Digital Transformation: Opportunities or Threats for Civil Servant Career Path

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Abstract. Limited mobility due to health protocols regarding the Covid-19 pandemic forced every sector to carry out digital transformations within their organizations. Likewise, with the public administration service sector and government bureaucracy, the pandemic has also become a trigger and encouragement for the bureaucracy in providing services to the community. Advances in technology and public understanding of public services are increasing. Currently, the community is increasingly critical and demands more for the services provided and always supervises, straightens, and encourages the pace of government. However, in practice, this digital transformation effort has an impact and performance that has not been optimal. Challenges in implementing digital transformation in the public sector include the lack of quantity and quality of human resources (HR). This study aims to analyze the ability of civil servants to adapt to the demands of society in the era of digital transformation and whether they are able to make this transformation a career development opportunity or instead make it a threat that digital transformation will result in the loss of some jobs. This research used a qualitative method through a descriptive qualitative approach. Data was collected through interviews, observations, and questionnaires to civil servants in Tasikmalaya. A total of 108 respondents were involved using a simple random sampling technique. The final result of this research will bring up a new paradigm, namely technology-based and innovative HR, and the formation of competent human resources in their fields of course while still adjusting to the culture of the local community.

Keywords: Civil Servant · Digital Transformation · HR Learning and Development · Public Service

1 Introduction

In the era of globalization, everything is becoming more complex and sophisticated. There are many new discoveries and developments in science and technology. All activities are required to be fast and precise using the latest technology, so is the case with governance. In the management of government and public service, the electronic government or e-government system has been used as a system aimed at achieving the effectiveness and efficiency of government management as well as being a form of government control, transparency, and accountability. In addition, this is also intended to implement one of the principles of good governance accountability which is a form of government responsibility for its performance for public services.

The United Nations (UN) e-Government Survey in 2020 has placed Indonesia in 88th rank for the implementation of e-government or an electronic-based government system (SPBE) [1]. The results for 2020, which were released in July, showed an increase of 19 places compared to 2018 which was 107th and 116th in 2016 [1].

Overall, Indonesia scored a score of 0.6612 in the high e-Government Development Index (EGDI) group in the UN e-Government Survey 2020, successfully placing Indonesia in the top 100 world rankings at position 88 out of 193 countries. The United Nations (UN) predicts countries with more than 0.75 points as very high EGDI, 0.50 to 0.75 points as high EGDI, 0.25 to 0.50 points as middle EGDI, and less than 0.25 as low EGDI [1, 2].

The survey conducted by the United Nations carries the theme "Digital Government in the Decade of Action for Sustainable Development". The purpose of this survey is as a development tool for member countries to analyze their respective capacities and challenges in implementing policies and strategies for developing an electronic-based government system. In addition to assessing the implementation of SPBE in a country, in this survey, the United Nations also assessed how its member countries used technology in dealing with the pandemic.

In line with the progress of the government system in dealing with this digital era, an era in which digital technology disruption is increasingly massive. Industry 4.0 or the fourth industrial revolution is a term that is generally used for the level of development of the technology industry. For this level, it focuses on digital technologies.

In this era, people want all management to be done quickly, effectively, and efficiently. That is why public service implementers are also required to be able to provide excellent service. Bureaucracy must have a spirit of service, towards a more flexible and dialogical direction, and towards more pragmatic and realistic ways of working.

Reforms in the field of services through electronics, e-government, e-procurement, and e-budgeting are very much needed in the face of today's digital era. In addition, institutional simplification and sharpening need to be carried out as a follow-up to the reform of the governance of government administration. So that government management is expected to be simpler and less long-winded. Moreover, with the support of digital technology, of course, it will increasingly encourage the implementation of sharpening, simplifying the bureaucracy, and improving the quality of human resources for the apparatus, especially in local governments that are in direct contact with public services for the people in Indonesia.

Civil servant (ASN) is one of the assets of the bureaucracy which is expected to be able to realize the ideals of world-class government in 2024. For this reason, ASNs must prepare themselves to face the challenges of an increasingly complex world, such as digitalization, globalization, information technology overload, as well as the current challenge, namely the Covid-19 pandemic.

It is undeniable that globalization and digitalization demand ASN, especially millennial ASN, to become a generation of learners or lifelong learners. Not only accepting but also adapting and following changes in a positive direction. The current massive progress of science and technology is certainly a challenge as well as an opportunity for ASN to win the global competition. To face challenges in global competition, ASN should not only work to carry out routine tasks or business as usual.

This paper discussed the ability of the civil servant (ASN) to adapt to the demands of society in the era of digital transformation. Whether they are able to make this transformation a career development opportunity or even make it a threat that digital transformation will result in the loss of some jobs, especially in the era of bureaucratic simplification where a hierarchical or tiered is no longer the work system of the ASN as service providers. Simplified bureaucratic levels, teamwork that prioritizes expertise, and technology support, are needed in realizing a digital ecosystem in government.

2   Method

This research used qualitative methods. Qualitative research produces descriptive data in the form of written or spoken words from people and observed behavior [3]. The approach used in this study was descriptive qualitative. This approach is commonly used in qualitative research which tends to use analysis with process and meaning. The theory is used as a guide so that the research focus is in accordance with the facts on the ground.

Data was collected through interviews, observations, and questionnaires to the ASN in the City Government of Tasikmalaya. ASN in the Regional Government was chosen to be the research sample because the regional government provides public services, and they experience direct contact with the community. Tasikmalaya City Government was chosen because it also had implemented the simplification of the bureaucracy as mandated by the central government. A total of 150 questionnaires were distributed via Google Form to ASN in the City Government of Tasikmalaya with the entire population of ASN providing direct services using computer technology, but up to the deadline, only 108 forms were collected. The data were analyzed using the techniques proposed by Miles and Huberman, namely data reduction (sorting, focusing and attention), data display, and drawing conclusions [4].

3   Result and Discussion

3.1   Result

The industrial revolution 4.0 period had an effect on various fields of life of the population, in the form of economic, social, cultural, educational, and political fields as a result of the increasingly modern digital technology used by society [5]. Thus, it is necessary to create a pattern of interdependence between fellow community members and their environment because in the industrial revolution 4.0 period the environment was not an obstacle for community members when they communicated and interacted with each other, resulting in cultural assimilation between fellow community members.

The development of science and technology causes every human being to be able to explore the expertise and skills of prospective workers they have to support performance in carrying out their daily work. Some experts argue that superior workforce skills will indirectly affect the success of having a skilled and expert workforce in their field.

The use of information technology that is utilized by the community is very massive. The progress of information technology which is the driver of the industrial revolution 4.0

can be seen from the existence of information technology which is manifested in various application facilities, the use of the internet network, digitizing public services, etc. With digitalization, all forms of public services become easier, more practical, transparent, and efficient, because the government is required to provide fast, easy, and accurate services. Therefore, it is time for all elements of government, both at the central and regional levels, to collaborate with each other to create a nationally integrated government system. The goal is none other than to create government services that can be easily accessed and used by the community. President Joko Widodo once stated that public services were a concrete face of the state's presence in people's daily lives. In the future, the government needs to always adapt to technological developments, including being able to provide excellent digital services.

In the era of Society 5.0 where the main component is humans who are able to create value through technological information, it is necessary to prepare human resource competencies that can adapt to implement them. Likewise, the state civil apparatus need to understand and implement the era of society 5.0. Civil servants or PNS, also known as State Civil Apparatus or ASN, as mandated by Law Number 5 of 2014 concerning ASN [6] states that the duties and functions of civil servants apart from being the Makers and Implementers of Public Policies and the Unifying Adhesives of the Nation also act as Public Servants (UU N.5/2014, 2015) [6]. Support for human resources and information technology must be aligned and integrated in order to respond to the demands and needs for dynamic, effective, and efficient public services and bureaucracies. This digital transformation also includes how to integrate all service areas so as to create an added value that gives satisfaction to the community as service users. Digital transformation is often interpreted as digitization in all aspects. Furthermore, digital transformation concerns the readiness of ASN human resources in implementing a work culture in an all-digital climate.

More importantly, in society 5.0, ASN must also be able to create and innovate, especially with regard to public services, that are supported and based on technological developments. The central, provincial, district, and city governments must also make policies that are pro-society 5.0 so that regional development remains sustainable. To face the era of digital society 5.0, adaptive ASN is needed, and the future challenge is that ASN is required to be a productive and technology-literate human being. The government is required to provide measurability and certainty in services because people in the current digital era need services that are fast, measurable, cost-effective and time-efficient, as well as easy access to public services. An adaptation that is dynamic in nature from each individual ASN is needed to adjust to the changes that occur around him. It is an absolute thing if a person must quickly change his mindset and adjust himself so as not to be left behind by changes that are increasingly felt day by day.

The development of information and communication technology today has provided a fairly free space for the public to obtain information, and has had an impact on the government management administration system to meet the demands of the community's needs for openness (transparency), efficiency, and better services.

Recognizing the developing situation and conditions, the City Government of Tasikmalaya is quite responsive and is gradually making improvements to the administration of government towards the realization of good governance through the development of

electronic government (e-Government). This can support the implementation of Government to Government (G2G), Government to Citizen (G2C) and Government to Business (G2B). This is evidenced by the existence of various applications/websites in the Tasikmalaya City government as many as 78 applications. However, this is not enough to prove the readiness of the Tasikmalaya City Government in facing the digitalization era. The most important thing is the readiness of Civil Servants in accelerating digital transformation.

A survey of 108 ASN was conducted in Tasikmalaya City from various ages ranging from 24 years old to 59 years old. With a composition of 50% male and 50% female, with 39.8% Master/Doctoral education level, 57.4% Diploma 4/Bachelor level, 0.9% Diploma 2/Diploma 3 level, and 1.9% Middle School level with various work units and various levels of positions.

Twenty two questions were asked related to attitudes, reactions or judgments, individual beliefs about their abilities to use and carry out computing tasks well, anxiety when using information technology, causing fear and not being able to use the technology itself either now or in the future, as well as an interest in developing their competence in the field of information technology. This aims to find out the extent to which they are able to adapt in the face of digital transformation.

The result showed that as many as 68.5% of respondents strongly agreed with the statement that the presence of technology will help ease their work, 29.6% agreed and 1.9% stated neutral. In addition, as many as 64.8% of respondents strongly agreed with the statement that the existence of technology will provide many benefits and 35.2% agreed. This proves that the majority of ASN have an optimistic attitude toward the presence of technology which can help ease their work, especially those related to services to the community. However, there were still respondents who are neutral to the statement that the presence of technology will help ease their work. This probably occurred because the respondent's field of work was not at all related to technology and information or the respondent was less able to operate a computer so that the answer is neutral.

On the pessimism indicator, 8.3% strongly agreed with the statement that the presence of computer technology will control their lives, 38% agreed, 27.8% neutral, and 6.5% disagreed with the statement. Moreover, as many as 7.4% of respondents strongly agreed with the statement that with today's computer technology over time human activities will be replaced by technology, 44.4% agreed, 15.7% said neutral 27.8% disagreed, and 4, 6% strongly disagreed. These varied answers prove that most respondents felt that the presence of technology will control their lives and replace their roles, especially at work. Indirectly, the majority of them felt that technology will control all aspects of life including replacing their role, especially in the field of work. On the intimidation indicator, 4.6% of respondents felt uncomfortable when dealing with computers, especially programs that were difficult to operate, 30.6% agreed, 28.5% said neutral, 40.7% disagreed, and 5.6% strongly disagreed. In addition, as many as 3.7% of respondents strongly agreed with the statement that computer technology makes them uncomfortable because respondents do not understand it, 8.4% agreed, 10.3% said neutral, 61.7% disagreed and 15, 9% stated strongly disagree with this statement. This proves that there are still State Civil Apparatuses who cannot operate computers and the programs in them.

In the self-efficacy variable, by taking samples of several applications used by all employees in the City Government of Tasikmalaya, respondents were given a questionnaire consisting of 6 statements as follows. For the first statement, as many as 27.8% strongly agreed with the statement that when having difficulty in using the application, the respondent will ask for help from others. A total of 58.3% agreed, as many as 13% stated neutral, as many as 0.9% strongly disagreed with the statement. For the second statement, namely being able to make reports and complete work using the application without the help of others, 17.6% strongly agreed, 56.5% agreed, 13% stated neutral, 11.1% disagreed and as much as 1.9% stated strongly disagreed with the statement. For the third statement, namely respondents can develop a career clearly if they use technology, as much as 15% strongly agreed, 51.4% agreed, as many as 27.1% stated neutral, as much as 3.7% disagreed and as much as 2, 8% strongly disagreed with the statement. For the fourth statement, that is, respondents have no difficulty in adjusting and applying every time there is a new application in the context of employee career development, as many as 13.9% strongly agreed, 49.1% agreed, 22.2% stated neutral, as many as 13% disagreed and 1.9% strongly disagreed with the statement. The fifth statement is the respondent can complete work and provide services quickly through applications in the respondent's work unit, as much as 12% strongly agreed, 54.6% agreed, 20.4% stated neutral and 13% disagreed with this statement. For the sixth statement, government administration and public services should use computer technology, 28.7% strongly agreed, 48.1% agreed, 14.8% said neutral and 8.3% disagreed with the statement. From the results of respondents' statements on the self-efficacy variable, it can be concluded that the majority of respondents already have individual trust or confidence in their abilities in using and carrying out computing tasks well, especially in using applications in electronic-based government systems. The majority of respondents also understand that information technology, as an indicator of ASN career development, can support ASN career paths. However, there are still some respondents who do not have confidence in their abilities and competencies in the field of information technology.

On the computer anxiety variable, four questions were asked and the results were as follows. For the first statement, 3.7% strongly agreed, 12% agreed, 13% stated neutral, 58.3% disagreed and 13% strongly disagreed with the statement that respondents will feel afraid when using the computer for fear of making mistakes that cannot be corrected. For the second statement, 3.7% strongly agreed, 27.8% agreed, 14.8% said neutral, 45.4% disagreed, and 8.3% strongly disagreed with the statement that respondents are afraid of making mistakes that cause most of the information on the computer to be damaged/lost due to pressing the wrong button. For the third statement, 19.4% strongly agreed, 60.2% agreed, 13% neutral, 5.6% disagreed, and 1.9% strongly disagreed with the statement that respondents will read books more often or attend training on computers to overcome limitations in running digital technology. For the fourth statement, 33.3% strongly agreed, 63% agreed, 2.8% were neutral, and 0.9% strongly disagreed with the statement that respondents will learn more often from colleagues who understand better about computers to overcome the limitations of knowledge and abilities in the field of information technology. From some of the statements above, it can be concluded that the majority of respondents can use technology well and have a desire to improve their knowledge and skills in the field of information technology. Based on the survey results

regarding competency development, respondents are more interested in learning with their peers using the peer knowledge-sharing method compared to attending training or reading books independently. However, there are also some respondents who are still afraid to operate a computer and do not want to improve their skills and knowledge in the field of digital technology.

In the last variable, namely interest in the use of technology, a questionnaire was submitted with the following results. For the first statement, 56.5% strongly agreed, 40.7% agreed, and 2.8% were neutral with the statement that respondents use technology to complete their tasks or work. For the second statement, 40.7% strongly agreed, 55.6% agreed, 2.8% were neutral, and 0.9% disagreed with the statement that respondents are interested in accessing technology information in between their busy schedules. For the third statement, 39.8% strongly agreed, 52.8% agreed, and 7.4% stated neutral with the statement that respondents will always try to use computer technology. For the fourth statement, 40.7% strongly agreed, 50% agreed, 7.4% were neutral, and 1.9% disagreed with the statement that respondents wish to use computer technology more often than manually at work. From some of the statements above, it can be concluded that the majority of respondents are interested in using technology in completing their work and choose to complete their work by utilizing computer technology rather than manually and also the majority of respondents have an interest in continuing to try to access information technology and adapt in the era of digitalization. Even though, there are still some respondents who still choose to do their work manually and are unable to adapt to the development of digital transformation.

3.2   Discussion

The results of this study indicate that ASNs in Tasikmalaya are not fully ready for digital transformation. There are still some employees who choose to do their jobs traditionally and tend to see digitalization as something that threatens their careers.

In the literature, reverse mentoring is generally understood as an HR initiative aimed at intergenerational sensitization and engagement to address the gap between older generation employees and millennials who are digital natives [7]. It also highlights the need to increase employee competence in the era of digital transformation to look beyond incorporating digital tools into their traditional functions of recruitment or learning and development, etc. The literature on e-HRM has focused on identifying the strategic drivers driving the digitization of HRM [8, 9] and identifying different ways in which digital tools can be incorporated into HRM practices [10]. This case study suggests that human resource management, especially in government, needs to participate proactively in realizing the organization's strategic goals in embracing technology. Not only the company's strategic choices that drive the level of digitalization, but the role of the HRM function which is very important in the organization is also subject to strategic choices [11] through reverse mentoring and changes in attitudes and behavior. Officers' knowledge of digital transformation in a metal multinational company (MMNC) managed to overcome the five problems that hinder digital transformation, [9] namely slow or stalled decision making, inability to prove business value also a lot of focus on technology, lack of understanding of operational problems, and fear of losing control. From some of the research results above, it can be concluded that in addition to the importance

of increasing ASN digital competence in government organizations, knowledge sharing and leadership support are also needed for the implementation of digital transformation, especially in the Tasikmalaya City Government.

4 Conclusion

The realization of excellent service to the community in the sense of fast, precise, fair, and accountable service, is the expectation for every public service institution/organization. Therefore, it is necessary to make improvements to the public service system which involves improving public service methods and procedures. The application and development of information technology can help facilitate the above expectations. Excellent public service in the future will not only follow global trends but is also a strategic step to improve access and quality of services to the community. The transformation of government administration and easy and efficient online service reform is the expected output of the new normal adaptation during the pandemic. Public services that are easily accessible to the community are the goals of improving performance and changing governance policies.

The era of digitalization is a demand and also a challenge that must be faced, especially in the administration of government. In this era, government administration is required to be effective, efficient, and transparent to create a good service for the community. To face this era, government administrators, in this case ASN, are required to have the competence and ability so that they can adapt to technological advances in the digital era. Thus, the government has a very central role in efforts to improve the quality of ASN. The existence of good quality ASN is a foundation for smart ASN as proclaimed by the central government. In this case, the concept of Smart ASN is that employees are seen as an investment for the institution, in which if the employee is managed with good and more professional planning, it will provide rewards for the institution more effectively and efficiently. The planning stage starts from the registration process that has been integrated and online and continues until the selection process, which must also be computerized and open which in essence will lead to having Smart ASN criteria with integrity, global insight, and understanding of foreign language information technology.

Improving the quality of human resources and socializing IT in the field of communication and informatics is a competency development strategy that must be carried out by the government in the context of developing employee digital competencies. However, the most important things are leadership support and knowledge sharing to be applied more effectively in the context of implementing digital transformation.

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