

ANALYSIS OF HUMAN RESOURCE MANAGEMENT IN SUPPORTING ASN DIGITALIZATION AT BKPSDM GUNUNGSITOLI CITY

By

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ABSTRACT

This study aims to analyze human resource management in supporting the digitalization process of the State Civil Apparatus (ASN) at the Agency for Civil Service and Human Resources Development (BKPSDM) of Gunungsitoli City. Digital transformation in the bureaucracy has become an urgent need along with the development of information technology and the demand for more effective, efficient, and transparent public services. The research approach used is descriptive qualitative with data collection techniques through interviews, observations, and documentation studies. The results show that BKPSDM Gunungsitoli City has undertaken various human resource management efforts, including through improving apparatus competency, developing a digital-based work culture, and providing supporting facilities and infrastructure. However, challenges remain such as limited and uneven human resource quality, resistance to change, and digital infrastructure constraints. This study concludes that the success of ASN digitalization at BKPSDM is highly dependent on a targeted, sustainable, and adaptive HR management strategy to technological developments.

Keywords: Human Resource Management; Civil Service Digitalization

ANALISIS MANAJEMEN SUMBER DAYA MANUSIA DALAM MENDUKUNG DIGITALISASI PEGAWAI NEGERI SIPIL (ASN) DI BKPSDM KOTA GUNUNGSITOLI

ABSTRAK

Penelitian ini bertujuan untuk menganalisis manajemen sumber daya manusia dalam mendukung proses digitalisasi Aparatur Sipil Negara (ASN) di Badan Kepegawaian dan Pengembangan Sumber Daya Manusia (BKPSDM) Kota Gunungsitoli. Transformasi digital dalam birokrasi telah menjadi kebutuhan mendesak seiring dengan perkembangan teknologi informasi dan tuntutan akan layanan publik yang lebih efektif, efisien, dan transparan. Pendekatan penelitian yang digunakan adalah deskriptif kualitatif dengan teknik pengumpulan data melalui wawancara, observasi, dan studi dokumentasi. Hasil penelitian menunjukkan bahwa BKPSDM Kota Gunungsitoli telah melakukan berbagai upaya manajemen sumber daya manusia, termasuk melalui peningkatan kompetensi aparatur, pengembangan budaya kerja berbasis digital, dan penyediaan fasilitas dan infrastruktur pendukung. Namun, tantangan tetap ada, seperti kualitas sumber daya manusia yang terbatas dan tidak merata, resistensi terhadap perubahan, dan keterbatasan infrastruktur digital. Studi ini menyimpulkan bahwa kesuksesan digitalisasi ASN di

BKPSDM sangat bergantung pada strategi manajemen sumber daya manusia yang terarah, berkelanjutan, dan adaptif terhadap perkembangan teknologi.

Kata Kunci: Manajemen Sumber Daya Manusia; Digitalisasi Pegawai Negeri Sipil

INTRODUCTION

The era of globalization and the Industrial Revolution 4.0, which encompasses advances in information and communication technology, has had a significant impact on various sectors, including the government sector. In Indonesia, one of the government's priorities is digitalization in the public sector, with the aim of increasing efficiency, transparency, accountability, and the quality of public services. Therefore, human resource management (HRM) plays a crucial role in identifying human resource needs to address the dynamic changes of the times and ensuring the availability of the necessary human resources (Sudiantini et al., 2023). One way to improve the effectiveness of the government sector is through the use of technology. Given the availability of sophisticated technologies in this digital era, which can facilitate employee training and development, accessing these systems can help employees learn about these developments. The local government of Gunungsitoli City, the Human Resources Development and Personnel Agency (BKPSDM) is an agency tasked with managing the development and guidance of State Civil Apparatus in the region, BKPSDM also plays a strategic role in supporting the ASN digitalization policy as part of regional bureaucratic reform. The real phenomenon in BKPSDM Gunungsitoli City is the existence of dual administrative processes (digital and manual), service delays, and a lack of understanding of ASN regarding the system used. For example, in the dual administrative process during the ASN promotion/class process, data and documents that should be input directly into the SIASN application are still requested in printed or hardcopy form. Based on the research background above, the researcher is interested in conducting research with the title "Analysis of Human Resource Management in Supporting ASN Digitalization at BKPSDM Gunungsitoli City"

RESEARCH METHODS

The research approach plays a crucial role in determining the direction and essence of a study. Selecting the right approach will facilitate the researcher's work, from problem formulation to establishing research objectives. Furthermore, an approach relevant to the research needs will make the research process more consistent, systematic, and focused. According to Siswanto (in Teresia, 2019: 25), a research approach is a perspective on an object that determines the direction of the research. This aligns with the statement that an approach can be understood as a means of understanding reality or phenomena before entering the analysis stage. Selecting the right approach will help researchers work more systematically and purposefully, while also avoiding speculative tendencies.

This research method uses a descriptive qualitative approach. According to Sugiyono (2020), this qualitative approach aims to understand the phenomenon in depth by exploring the views, experiences, and understanding of informants regarding the importance of implementing digitalization in supporting digital-based services at the Gunungsitoli City Human Resources Development Agency (BKPSDM). In this study, data were collected through 1) observation 2) in-depth interviews 3) documentation to gain a comprehensive understanding of the context of

digitalization implementation in human resource services and management at the Gunungsitoli City Human Resources Development Agency (BKPSDM).

Sugiyono (2022) states that a research variable is anything, in any form, determined by the researcher to be studied to obtain information about it and then draw conclusions. Theoretically, variables are also attributes of a specific scientific field or activity. The variables in this study are 1) Human Resource Management and 2) Civil Servant Digitalization. This research was conducted at the Gunungsitoli City Human Resources Development Agency (BKPSDM) Office. The BKPSDM Office was chosen as the research location due to its relevance to the topic of HR in the digital era and its data collection directly related to ASN development at the BKPSM. The research schedule was from February to July 2025.

RESULTS AND DISCUSSION

In this study, it has been explained that the informants who are the data sources for this study are the Head of the Gunungsitoli City BKPSDM as the key informant, the Secretary of the Gunungsitoli City BKPSDM as the main informant, the Head of the Competency Development and Apparatus Performance Division of the Gunungsitoli City BKPSDM as the main informant, the Head of the General and Personnel Sub-Division of the Gunungsitoli City BKPSDM and the Resource Analysis Staff as supporting informants.

Implementation of Human Resource Management in Supporting ASN Digitalization

This study aims to explore the role of Human Resources (HR) management at the Civil Service and Human Resources Development Agency (BKPSDM) in supporting the digitalization process of the State Civil Service (ASN). Through in-depth interviews, several key findings were obtained indicating a significant shift in the personnel management system in response to the demands of digital transformation in the government sector.

1. The Strategic Role of Human Resource Management in Civil Service Digitalization

Human resource management at the BKPSDM plays a strategic role as a facilitator and driving force in the civil service digitalization process. This is reflected in various initiatives such as digital-based training, the development of a human resource development roadmap, and a work culture transformation that supports technology adoption. Furthermore, efforts to monitor digital performance and strengthen digital literacy are part of the structural and operational strategies implemented. This strategy demonstrates that human resource management is not solely focused on administrative aspects but is also transforming into an agent of change in the digitalization process.

2. Adjustment of HR Management Systems Due to Digitalization

Digitalization is driving changes and adjustments to HR management systems, particularly in terms of service efficiency, transparency, and digital data integration. However, this process also faces challenges, particularly in terms of employee technology adaptation and infrastructure limitations. The transition from manual to digital systems requires strong technical support and a shift in employee mindset to ensure optimal transformation.

3. Focus on Developing ASN Digital Competence

Civil servant development through digital training is a key focus of the BKPSDM. This training encompasses the use of digital applications, information technology literacy, and the use of e-learning platforms. This training falls under the category of core competencies for civil servants, which serves as the foundation for improving employee readiness for technological changes occurring in the government workplace.

4. An Applicable Digital Competency Development Program

The Human Resources Development Agency (BKPSDM) has implemented various digital-based technical training programs, such as e-Performance, e-Office, and personnel information systems like SIPD and SIASN. These programs encompass more than formal training, but are also supported by technical guidance (bimtek), outreach, and internal technical assistance. This approach emphasizes the importance of practical and applied learning to improve civil servants' capabilities in utilizing available digital systems.

5. Civil Servant Performance Assessment System in the Context of Digitalization

The current civil servant (ASN) performance assessment system uses the e-Kinerja application as its primary platform. However, assessment indicators that explicitly measure contribution to digital transformation have not been fully integrated into the system. Nevertheless, adaptation to digital systems has become an informal consideration in the performance evaluation process. This highlights the need to strengthen digitalization indicators within the performance assessment system to align with the direction of electronic-based government (e-government) transformation.

From the interview results above, it can be concluded that overall, the human resource preparedness of the Gunungsitoli City Human Resources Development Agency (BKPSDM) in supporting the digital transformation of civil servants (ASN) can be categorized as quite good and is moving towards a more mature stage. Civil servants have become accustomed to using several digital applications, especially the younger generation who are more adaptable to technology. Although challenges remain for senior employees who require more time to adapt. Limited technical competency and inadequate infrastructure are the main obstacles. However, through continuous training and intensive mentoring, human resource readiness is expected to improve in supporting the success of the overall digital transformation.

DISCUSSION

The ongoing digital transformation in the government sector demands fundamental changes in human resource governance. In this context, the role of the Civil Service and Human Resources Development Agency (BKPSDM) is highly strategic in supporting the digitalization of the State Civil Apparatus (ASN). This study shows that HR management is no longer merely an administrative function but has transformed into an agent of change supporting the acceleration of bureaucratic digitalization.

Human Resource Management as an Agent of Civil Servant Digital Transformation. The first finding shows that human resource management at the BKPSDM plays a strategic role as the primary facilitator in supporting civil servant digitalization. This is realized through various programs such as the development of a digital human resource development roadmap, technology-based training, and the establishment of a work culture that is adaptive to the use of digital applications. According to Adawiah & Asmini (2023), in modern organizations, human resource management plays a vital role as a transformation director, not just as a policy implementer. They emphasize that the success of digital transformation depends heavily on managerial capabilities in aligning human resource strategies with the organization's vision. This is in line with the opinion of Nadkarni & Prügl (2021), who stated that transformational leadership in the digital era requires management's ability to create a clear digital vision and empower employees through ongoing engagement and training strategies. Ndraha et al. (2024) stated that civil servant digital transformation is part of the transition to smart governance, and BKPSDM has a responsibility to ensure that all civil servants have the minimum digital capacity

to operate in an electronic-based government system (SPBE). In other words, digital transformation requires a holistic approach from HR management, both at the policy and operational levels.

Focus on Developing Civil Servant Digital Competencies. Developing civil servant digital competencies is part of the adaptive strategy implemented by the Human Resources Development Agency (BKPSDM). Training on application usage, basic digital literacy, and the use of e-learning platforms are part of improving civil servant core competencies as mandated by Law No. 5 of 2014 and Law No. 20 of 2023 concerning Civil Servants. Afandi (2018) states that competency development is the main foundation for effective HR management. Digital competencies are included in the category of technical and managerial competencies that civil servants must possess to be able to carry out their duties and functions in the digital era. This is also reinforced by Amelia et al. (2023) who stated that training relevant to current developments will increase employee competitiveness and accelerate bureaucratic transformation. Research by Putra & Tefa (2022) shows that ICT training provided to civil servants at the Bandung Regency Communications and Information Agency improves the efficiency and quality of public services. Therefore, the digital competency development approach cannot be considered an additional activity, but rather an integral part of the bureaucratic reform strategy.

Overall, the results of this study illustrate that digital transformation within the civil service (ASN) environment is not a straightforward, linear process. It requires synergy between policies, HR management strategies, and continuous strengthening of employees' digital capacity. Sedarmayanti (2018) emphasized the importance of comprehensive bureaucratic reform, including through technology-based HR system modernization. Meanwhile, the Ministry of Administrative and Bureaucratic Reform (KemenPANRB) (2021) emphasized that ASN talent management in the digital era must be directed toward developing employees with integrity, digital competence, and innovative abilities. Sudiantini et al. (2023) also added that ASN digitalization will not only accelerate services but also increase bureaucratic accountability and efficiency, thus ensuring continued innovation and adaptability in developing personnel work programs.

Based on the discussion above, it can be concluded that civil servant digitalization will only be successful if supported by progressive, participatory, and responsive human resource management to technological developments. The Human Resources Development Agency (BKPSDM), as the human resource management institution, plays a strategic role in ensuring civil servant readiness, from competency to work culture to assessment systems. Moving forward, digitalization challenges must be addressed with adaptive policies, applicable training, and a performance measurement system integrated with the government's digital transformation vision.

CONCLUSION

1. Human Resource Management Plays a Strategic Role in Driving Civil Servant Digital Transformation. Civil servant digital transformation requires not only technology but also the readiness and capabilities of progressive human resource management. The Human Resources Development Agency (BKPSDM) acts as an agent of change through strategic planning, application-based training, and the development of a digital work culture. Adaptive, participatory human resource management aligned with the SPBE vision is key to the success of digital bureaucratic transformation.

2. Obstacles to Digitalization Originate from Structural, Cultural, and Human Resource Competency Aspects. Civil servant digitalization faces various internal challenges, such as low digital literacy, work culture resistance to change, ineffective training, suboptimal infrastructure, and minimal employee participation in decision-making. Without comprehensive addressing, these obstacles have the potential to hamper the pace of digitalization and reduce the quality of public services.
3. Human Resource Development Strategy Must Be Structured, Sustainable, and Collaborative. The Human Resource Development Agency (BKPSDM) has implemented a human resource development strategy through practical training, competency mapping, the development of digital standard operating procedures (SOPs), and cross-agency collaboration. The development of a human resource development roadmap demonstrates a long-term commitment to the success of SPBE. However, to achieve an inclusive and equitable digital transformation, continued coaching and continuous competency evaluation are necessary across all levels of civil servants.

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