capabilities. As Nyeleker et al., (2024) stated, Smart ASN is the key to successful bureaucratic governance and an effective and efficient government system.

Human Resource Governance Improvement Strategy for Better Public Services

To address the issues outlined, a comprehensive strategy is needed to improve human resource governance. One crucial step is ongoing training for civil servants in the use of information and communication technology. This training must be systematically designed and tailored to the needs of each agency. Furthermore, regular evaluation of employee competency is crucial to ensure that the training provided is effective and impacts performance improvement. Beyond training, it is also crucial to raise public awareness and understanding regarding the use of public service applications. Intensive and ongoing outreach can help the public make optimal use of available technology.

The research results show that public services in Jambi City still face a number of significant obstacles that impact efficiency and accountability. Based on interviews with residents and civil servants at the Population and Civil Registration Office, several key issues emerged, including low service responsiveness, limited facilities and infrastructure, and a lack of attention and empathy from officials towards community needs. One resident, Ms. Lina, expressed her complaint regarding the e-KTP (electronic ID card) application service:

"The KTP application process is very slow, with long lines, and officers often seem indifferent, which frustrates residents. I once waited over an hour for a single document, which made it very difficult for me, who had to handle several other administrative tasks."

This complaint illustrates significant issues with time efficiency and service quality, which aligns with previous research findings regarding limited available equipment and human resources (Arief et al., 2021). Furthermore, regarding the complaints system via the SIKESAL application, a civil servant explained:

"Even though we have the SIKESAL application to make it easier for the public to submit complaints, we still have difficulty following up on reports quickly due to limited personnel and a system that is not yet fully integrated."

This statement highlights the gap between technology availability and human resource capacity in managing it, resulting in the application's low effectiveness in improving public services (Ariana et al., 2020). Regarding accountability, another citizen stated:

"Sometimes we don't receive follow-up information on reports we've submitted, which makes us feel less confident in government services."

This indicates weak reporting and transparency mechanisms in public services, which have resulted in reduced public trust in the local government (Grimmelikhuijsen et al., 2013). Based on these results, it can be concluded that the low quality of human resource governance within the Jambi City Government is a major factor hindering increased efficiency and accountability in public services. The problem lies not only in facilities and infrastructure, but also in the lack of competence, training, and professionalism of civil servants who interact directly with the public. Therefore, comprehensive improvement efforts are needed, including training to improve civil servant competency, improving service facilities, and implementing a transparent and accountable monitoring and evaluation system. Bureaucratic reform that

emphasizes human resources will be the main key to improving the quality of public services in Jambi City going forward.

The government also needs to develop an effective monitoring and evaluation system to ensure that all public complaints are handled promptly and appropriately. This system must be able to provide feedback to the public as a form of service accountability. In the long term, bureaucratic reform that emphasizes the professionalism, integrity, and technical competence of civil servants is essential. This reform must be supported by policies that encourage innovation and adaptation to technological change. This is expected to make public services in Jambi City more efficient and accountable, and able to meet public expectations. Digital transformation supported by good human resource governance will be key to success in realizing quality public services.

DISCUSSION

Good human resource (HR) governance is key to the success of public service delivery. In the context of local government, low-quality HR is often a barrier to achieving efficiency and accountability in public services. Ideal public services require not only the availability of sound systems and regulations, but also the readiness and competence of those who administer them. One of the main challenges identified in this study is the unpreparedness of civil servant HR in utilizing information technology (Zolak Poljašević et al., 2025). In the digital era, application-based public service systems should improve speed, accuracy, and transparency. However, when human resources lack adequate technological competency, these systems become suboptimal and tend to be underutilized. Digital transformation in public services requires more than simply providing devices or applications; more importantly, building technical capacity and a digital work culture among civil servants. Research shows that digital bureaucracy will only function optimally if civil servants are digitally literate and professionally empowered (Kadarisman et al., 2022).

The efficiency of public services is often hampered by slow administrative processes that could be simplified with the help of technology. However, in reality, without regular training and mentoring, technology becomes a new burden on bureaucratic tasks. This leads to delays in service delivery and increased public dissatisfaction. Another problem is the lack of a monitoring and evaluation system for civil servants' performance in using public service

technology. When reports or complaints from the public are not promptly followed up, this indicates a weak oversight mechanism for the performance of service officers (Theresia et al., 2025).

The lack of public awareness of digital service systems contributes to the suboptimal implementation of public services. The government often assumes that the public can adapt to new systems without education or assistance, despite the fact that the digital literacy gap remains quite large. Accountability in public services is closely linked to information transparency and the speed of response from authorized agencies. When public reports are not responded to, public trust in the government declines (Eckersley et al., 2025).

Human resources lacking communication skills and empathy for community needs will also worsen service quality. In such circumstances, the public feels excluded from the service process and tends to perceive the government as distant and unconcerned with their concerns. Furthermore, resistance to change is also a challenge in implementing digital-based services. Many civil servants are more comfortable with conventional work methods and are reluctant to adapt to new systems due to perceived incompetence or lack of support from their superiors. This situation hinders the promotion of service innovation.

Improving the efficiency of public services requires a strategy for continuously improving human resource competency. Local governments need to organize technical training, workshops, and regular evaluations of employee capabilities in using service technology. This training needs to be tailored to the real needs and work context of each agency. A study by Anjani & Alwi (2025) stated that human resource development in the public sector must focus on increasing adaptive and digital capacity so that civil servants (ASN) are able to face the challenges of rapidly changing bureaucratic reform. This includes improving knowledge, technical skills, and professional integrity. In addition to training, it is also important to establish a fair system of incentives and sanctions for civil servants based on service performance achievements. Employees who demonstrate speed and accuracy in handling public services should be rewarded, while those who do not carry out their duties properly should receive guidance or reprimands according to procedures (Widanti, 2022).

An interview with the Head of the Agency regarding the SIKESAL application revealed that SIKESAL (Online Public Complaint Information System) is an online complaint application that makes it easier for Jambi City residents to report various problems, such as

damaged roads, floods, and fires. Incoming reports are forwarded to the relevant agencies for follow-up and resolution. Furthermore, the Head of the Agency stated that this application has increased public participation in submitting complaints, with 638 complaints recorded as of March 2022. However, challenges such as ensuring timely follow-up and increasing public awareness in using this application remain major obstacles. Furthermore, obstacles faced in the implementation of SIKESAL include a lack of public understanding of how to use the application, limited internet access in some areas, and the need to increase the capacity of officers to respond to reports efficiently.

In terms of population administration services, an interview with Ms. Lina, a resident of Jambi City, revealed serious obstacles in the e-KTP (electronic ID card) issuance service. Ms. Lina explained that the e-KTP service was hampered by the central government's suspension of the data communication network (Jarkomda), which was previously used for mobile services. As a result, Dukcapil relies on only eight wireless devices for the entire city, with each device capable of processing only about five KTPs per day, and the service time is more than an hour per document. As a temporary solution, Dukcapil uses wireless devices at the sub-district level, but the limited number of devices and service personnel makes the process slow. Ms. Lina hopes the central government can reactivate Jarkomda to optimize services. The impact of these obstacles is long queues and delays in e-KTP issuance, which impacts the public's access to other public services.

Furthermore, interviews with civil servants at the Civil Registration Office (Dukcapil) and Ms. Lina, a resident who experienced difficulties obtaining an e-KTP, confirmed that existing services are ineffective in serving those in need. Ms. Lina suggested that civil servants be able to serve ordinary citizens better and more responsively, particularly in the area of KTP issuance. The discussion of these interviews confirmed that despite the existence of technology platforms such as SIKESAL to expedite and simplify public complaints, there is still a gap between public expectations and the reality on the ground. Low human resource capacity, limited equipment, and a lack of understanding and training are the main inhibiting factors in achieving efficient and responsive public services. Meanwhile, population administration services also show weak supporting infrastructure and suboptimal time management, which results in slow service and public dissatisfaction.

This situation demonstrates that service digitalization must be accompanied by improvements in the quality of human resource governance and the provision of adequate facilities for effective public services. Instilling the values of professionalism, empathy, and accountability is also essential to bolster public trust in government services. To ensure sustainable service quality, a two-way feedback system needs to be developed. The public must have access to follow-up information on their reports or requests, and civil servants must be responsible for providing timely and transparent responses. Efforts to improve human resource governance must also be supported by adequate technological infrastructure and adaptive bureaucratic policies. The government is not only required to build digital systems but also to ensure that these systems are user-friendly, easily accessible, and operable by various groups, both officers and the public. Transparency is a crucial aspect of public services. Procedures and service standards must be clearly communicated to the public so they understand their rights and available complaint mechanisms. This will increase public participation and strengthen public trust in the government.

In general, poor human resource governance will directly impact the public's perception of the quality of public services. The public demands services that are fast, accessible, and responsive to their needs. Therefore, improving human resource quality is a top priority in public service reform. By improving the overall quality of human resource governance, from recruitment and training to monitoring and strengthening a culture of service, the efficiency and accountability of public services in Jambi City can significantly increase. This is an absolute requirement for creating responsive, inclusive, and technology-based governance.

Conclusion

Based on the research results, it can be concluded that poor human resource governance within the Jambi City Government is a major factor hindering the efficiency and accountability of public services. The inability of some civil servants (ASN) to operate public service technologies, such as the Sikesal application, results in slow, unresponsive, and non-transparent services. Lack of training, inadequate performance monitoring, and a weak technology-based work culture indicate that ASN are not yet ready to face the demands of modern, fast-paced, digital-based public services. Furthermore, the public does not receive adequate information and rarely receives feedback on their complaints, resulting in low trust

in the existing service system. Therefore, improving public services in Jambi City requires fundamental reforms in human resource governance, starting from increasing ASN digital literacy through ongoing training, strengthening the performance monitoring system, and providing easily accessible and usable service infrastructure. The government also needs to actively socialize with the public so that public service applications can be utilized optimally. With these improvements, it is hoped that public services will become faster, more accountable, and more responsive to citizen needs, while also increasing public trust in the local government as a whole.

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