

Implementation of the Grand Design of Smart ASN Development at Kantor Regional XII Badan Kepegawaian Negara Pekanbaru

^a Siti Khaeromah; ^b Febri Yuliani; ^c Hasim As'ari; ^d Saipul Al Sukri

^a Bureau General Administration, Planning, and Finance, UIN Sultan Syarif Kasim Riau, Indonesia; ^{b, c} Faculty of Social and Political Science, Riau University, Indonesia; ^d Faculty of Economics and Social Sciences, UIN Sultan Syarif Kasim Riau, Indonesia

ABSTRACT

State Civil Apparatus (Aparatur Sipil Negara, abbreviated as ASN) has a crucial role in the success of the bureaucratic reform agenda in government organizations. As executors of government tasks, ASN must meet the demands of a strategic environment marked by the development of the digital world (digital revolution). This study aims to explain the Grand Design of Smart ASN Development and evaluate the implementation of Smart ASN characteristics in Kantor Wilayah XII Badan Kepegawaian Negara Pekanbaru. The research was conducted using a qualitative descriptive method. Data collection was carried out through in-depth interviews, observation, and documentation. Based on the study results, implementing the Grand Design for Smart ASN Development is influenced by factors such as employee composition, digital infrastructure, knowledge management systems, the Team for the Acceleration of Bureaucratic Reform, and the role of agents of change. The output of the Smart ASN program can be seen in improving performance, increasing the achievement of integrity zones and merit systems, improving the quality of human resources through increasing the ASN professionalism index, and increasing welfare. Finally, the results of this research are expected to contribute to the development of Strategic Human Resource Management (SHRM) in developing Smart ASNs in the digital era.

ABSTRAK

Aparatur Sipil Negara (ASN) memiliki peran yang sangat penting untuk mensukseskan agenda reformasi birokrasi dalam organisasi pemerintahan. Sebagai pelaksana tugas-tugas pemerintahan, ASN harus mampu memenuhi tuntutan lingkungan strategis yang ditandai dengan perkembangan dunia digital. Penelitian ini bertujuan untuk menjelaskan bagaimana Grand Design Pembangunan Smart ASN dan mengevaluasi implementasi karakteristik ASN cerdas di Kantor Wilayah XII Badan Kepegawaian Negara Pekanbaru. Penelitian dilakukan dengan menggunakan metode deskriptif kualitatif. Pengumpulan data dilakukan melalui wawancara mendalam, observasi, dan dokumentasi. Berdasarkan hasil penelitian, Implementasi Grand Design Pembangunan Smart ASN dipengaruhi oleh faktor-faktor seperti komposisi pegawai, infrastruktur digital, sistem manajemen pengetahuan, Tim Percepatan Reformasi Birokrasi, dan peran agen perubahan. Output dari program ASN cerdas terlihat pada peningkatan kinerja, peningkatan pencapaian zona integritas dan merit system, peningkatan kualitas sumber daya manusia melalui peningkatan indeks profesionalisme ASN, dan peningkatan kesejahteraan. Terakhir, hasil penelitian ini diharapkan dapat berkontribusi pada pengembangan Strategic Human Resource Management (SHRM) dalam pengembangan Smart ASN di era digital.

ARTICLE HISTORY

Submitted : 01-02-2023
Revised : 20-02-2023
Accepted : 25-02-2023
Published : 16-03-2023

KEYWORDS

Smart ASN; Digital
Bureaucracy; Public Service

KATA KUNCI

Smart ASN; Birokrasi Digital;
Pelayanan Publik

INTRODUCTION

The rapid development of information and communication technology in the digital era has affected various aspects of human life, including the world of work. The transformation of services from manual to digital systems is one of the significant impacts of this technological development. Although this transformation offers various conveniences, it also causes many problems, such as the need for human resources capable of quickly adapting to new technology and adequate digital infrastructure development.

In the context of public services, digital transformation has a significant impact on the provision of public services. Therefore, a paradigm shift in the provision of public services is essential. The government must provide more effective, efficient, and responsive services to meet the community's needs. Digital transformation demands not only technological advancements but also the readiness of human resources in the government to manage and utilize such technology. The willingness and ability of human resources in the government will affect the success of digital transformation in providing public services.

The process of bureaucratic transformation from manual to digital systems is a crucial step in improving the quality of public services (Nasution, Nasution, & Alpi, 2019). However, this process requires support from leaders and organizations through clear job descriptions (Hasan, 2019). The management of State Civil Apparatus (Aparatur Sipil Negara, abbreviated as ASN) is based on the principles of professionalism, proportionality, accountability, effectiveness, and efficiency, which will ensure the performance of civil servants in carrying out their duties and responsibilities. Civil servants must have adequate competencies and an understanding of information technology to optimize the transformation process.

In this context, Smart ASN became the target of the grand design for ASN development in 2020-2024 and the human resource development strategy to prepare ASN talents that can adapt to the digital era. This requires ASN to have competencies in the use of information technology to improve the quality of public services. ASN must also understand and master the information technology used in the bureaucratic transformation process, including management information systems, databases, e-government, etc. With adequate understanding, ASN can actively contribute to improving the quality of public services and ensuring the success of the bureaucratic transformation process into a digital system.

The realization of Smart ASN as an achievement of the implementation of the grand design of ASN development 2020-2024 is in line with the Strategic Human Resource Management (SHRM) concept. SHRM is an approach to managing people related to how organizational goals will be achieved through integrated HR strategies, policies, and practices (Armstrong, 2009). In the grand design of ASN development 2020-2024, the apparatus consisting of ASN are managed using strategies in ASN management, including employee planning, procurement, competency development, performance appraisal, career development, welfare improvement, and retirement. It aims to achieve excellence in government and public services. Because Indonesia is in 62nd position out of 192 countries in the 2021 Government Effectiveness Index (GEI) in 2021 ("Government effectiveness - Country rankings," 2021), it is necessary to increase bureaucratic reform and the professionalism and competitiveness of human resources.

ASN is also a prominent actor who plays a significant role in the success of bureaucratic reform agendas in government organizations. Excellent apparatus to support the spirit of bureaucratic reform requires appropriate strategic planning. One way to support this is by increasing competencies through e-literacy and public policy education (Apandi, 2020). Developing ASN competencies requires a new paradigm that prioritizes non-classical methods to ensure that this runs smoothly. Based on these criteria, the Smart ASN profile formulated has the following

characteristics: (1) integrity, (2) the spirit of nationalism, (3) professionalism, (4) mastering ICT and foreign languages, (5) a hospitality spirit, (6) spirit of entrepreneurship, and (7) mastering networking or work networks (Kementerian PANRB, 2018).

The purpose of this study is to explain the implementation of the Grand Design for Smart ASN development and to evaluate how the characteristics of Smart ASN are present in the Kantor Regional XII Badan Kepegawaian Negara Pekanbaru. This study is significant because smart ASN human resources development is essential for the success of bureaucratic reform and the quality of public services in the digital era.

Literature Review

The process of bureaucratic transformation from a manual system had to a digital system also requires appropriate management steps for ASN as the executor of the process. To support the process of bureaucratic transformation, ASN management is carried out based on the principles of professionalism, proportionality, accountability, effectiveness, and efficiency. This is supported by commitment, moral integrity, responsibility for public services, and the necessary competencies in accordance with the field of duty and professionalism of the position which is the basis for the formation of ASN professionalism (Chrisnandi, 2016). Based on these criteria, the Smart ASN profile formulated has the following characteristics: (1) integrity, (2) the spirit of nationalism, (3) professionalism, (4) mastering ICT and foreign languages, (5) a hospitality spirit, (6) spirit of entrepreneurship, and (7) mastering networking or work networks (Kementerian PANRB, 2018).

Integrity is a consistent attitude and determination of the soul in maintaining the principles and ethics of professionalism, loyalty to the institution and its leaders, and always working with full discipline and responsibility for the tasks they carry out. Meanwhile, self-integrity is related to the attitude of always prioritizing responsibility, trust, and loyalty to promises (Salwa et al., 2018). Integrity is also interpreted as harmony between what is said and what is done. Their actions are in accordance with moral demands and ethical principles as well as in accordance with the rule of law and do not oppress the public interest.

Nationalism is an attitude of upholding the values of Pancasila (Oktarina, 2016). The nationalist attitude of an ASN is manifested from the inspiration and practice of the precepts of Pancasila in their daily behavior. Nationalism for an ASN is how one applies the values of divinity, togetherness, and mutual cooperation and develops a social spirit in his duties and daily life.

The professionalism of employees in an organization is largely determined by the level of ability that is reflected through daily behavior as well as the ability to show potential in carrying out tasks that are possible and impossible. Meanwhile, professionals in the merit system approach contain competency requirements (knowledge, expertise, experience), qualifications (education, training), performance (targets, achievements), compensation (needs, external equity), and discipline (Juliani, 2019). Professionalism can also be translated in the context of fitness between the abilities possessed by the bureaucracy (bureaucratic competence) and task needs (Komara, 2019).

ICT governance is basically how to carry out optimal management of ICT resources, especially ASN who use ICT in carrying out government activities to provide the benefits (Ngantung et al., 2014). Currently, the adoption of electronic technology for the government in providing services to the community is a new trend for public

administration (Akil, 2012). Government organizations are obliged to be able to take advantage of ICT advances to improve the quality of public services more effectively and efficiently (Ramdhani, Alamanda, Nurdiaman, & Arief, 2019).

Communication competence according to Savignon in Saleh (2015) consists of grammar skills, sociolinguistic competence, discourse competence, and strategic competence. For an ASN, foreign language skills provide added value, especially in terms of managing information and publications. Managing information and publications requires adequate foreign language skills to make someone becomes a classy ASN. For example, since an ASN has foreign language skills, he or she has no obstacles in publishing scientific papers.

In addition to being influenced by the competencies possessed, employee performance is also supported by a good attitude. Good employee performance, in public organizations, is shown by providing better and more satisfying services to the public interest. This can be done by increasing the knowledge, skills, and attitudes of employees (Haryani & Nurcahyono, 2018). A friendly attitude is an attitude that has to be possessed by ASN to meet public expectations of services especially in the digital era, which requires services to be more open and proactive. The main problem in the bureaucracy is negative behavior that forms a negative image of the bureaucracy such as slow, convoluted, not innovative, insensitive, inconsistent, lazy, feudal, and others. Thus, the focus of bureaucratic reform is aimed at changing the mental apparatus (Juliani, 2019).

Meanwhile, the entrepreneurial spirit is needed not only for organizational development purposes but also to ensure the welfare of ASN in the future. The entrepreneurial spirit is built to bring prosperity to ASN and retirees. Entrepreneurship is the ability of individuals to create economic opportunities from ideas, creativity, and innovation under conditions of risk or uncertainty. Indonesia is a country that encourages the creation of entrepreneurial processes in various fields (Anggadwita & Palalić, 2020).

Mastering networking is building, establishing, and expanding work networks with various parties, including colleagues, superiors, and subordinates. This capability is essential for ASN in optimizing performance and accelerating the attainment of organizational goals through multiple collaborations with other agencies, institutions, and related parties. This is a crucial Smart ASN competency and must be mastered by ASN in facing the challenges of the digital era.

Previous research on Smart ASN put forward three main targets for realizing Smart ASN: ASN planning, ASN procurement, and increasing ASN professionalism through competency, qualification, and performance improvements (Chrisnandi, 2016). Other studies examine job descriptions in government organizations (Hasan, 2019). and aspects of integrity in the characteristics of Smart ASN (Nasution, Nasution, & Alpi, 2019). In general, these studies only highlight one function of ASN management in building Smart ASN. At the same time, the characteristics of Smart ASN have not been discussed in detail. This research has novelty by focusing on the Grand Design of Smart ASN Development and the characteristics that are prerequisites for Smart ASN. In addition, this study will also explain the profile of Smart ASN, which refers to the direction of Smart ASN policies launched by the Ministry of State Civil Empowerment and Bureaucratic Reform of the Republic of Indonesia. It is hoped that this research can make a new contribution to the development of Smart ASN in Indonesia.

RESEARCH METHODS

This study employed a descriptive qualitative method. In qualitative research, data are collected by documenting real events, recording things people actually say, observing certain behaviors, examining written documents, and studying visual images (Neuman, 2013). Qualitative research with descriptive format aims to explain, summarize various conditions, various situations, or various variables that arise in the community that is the object of the research based on what happened. Then, it raises the surface of the character or description of the condition, situation, or variable (Bungin, 2014).

The study had been carried out at Kantor Regional XII Badan Kepegawaian Negara Pekanbaru. Information and data collection were carried out through in-depth interviews, observation, and documentation. The informants in this study consisted of the leadership in charge of personnel, the Head of the HR Management System Team of the Bureaucratic Reform Working Group, and functional executives in Kantor Regional XII Badan Kepegawaian Negara Pekanbaru related to Smart ASN. Data analysis was carried out by processing and preparing data, reading the data as a whole, coding (the process of organizing data by collecting and categorizing it), describing the results of coding, and presenting it in the form of data interpretation (Creswell, 2016).

RESULTS AND DISCUSSIONS

The implementation of the 2020-2024 ASN Development Grand Design in building Smart ASN at Kantor Regional XII Badan Kepegawaian Negara Pekanbaru is influenced by a number of internal and external strategic environmental factors as well as the availability of digital infrastructure. The occurrence of a digital revolution that reaches all levels of society coupled with the occurrence of the Covid-19 pandemic increasingly demands a change in the trend of transforming the service system from manual to digital. This condition also demands the readiness of human resources in the apparatus and supporting infrastructure.

The researchers identified a number of issues related to efforts to build Smart ASN in the research location: (1) Strategic environment, namely the trend of service system transformation, digital revolution, and ASN readiness; (2) digital infrastructure, concerning infrastructure development and development of digital technology; and (3) ASN Smart Profile, with a number of required characteristics. The Smart ASN program is a strategic program in the field of personnel HR management. This is inseparable from the influence of a number of changes in the strategic environment, both internal and external to the organization. Strategic environmental conditions that are very dynamic require ASN to be more adaptive to various changes, especially in providing services. On the external side of the organization, there have been a number of changes in the trend of service models desired by partners. If previously agencies as partners in their work areas received services manually, by attaching piles of staffing files for processing, then with the development of digital technology, a number of partners want a digital service transformation. This encourages the discourse of a paperless service model that reduces the use of paper.

This transformation is expected to be a solution to the complaints of partners, especially those from the outermost areas in the western region such as the Mentawai Island Regency, Pesisir Selatan Regency, and outermost areas in the eastern region such as the Anambas Islands, Natuna, and surrounding areas who are experiencing difficulties in the process of submitting physical files. Furthermore, the rapid digital revolution that reaches all corners of the country also increases the demand for transformation and innovation of a number of services in every business process of Kantor Regional XII Badan Kepegawaian Negara Pekanbaru.

On the internal side, the transformation of these services must be supported by the readiness of supporting infrastructure and the competence of ASN. Facing various changes in the bureaucratic service system that led to the digitization of the bureaucracy, they try to stimulate employees to always innovate and be responsive to change. Currently, each work unit at Kantor Regional XII Badan Kepegawaian Negara Pekanbaru is racing against each other to create various innovations that are beneficial for the organization's internal services, especially services for partners. This is supported by office leaders who prioritize information technology as a support system for services to the community. To stimulate the birth of innovation in the continuous use of digital systems, office leaders conduct assessments, nominations, and appreciations to units that are able to create innovations in the form of the best service applications.

Smart ASN and Digital Native Work Culture

The speed of information and the certainty of digital-based services are currently a must in dealing with service changes to meet the needs of the partners being served. Kantor Regional XII Badan Kepegawaian Negara Pekanbaru currently serves personnel management in 41 regional agencies spread across Riau Province, West Sumatra Province, and Riau Archipelago Province. Moreover, there are 42 vertical agencies in their working areas.

The increasing participation and high expectations of the public in the service sector have prompted them to launch a number of applications such as the ASN Service Electronic System and One-Stop Information (Sistem Elektronik Layanan ASN dan Informasi Satu Pintu, abbreviated as SELAIS) which was subsequently adopted into a nationally implemented system, namely Docudigital, Personnel SMS Information System (Sistem Informasi SMS Kepegawaian, abbreviated as SISKAS), and BKN (Badan Kepegawaian Negara or National Civil Service Agency) Interactive Mobile Assistant (BIMA). These applications are applications that were developed independently as a companion application to the Personnel Service Application System (Sistem Aplikasi Pelayanan Kepegawaian, abbreviated as SAPK) to facilitate personnel services such as mutations and pensions. Furthermore, Kantor Regional XII Badan Kepegawaian Negara Pekanbaru also utilizes a number of digital communication platforms such as social media (Instagram, Facebook, and Twitter), Website, Email, and WA Hotline to improve services.

In order to be able to adapt to the rapid digital revolution in service, they are also adaptive to technological developments. This is because technology has an important role as the basis of service. Currently, they are trying to pay attention to the needs of the community. Thus, they can choose and offer the appropriate digital technology platform in the service business process. Although so far it has not been able to realize a paperless service system (without physical files at all), with the presence of a digital system in the service business process, it has changed the service model that previously included many physical files to be fewer (less paper).

Facing these demands, all employees at Kantor Regional XII Badan Kepegawaian Negara Pekanbaru are forced to be able to apply the digital technology that has been launched. To provide convenience in technology adoption, they also strive for all employees to receive training in using the application. One of them is to schedule regular training (coaching) for employees to continue to improve competence in the field of digital technology.

A comprehensive socialization process is very important in accelerating the acceptance of public service adoption (Ramadani, Anggadwita, Welsh, & Permatasari, 2020). Although initially a small number of employees still find it difficult to face the transformation of services from manual to digital, this condition can be overcome by providing employees with a number

of technical pieces of training and making manual books in every application launched. Kantor Regional XII Badan Kepegawaian Negara Pekanbaru also benefits from the composition of its employees who are mostly digital natives, making it easier to implement digital service applications.

The generation of digital natives is individuals born after 1980, an era when most people are surrounded by technology and have technological skills (Akçayır, Dündar, & Akçayır, 2016). This generation of digital natives are active computer and internet users and are able to assimilate with technology (Tapscott, 2013). This generation is a generation that involves technology in all aspects of life and has creative, informative, passionate, and productive characteristics (Badan Pusat Statistik, 2018). Of the 90 employees, the composition of employees by age group in Kantor Regional XII Badan Kepegawaian Negara Pekanbaru consists of 5 people in the 50-60 age group, 2 in the 40-50 age group, and the rest are digital natives both between the 1980s and 1990s. the faster adaptation process for young human resources, on the one hand, also becomes a whip for those who are seniors to continue to pursue competence in the field of digital technology. The goal is that they are able to develop themselves in line with digital natives who have already adopted digital technology developments in the service business processes carried out. The limited ownership of laptops/personal computers for employees is overcome with support from the General Sub-Division through the procurement of computers as needed.

The existence of these digital natives has greatly influenced the ASN management process and work culture at Kantor Regional XII Badan Kepegawaian Negara Pekanbaru. They present creative ideas and innovations in developing services. This is very influential on organizational performance because the average employee is able to work fast because he has many ideas and high motivation. The existence of these young workers also demands a more flexible work culture. Thus, the work culture that is built is directed to a flexible working arrangement that provides opportunities for employees to work anywhere without leaving their job responsibilities.

In addition, to support employee's flexibility in being creative and innovating, they have built co-working space facilities. This place is provided to provide space for employees to find a very conducive workplace. Thus, they are more comfortable at work. The availability of co-working space provides many opportunities for employees to continue exploring ideas and innovations both in serving business partners and building work teams within the organization. In the hands of digital natives, the utilization of the number of digital communication platforms is also maximized. Sending messages to partners is no longer done in a formal and rigid way. They take advantage of the existence of co-working spaces to present the other side of the service that is more acceptable to the people they serve.

To support the improvement of the competence of digital-native employees, Kantor Regional XII Badan Kepegawaian Negara Pekanbaru innovates in developing competence for its employees. The focus is employees must be smart and happy. Due to the large workload, employees have to work extra outside of working hours. This demands pleasant conditions and prevents employees from being pressured. To create these conditions, the organization involves change agents to provide positive stimuli to other employees, to create a comfortable and pleasant atmosphere. Activities that lead to the competency development process are carried out in a more relaxed and informal atmosphere. Kantor Regional XII Badan Kepegawaian Negara Pekanbaru adopts a competency development model in state-owned companies that involve more employees in the competency development process by packaging it informally. Various games, simulations, and also planning and evaluation activities

are also carried out informally. This is done to build cohesiveness and comfort in teamwork. Thus, employees are not too stressed with the workload and can find another side of the job.

The competency development process carried out by the organization is not only focused on formal and classical models but has led to broader development models, such as sharing sessions and coaching clinics which are held regularly. In addition, employees are also required to be able to develop themselves independently by participating in technical guidance, workshops, and online seminars that support the improvement of their competencies. Currently, the employee competency development model has been directed towards ASN Corporate University (ASN Corp-U) where training is carried out by utilizing human capital that is owned based on business processes in the work environment. The Knowledge Management System is the central point in managing the knowledge of its employees. The process of coaching, mentoring, and on-the-job training with the latest approach is continuously carried out to improve the competence of employees.

On the other hand, support from leaders who have a high commitment to the emergence of service innovations continues to flow. Thus, they can launch service applications digitally. The employees are increasingly motivated to present digital service innovations, then encourage the rapid development of digital talents within the organization. Creating a culture for youth empowerment is important for leaders (Ray Chaudhuri, D., & Pradhan, 2021). Millennial Generation employees are required to be given space to develop their potential and independence in carrying out their work assignments (Fahreza, Kartika, & Sayekti, 2019).

Meanwhile, in terms of partners, some agencies were initially still resistant to digital transformation in service business processes. Resistant parties try to maintain manual services by attaching physical files. This is largely due to the fact that, although bringing physical documents from the workplace to Kantor Regional XII Badan Kepegawaian Negara Pekanbaru is quite difficult, some employees in the regions benefit from the cost of official travel. To overcome this, Kantor Regional XII Badan Kepegawaian Negara Pekanbaru is trying to provide understanding along with socialization, training, and assistance on the use of digital applications that have been launched. These efforts can ultimately change all agencies by accepting and supporting the use of digital service processes.

The realization of the Smart ASN profile at Kantor Regional XII Badan Kepegawaian Negara Pekanbaru cannot be separated from the skills of the employees in the use of digital devices and technology. In addition to the competence of the human resources owned by the apparatus, the availability of digital infrastructure is an important key to make it happen. Basically, the development of digital technology in the organization is a shared responsibility of all fields which are coordinated by the Personnel Information Division through computer institutions spread across the Data Processing and Dissemination of Personnel Information section, the Information Technology Utilization Section, and Technical Service Unit, which are outside the regional office, namely Batam and Padang, totaling 14 people.

Most of the computer systems owned by Kantor Regional XII Badan Kepegawaian Negara Pekanbaru are young workers who have capabilities in programming, data security, and databases. These advantages have been utilized to support innovation in the field of service digitization by continuously updating and planning new applications. From January to March 2021, Badan Kepegawaian Negara Kantor Regional XII Pekanbaru launched five new applications as a form of innovation in services, as follows:

- 1) A knowledge management system (KMS) is an application that provides various references to various personnel problems to be solved. Thus, this application becomes a general knowledge data center that presents tutorials, slides, regulations, and so on. This system

also supports the Legal Document and Information Network (Jaringan Dokumen dan Informasi Hukum, abbreviated as JDIH) menu that has been developed by the Central BKN, which is an application that presents a number of regulations, legal monographs, decisions, and jurisprudence.

- 2) Digitization of official exams and adjustment exams. If previously the implementation of the Computer Based Test only utilized the Computer Assisted Test (CAT) and then the combined it with manual results management, then by digitizing the implementing of official exams and adjustment exams. All stages of the process from the beginning of the exam to the output of the results are carried out in an integrated application system. This minimizes the use of exam time. Thus, the results will come out right away, because with this application even though the examiner is not at the place of the exam assignment, it can still run with the direct system and the results will be processed in real-time.
- 3) Other mutation exam applications, supporting a digital exam implementation system for transfer purposes, such as official exams, competency exams, promotion exams, and so on.
- 4) Applications for moving agencies (moving from and out of agencies) are used to support SAPK which has provided this menu in advance. Therefore, its nature is to enhance the menus available in the previous SAPK application. For example, improving the database to avoid overlapping employee data between agencies.
- 5) Online supervision and control that is useful for mitigating errors that may arise from service products of Kantor Regional XII Badan Kepegawaian Negara Pekanbaru.

To support the launch of these new applications, the leadership also challenges them to continue to innovate. Almost every month, each unit is encouraged to make a breakthrough by launching new service applications. Although it is always required to present new innovations in services, improvements, and maintenance of applications that have been launched are also continuously carried out. In addition to computer administrators, all employees are also involved in the process of developing and utilizing digital technology in services. For this reason, all employees are required to apply digital technology by first being given training regarding the use of the application as well as socialization to the partners served.

These service innovations can be realized with the support of adequate digital infrastructure. In general, the digital infrastructure at Kantor Regional XII Badan Kepegawaian Negara Pekanbaru is well available. Moreover, with the support from the Central BKN in the form of providing a larger server. This is a form of appreciation from the Central BKN for the hard work of the Information Technology (IT) Badan Kepegawaian Negara Kantor Regional XII Pekanbaru in building the Docudigital application which has now been adopted by the Central BKN for use nationally. The larger server allocation aims to support the emergence of new innovations in the process of digitizing services.

Although in general, the digital infrastructure owned by Kantor Regional XII Badan Kepegawaian Negara Pekanbaru is well available, the electricity supply is still often unstable. The condition of power outages that still often occur in the Pekanbaru area, becomes an obstacle in the work process, especially for the IT team.

Smart ASN Profile at Kantor Regional XII BKN Pekanbaru

Smart ASN emphasizes the profile of ASN as digital talent with global insight, mastering information and communication technology, supported by foreign language skills, entrepreneurial spirit, and able to network. The profile of Smart ASN at Kantor Regional XII Badan Kepegawaian Negara Pekanbaru as a whole has almost been achieved. This is supported

by the use and development of adequate information technology, the availability of KMS, the formation of a team to accelerate bureaucratic reform, and the appointment of a number of change agents that provide a stimulus for the formation of Smart ASN. The following are research findings that describe the characteristics of Smart ASN owned by employees of Kantor Regional XII Badan Kepegawaian Negara Pekanbaru.

1) Integrity

Integrity is one aspect that is considered in the work behavior of every ASN. At Badan Kepegawaian Negara Kantor Regional XII Pekanbaru, all employees are required to sign an integrity pact in their position. Integrity pacts show employee compliance with orders and prohibitions that must be obeyed related to positions and work in the agency. Furthermore, integrity is also aligned with the commitment to realize the Integrity Zone which is assessed annually.

The Integrity Zone is a predicate for agencies that are committed to realizing their work area is free from corrupt practices and a clean and serving bureaucratic area. This is realized by the formation of a bureaucratic reform team in the Integrity Zone working group. The team is supported by a number of employees who act as agents of change, namely role models and motivators for their colleagues to change the mindset and culture set at work. In general, the Central BKN has repeatedly received the title Unqualified.

Kantor Regional XII Badan Kepegawaian Negara Pekanbaru managed to achieve high points in the 90s. Thus, individual integrity is already very good because it is in line with the overall integrity assessment (Employment Auditory Interview, 4 February 2021).

2) Nationalism

Nationalism to support the realization of Smart ASN is by upholding the values of Pancasila. The practice of Pancasila values starting from the first precepts to the fifth precepts has been shown well. In the first precept, for example, employees who follow different religions are able to respect each other's rituals and religious activities of other employees. In the second precept, there is a pattern of coordination and communication between fellow employees and with leaders who promote mutual respect. The coordination model which began to reduce the hierarchical system gave more opportunities for anyone to present innovative ideas. The sharing session agenda which is routinely carried out eliminates barriers between certain levels of office and prioritizes togetherness.

In the third precept, the cohesiveness of employees consisting of various ethnic, religious, and cultural backgrounds is very good. Even though they have different backgrounds, they are able to show solid cooperation in supporting a harmonious work culture. The diversity of backgrounds is due to the Probationary Civil Servant (CPNS) recruitment system that is carried out centrally and the rotation, mutation, and promotion patterns that are already guided by the actual merit system.

Recruitment is directly done by the Center. Thus, anyone who meets the qualifications can apply and be placed according to the placement applied for. Therefore, it does not happen in certain regional offices where the employees are dominated by local residents or certain groups. There is no longer any conflict of interest with us. Career opportunities here are also very open (Interview with the Head of the Sub-Division of Personnel, 25 January 2021).

In the fourth precept, Kantor Regional XII Badan Kepegawaian Negara Pekanbaru prioritizes togetherness in decision making. Ideas from all lines are always given a stimulus. Thus, they can continue to present new ideas to create innovation in services.

Therefore, we always talk to Mrs. Principal (Head of Kantor Regional XII Badan Kepegawaian Negara Pekanbaru) holding informal activities. On such occasions, we play games and are challenged to produce new innovations. What else will be made next month, what is planned in the future, how will the analysis be done? Thus, we can hardly relax because we are always being challenged by the leadership. Furthermore, we and our friends in each field will also follow up on it, what happens next. Interview with Computer Institutions, 4 February 2021).

Then, the fifth precept can be seen from civil servants who have the right to salaries and benefits that have been regulated by separate regulations. Kantor Regional XII Badan Kepegawaian Negara Pekanbaru also provides an opportunity for Non-Civil Servant Government Employees (Pegawai Pemerintah Non-Pegawai Negeri, abbreviated as PPNNP) in the agency to increase their income by opening a business in the employee cooperative they have built. Therefore, it does not cause a high-income inequality between civil servants and non-civil servants.

3) Professionalism

ASN professionalism in supporting the realization of Smart ASN is measured through the professionalism index that has been formulated through the Regulation of the National Civil Service Agency of the Republic of Indonesia Number 8 of 2019 concerning guidelines for Procedures and Implementation of the Measurement of the Professionalism Index of State Civil Apparatus. The ASN Professionalism Index is measured in four dimensions, namely qualification with a share of 25%, competence at 40%, performance at 30%, and discipline at 5%.

Based on the measurement data for each dimension using indicators and parameters in each of these dimensions in 2020, data were obtained from 90 civil servants who had a very high professional index of 8 people (9%), a high professional index of 34 people (38%), moderate professional index of 18 people (20%), low professional index of 28 people (31%), and very low professional index of 2 people (2%). The data also explain that the professionalism index owned by civil servants at Kantor Regional XII Badan Kepegawaian Negara Pekanbaru is on average at moderate professional index with 79.28 points.

The high index of professionalism is generally influenced by the dimensions of performance and competence. In general, employees have high performance. However, qualifications referring to the level of education still show that there are many employees whose educational qualifications have not reached 20 (Master degree level). Meanwhile, in the competency dimension, there are also those who get 25 points and below 25, which means that there are still employees who have not received special training for technical, managerial, and other training competencies.

4) ICT and Foreign Language Competence

Employee competence in the field of Information and Communication Technology (ICT) and foreign languages is an important component in realizing the Smart ASN profile. With the incessant development of information technology, ASN is also required to master ICT. Thus, they can take advantage of various technological advances to improve services. In line with this, foreign language skills are also very necessary.

The profile of Smart ASN which demands ASN with a global perspective, on the one hand also requires them to build partnerships and networks, including with the outside world. BKN as the manager of the human resources of the apparatus is currently also partnering with other countries in managing public services. One form of cooperation between these countries is the ASEAN Cooperation on Civil Service Master (ACCSM). This institution is a platform for exchanging information, innovation, and best practices in the management of public services in ASEAN. By joining BKN in the institution, its employees are also required to exchange information. Thus, competence in ICT and foreign languages must be superior.

The importance of ICT competence and other foreign languages is seen in functional officials who are required to produce scientific papers. To produce scientific papers, employees are required to be able to access and understand foreign language reference sources and produce scientific papers, which can later be accessed and cited from within and outside the country. In general, the competence of Kantor Regional XII Badan Kepegawaian Negara Pekanbaru employees in the ICT field is very good. From the lowest to the highest level, they are able to operate computers. They are also able to build and use digital applications to improve services. Likewise, with foreign languages, most of the employees have mastered English well.

5) Hospitality

Hospitality is one of the service cultures developed by Kantor Regional XII Badan Kepegawaian Negara Pekanbaru in serving all partners. Guided by excellent service, where friendliness is one of the indicators, all employees are required to be able to serve all parties in a friendly manner. Although currently providing employees who specifically serve guests at the front office, which is referred to as an integrated service room, all employees tasked with serving interested parties are required to prioritize hospitality and excellent service.

A culture of excellent service is always put forward in each of our services. Hospitality is one indicator in providing services. We always provide excellent service training to all employees. Therefore, the public we serve is satisfied with the services provided (Interview with the Head of the Personnel Sub-Section, 25 January 2021).

Table 1.

2020 Community Satisfaction Index

No.	Performance Indicator	Target	Realization	Achievements
1	Community satisfaction index towards ASN management development organized by Kantor Wilayah XII Badan Kepegawaian Negara Pekanbaru	85 (Good)	82.37 (Good)	96.91%
2	Community satisfaction index for personnel services organized by Kantor Wilayah XII Badan Kepegawaian Negara Pekanbaru	90 (Very Good)	93.96 (Very Good)	104.40%

Source: Data Processed by Kantor Regional XII Badan Kepegawaian Negara Pekanbaru

6) Entrepreneurship

The development of an entrepreneurial spirit is not only useful for supporting outcome-oriented organizational work systems but also for supporting the welfare of ASN. By developing an entrepreneurial spirit, employees are expected to be able to take advantage of their free time by becoming a start-up outside of their main duties as ASN.

Efforts to build entrepreneurship at Kantor Regional XII Badan Kepegawaian Negara Pekanbaru are still limited to improving the welfare of employees and retirees by establishing a cooperative consisting of all employees and PPNPN (Non-Civil Servant Government Employees). Within the cooperative, some entrepreneurs are developed. Therefore, it is expected to be able to improve the welfare of employees. Meanwhile, the development of larger businesses is constrained by facilities whose status is state-owned. Thus, the profits cannot be made for individuals.

We used to try to find a breakthrough, but it was a bit complicated because we used state facilities. Thus, we stopped at last. Individually, there may also be those who have a side business, but not on a large scale (Interview with the Head of the Personnel Sub-Division, 25 January 2021).

7) Networking

The rapid development of technology causes a shift in the bureaucratic system. Government organizations that initially featured a hierarchical system, are now required to further reduce the gap. The organizational model is slowly changing to become more dynamic and presents digital networking that spreads at a number of points. This condition also requires ASN to be able to develop networks, not only with fellow government organizations but also with the private and foreign sectors.

Kantor Regional XII Badan Kepegawaian Negara Pekanbaru always adds and maintains a network, whether directly related to the field of personnel or not. As the executor of personnel management, BKN collaborates in the field of personnel with a number of government institutions including the Ministry of State Apparatus Empowerment and Bureaucratic Reform as the formulator of personnel policy, the State Administration Agency (Lembaga Administrasi Negara, abbreviated as LAN) as the manager of policies related to employee development, and the Apparatus Commission, and the State Civil Servant Commission (Komisi Aparatus Sipil Negara, abbreviated as KASN) as supervisor of the management of personnel.

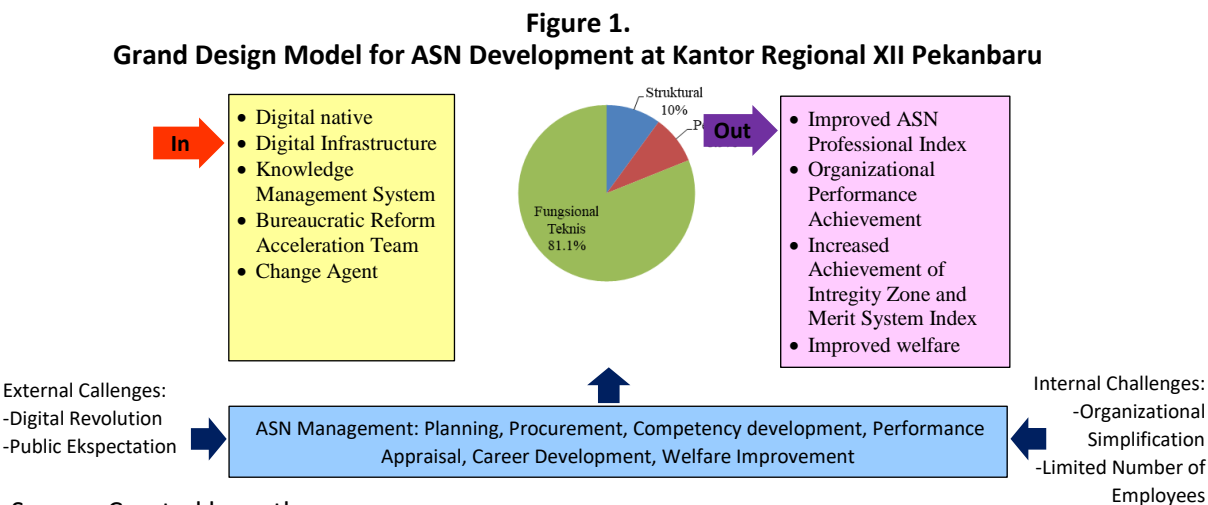
Furthermore, BKN also collaborates with other ministries and institutions related to the development of functional positions held by ASN with all agencies that foster functional positions. BKN also cooperates with non-government and foreign institutions, especially in the context of developing the competence of its own employees.

We regularly invite experts from various institutions, both government and private to support capacity building. Thus, this network is expected to provide new knowledge and experience to employees in Badan Kepegawaian Negara Kantor Regional XII Pekanbaru. Moreover, we also facilitate other institutions to provide coaching materials in terms of personnel management at these institutions, (Interview with the Head of the Personnel Sub-Division, 25 January 2021).

Discussion

The implementation of the grand design of Smart ASN development at Kantor Regional XII Badan Kepegawaian Negara Pekanbaru ultimately aims to improve organizational performance and align it with improving the quality of its human resources. By understanding the organization's long-term goals and accommodating its employee's needs, human resource management for the apparatus is carried out by considering and integrating several factors. This is the concept of strategic HR management, which aims to align the organization's business needs with its employee's individual and collective needs by developing and

implementing coherent and practical HR policies and programs (Armstrong, 2011). The construction of the concept in this study can be seen in Figure 1 below.



Source: Created by author

Figure 1 describes several factors driving the successful implementation of the Grand Design of ASN Development at Kantor Regional XII Badan Kepegawaian Negara Pekanbaru, among others, due to the presence of a digital native generation, adequate digital infrastructure, an organized Knowledge Management System (KMS), the Bureaucratic Reform Acceleration Team, and the role of change agents. These factors become inputs that support the realization of the Smart ASN profile. The characteristics of Smart ASN that appear in 90 individual employees produce outputs that lead to an increase in organizational performance in general. This is marked by increasing the achievement of the integrity zone and merit system, improving the quality of human resources through increasing the ASN professionalism index, and increasing welfare.

The management process for employees whose number is minimal when compared to the number of employees who are responsible is carried out by considering several to the organization. Rapid digital technology development and high public expectations for service improvement mark external challenges. To overcome these challenges, Kantor Regional XII Badan Kepegawaian Negara Pekanbaru adopted digital technology to speed up the process and improve service quality. Switching the implementation from manual to digital does require a relatively large process and effort (Ramdhani et al., 2019). People generally assume that public sector services are complicated by lengthy bureaucratic procedures. Through ICT, public sector services can be carried out in real-time and run effectively and efficiently (Marlian, Sumadinata, & Sari, 2021).

From the internal side, the simplification of the organization requires an adjustment process to several plans and policies that have been prepared. Meanwhile, the number of employees consisting of only 90 people must be empowered to manage more than 250 thousand ASN spread over 83 agencies in their working areas. All these challenges can be adequately addressed through the right ASN management strategy to support achieving organizational goals.

CONCLUSIONS

This study presents a grand design implementation scheme for Smart ASN development at Kantor Regional XII Badan Kepegawaian Negara Pekanbaru by examining the strategic environmental factors influencing it, the digital owned, and the characteristics of Smart ASN

that appear in each employee. The discussion of the characteristics of Smart ASN in detail in the end only provides an overview of the Smart ASN profile shown by the employees of Kantor Regional XII Badan Kepegawaian Negara Pekanbaru. Exploration of Smart ASN's characteristics is limited because there are no standard parameters to measure an employee. Thus, the person concerned deserves to be called a Smart ASN or has not been included in that category. For example, one aspect of Smart ASN is professionalism, but there is no reference to the professionalism index that an ASN must achieve to enter the Smart ASN category. The assessment of the Smart ASN profile is only carried out through observations of employees' performance achievements and behavior. This requires different policy formulation from authorities and more in-depth research. Thus, standard measurements are found to determine the Smart ASN category for each ASN. The researchers suggest that the government or further research can formulate parameters to measure Smart ASN indicators.

REFERENCES

- Akçayır, M., Dünder, H., & Akçayır, G. (2016). What makes you a digital native? Is it enough to be born after 1980? *Computers in Human Behavior*, 60, 435–440. <https://doi.org/10.1016/j.chb.2016.02.089>
- Akil, M. A. (2012). Teknologi Komunikasi Dan Informasi Sektor Publik (Studi Electronic Government di Indonesia). *Jurnal Dakwah Tablig*, 13(1), 31–46.
- Anggadwita, G., & Palalić, R. (2020). Entrepreneurship in Indonesia: some contextual aspects. In *Research Handbook on Entrepreneurship in Emerging Economies* (pp. 179–204). <https://doi.org/10.4337/9781788973717.00018>
- Apandi, A. (2020). Strategi Peningkatan Kompetensi Aparatur Sipil Negara Melalui Peningkatan E-Literasi dan Edukasi Kebijakan Publik. *Cendekia: Jurnal Pendidikan Dan Pembelajaran*, 14(1), 27–36. <https://doi.org/10.30957/cendekia.v14i1.608>
- Armstrong, M. (2011). *Armstrong's Handbook of Strategic Human Resource Management*. Koganpage.
- Bungin, B. (2014). *Metode Penelitian Kuantitatif*. Kencana.
- Chrisnandi, Y. (2016). Menuju Smart asn 2019. Sumber dari internet: <https://www.menpan.go.id/site/cerita-sukses-rb/menuju-smart-asn-2019>, diakses 05 desember 2022.
- Creswell, J. W. (2016). *Research design: pendekatan metode kualitatif, kuantitatif, dan campuran*. Yogyakarta: Pustaka Pelajar, 5.
- Fahreza, S., Kartika, L., & Sayekti, A. (2019). No Title. *Jurnal Manajemen Indonesia*, 19(1), 56. <https://doi.org/10.25124/jmi.v19i1.1985>
- Faozan, H. (2018). Perubahan Paradigma Pengembangan Kompetensi Menuju Smart ASN. *Jurnal Pendayagunaan Aparatur Negara Reformasi Birokrasi Menuju Pemerintahan Kelas Dunia*, VIII(VIII), 22–40.
- Government effectiveness - Country rankings. (2021). Sumber dari internet : Government effectiveness by country, around the world | TheGlobalEconomy.com, diakses tgl 12 desember 2022.
- Haryani, T. N., & Nurcahyono, H. (2018). Knowledge, Attitude, Practice (KAP) Aparatur Sipil Negara Dalam Implementasi Nilai Dasar Pegawai. *Jurnal Sawala*, 6(1), 73–81.
- Hasan, E. (2019). Membangun Smart Aparatur Sipil Negara (ASN) Menuju Birokrasi Berkelas Duniatahun 2024. *Jurnal Politik Pemerintahan Dharma Praja*, 12(1), 1–12.
- Hendrawan, B. (2018). Membangun Smart ASN Menuju Birokrasi Berkelas Dunia Tahun 2024. *Jurnal Pendayagunaan Aparatur Negara Reformasi Birokrasi Menuju Pemerintahan Kelas Dunia*, VII(VIII), 41–51
- Juliani, H. (2019). Upaya Strategis Pemerintah Kota Surakarta dalam Mewujudkan

- Profesionalisme Sumber Daya Manusia Aparatur. *Administrative Law and Governance Journal*, 2(3), 436–449. <https://doi.org/10.14710/alj.v2i3.436-449>
- Kementerian PANRB. (2018). Grand Design Pembangunan ASN 2020-2024. Sumber dari internet: <https://www.menpan.go.id/site/publikasi/unduh-dokumen/seminar/file/5804-4-kementerian-panrb>, 30 oktober 2018, diakses tgl 20 desember 2022.
- Komara, E. (2019). Kompetensi Profesional Pegawai ASN (Aparatur Sipil Negara) di Indonesia. *Mimbar Pendidikan*, 4(1), 73–84. <https://doi.org/10.17509/mimbardik.v4i1.16971>
- Marlian, S., Sumadinata, W. S., & Sari, D. S. (2021). The Evaluation of Policy Implementation on ASN Performance Appraisal System. *Jurnal Manajemen Pelayanan Publik*, 4(2), 177-195.
- Nasution, D. A. D., Nasution, A. P., & Alpi, M. F. (2019). Pengaruh Penerapan Smart ASN Terhadap Pengelolaan Keuangan Negara di Era Disrupsi Teknologi Indonesia 4.0. In Mesran (Ed.), *Tantangan & Peluang di Bidang Pendidikan untuk Menghadapi Era Disrupsi pada Teknologi RI 4.0* (pp. 43–51).
- Neuman, L. W. (2013). *Metodologi Penelitian Sosial: Pendekatan Kualitatif dan Kuantitatif* (Edisi 7). Jakarta: Indeks.
- Ngantung, D. R. A., Lument, A. S. M., & Karouw, S. D. S. (2014). Analisa Literasi TIK Aparatur Sipil Negara (ASN) Pemerintah Kota Manado. *Jurnal Teknik Informatika*, 13(4), 1–8.
- Oktarina, P. S. (2016). Aktualisasi Nilai Aneka Pada Profesi Dosen IHDN Denpasar Sebagai Dasar Komitmen Mutu Pelayanan Publik. *Jurnal Penjaminan Mutu*, 2(1).
- Ramadani, V., Anggadwita, G., Welsh, D. H. B., & Permatasari, A. (2020). Social innovation in public sector services. *International Journal of Public Sector Performance Management*, 6(3), 416. <https://doi.org/10.1504/IJPSPM.2020.107770>
- Ramdhani, A., Alamanda, D. T., Nurdiaman, A. M., & Arief, M. (2019). Problem Arising From New Technology on E-Government, The Use Of Hay.U Application In Bandung, Indonesia. *Jurnal Manajemen Indonesia*, 19(2), 149. <https://doi.org/10.25124/jmi.v19i2.1889>
- Ray Chaudhuri, D., & Pradhan, S. (2021). Comprehending Leadership Patterns with focus on Servant Leadership. *Jurnal Manajemen Indonesia*, 21(1), 1–6.
- Saleh, N. J. (2015). Kompetensi Bahasa Inggris Bagi Pustakawan Sebagai Manajer Informasi Di Era Globalisasi. *Jupiter: Jurnal Ilmu Perpustakaan, Informasi Dan Komputer*, XIV(1), 52–59.
- Salwa, A., Away, Y., & Tabrani, M. (2018). Pengaruh Komitmen, Integritas Dan Kompetensi Terhadap Kinerja Pegawai Serta Dampaknya Pada Kinerja Komisi Independen Pemilihan (KIP) Aceh. *Jurnal Magister Manajemen Fakultas Ekonomi Dan Bisnis Unsyiah*, 2(1), 57–67.
- Statistik, B. P. (2018). Statistik gender tematik: profil generasi milenial Indonesia. Jakarta: Kementerian Pemberdayaan Perempuan dan Perlindungan Anak, 171.
- Tapscott, D. (2023). *Grown Up Digital: Yang Muda Yang Mengubah Dunia*. Jakarta: Gramedia Pustaka Utama.