



# Optimizing Civil Apparatus Based on Human Experience Management: Systematic Literature Review (SLR)

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**Abstract.** This study explores the optimization of Civil servant roles through Human Experience Management (HXM), especially in enhancing public service quality in Indonesia's digital era. Using a Systematic Literature Review (SLR) approach, the research investigates significant findings from recent studies on HXM applications within the public sector. The study identifies key challenges, such as limited infrastructure, resistance to change, and a need for advanced IT skills among civil servants. By employing bibliometric analysis with PRISMA methodology, the findings reveal that HXM's emphasis on work experience, continuous training, and leadership support can significantly improve civil servants' motivation, productivity, and adaptability. The study also provides insights into the role of HXM in fostering innovation and developing strategic frameworks that align with public service goals. These insights contribute to developing practical strategies for strengthening civil servant roles in delivering effective, technology-driven public services.

**Keywords:** Bureaucratic Efficiency, Civil Servant, Experience Management, Human Experience, Human Experience Management, HXM, Optimizing Civil Servant, Public Service.

## 1 Introduction

The rapid advancement of technology and digital systems has reshaped government operations, including public service delivery in Indonesia. Civil Servants play a critical role in adapting to this evolving landscape, where efficiency, responsiveness, and adaptability are essential. However, traditional Human Resource Management (HRM) approaches often fall short in addressing the complex demands of modern public service, especially amidst challenges like limited digital infrastructure, resistance to change, and varying levels of technology proficiency among civil servants. Human Experience Management (HXM) offers an innovative framework by prioritizing civil servants' work experience, well-being, and job satisfaction. Through HXM, public institutions can enhance the effectiveness of civil servants in utilizing digital tools, engaging in continuous learning, and responding effectively to public needs. This study aims to analyze the potential of HXM in optimizing civil servants' performance and explore its impact on improving public service quality through a systematic review of existing literature. By examining key findings and trends in HXM applications, this

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R. Hurriyati et al. (eds.), *Proceedings of the 9th Global Conference on Business, Management and Entrepreneurship (GCBME 2024)*, Advances in Economics, Business and Management Research 342,  
[https://doi.org/10.2991/978-94-6463-817-2\\_94](https://doi.org/10.2991/978-94-6463-817-2_94)

study provides strategic insights for integrating HXM into public service, supporting a more adaptive, efficient, and responsive government workforce in Indonesia

## 2 Methods

This study focuses on journal articles, excluding reviews and non-article documents, and uses Google Scholar and Crossref databases to identify relevant works. The keywords "Optimization," "Role," "Civil Servants," and "HXM" (Human Experience Management) filtered results in fields such as Management Economics and Social Sciences, limited to Indonesian journals. Retrieved journals were combined into a single RIS file and analyzed in VOS viewer, which produced bibliometric maps. The PRISMA method identified co-occurrence and co-authorship patterns, and VOS viewer visualized connections between top sources and authors. Initially, 1,649 journals were found, narrowed to 1,526 based on publication year (2020-2024), with 1,168 accessible articles. Of these, 30 were selected as relevant for further study.

## 3 Result and Discussion

### 3.1 Bibliometrics

Optimization is directly related to Human Resources, Civil Servants, and Management. This aligns with the research conducted by [1], which states that optimizing HR, Civil Servants, and management are interconnected and can enhance organizational performance and efficiency, as shown in Figure 1. Effective HR management ensures that civil servants provide high-quality public services and work efficiently, maximizing benefits to the community and stakeholders.

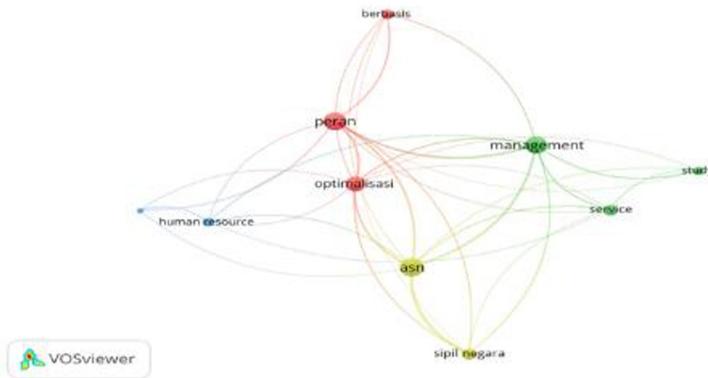


Fig. 1. Co-occurrence.

### 3.2 Citation

From the 30 articles obtained through SLR analysis, 10 journals with the highest number of citations, specifically focused on research in Indonesian government institutions, were selected. This citation analysis was used to determine how frequently others have cited work.

### 3.3 PRISMA (Preferred Reporting Items for Systematic Review and Meta-Analysis)

In the series of studies conducted using the PRISMA method (Preferred Reporting Items for Systematic Review and Meta-Analysis), several journals were selected as primary references based on the highest citation counts. Table 1 presents the selected journals and relevant information, such as authors, titles, year of publication, and sources. The selection of journals based on citation counts aims to assess the relevance and impact of each work within the related research topic.

**Table 1.** The selected journals and relevant information.

No	Cites	Author	Title	Year	Source
1	147	T Taufik, H Warsono	New Bureaucracy for the New Normal: A Review of Bureaucratic Change Models in Public Services in the Covid-19 Era	2020	Dialogue: Journal of Public Administration Science
2	37	L Fitrianingrum, D Lusyana ...	Career Development of Functional Positions from Administrative Position Equalization Results: Implementation Analysis and Challenges	2020	Journal of Civil Service
3	33	AR Nugraha, DF Sjoraída, E Novianti	Analysis of Government Public Relations Strategies in the Millennial Era in Facing Public Information Management	2022	Journal of Public Relations Profession
4	21	P Ricardianto, S Nasution ...	Opportunities and Challenges of Human Resources in the Implementation of National Smart Ports in the Industry 4.0 Era	2020	Journal of Transportation Research Bulletin
5	17	N Tumilantouw, M Mandagi.	Optimization of Public Services at Suluun Tareran Sub-District Office, South Minahasa Regency	2020	Journal of Mirai Management
6	14	A Sefullah, AM Fahmal, MF Said	Implementation of the Merit System in Civil Service Management in the Ministry of Religious Affairs, South Sulawesi	2020	Kalabbirang Law Journal
7	14	L Choirunnisa, THC Oktaviana...	The Role of Electronic-Based Government Systems (SPBE) in Improving Public Service Accessibility in Indonesia	2023	Journal of Law

No	Cites	Author	Title	Year	Source
8	14	AI Yusuf, J Kamase, S Serang	The Influence of HR Development, Competence, and Motivation on Improving Organizational Citizenship Behavior (OCB) and the Performance of Civil Servants in the Sinjai Regency Government, South Sulawesi Province	2021	Journal of Management Science
9	13	A Firmansyah	Digital Literacy in Improving the Quality of Government Public Services	2021	Journal of Civil Servant Policy and Management
10	13	MF Nugroho, S Suswanta	Constraints and Handling Efforts in Work From Home (WFH) Implementation at Bappeda Gunungkidul Regency	2021	Journal of Administrative Science: Development Media and Administrative Practices

The top-ranking journal with 147 citations, authored by Taufik and Hardi Warsono (2021) [2], examines bureaucratic changes in public service delivery in Indonesia during the COVID-19 pandemic, which necessitated that the bureaucracy adapts to "new normal" conditions. The study identifies two key dimensions of bureaucratic change: institutional adjustments and work system shifts in Indonesia’s public services during COVID-19. Institutions prioritized health protocols, offering remote or in-office work options. Human Experience Management (HXM) is emphasized as essential for enhancing civil servant well-being and adapting to new work conditions, focusing on mental health, technological adaptation, leadership, and job satisfaction. This approach fosters adaptability and efficiency, enabling civil servants to deliver quality public services amid "new normal" challenges.

The second-ranking journal with 37 citations, authored by Lia Fitrianingrum, Dina Lusyana, and Debby Lellyana (2021) [3], discusses the implementation of the policy for equalizing administrative positions to functional positions at the Indonesian Institute of Sciences (LIPI) as a response to changes in civil servant management and bureaucratic reform in Indonesia. This study identifies key challenges during the transition, especially suboptimal communication and bureaucratic complexity, highlighting the need for mindset and organizational adaptation. Human Experience Management (HXM) is crucial in optimizing civil servants' roles by enhancing work experience and job satisfaction, which supports career development after role equalization. By focusing on well-being and role adaptation, HXM fosters a culture of change and innovation, addressing communication and bureaucratic issues. This approach encourages a receptive mindset, aiding adaptation and improving public service performance at LIPI and similar institutions.

The third-ranking journal with 33 citations is a study conducted by Aat Ruchiat Nugraha, Diah Fatma Sjoraida, and Evi Novianti (2022) [4] on government public relations strategies in the millennial era in facing public information management. This study highlights the importance of adaptation and innovation in the increasingly

complex and dynamic context of public communication. This study analyzes government public relations strategies to strengthen collaboration with stakeholders through conventional and digital media, aiming for more effective public information services. Aligned with Human Experience Management (HXM), it highlights that effective communication requires adaptable civil servants skilled in information technology and social media. HXM enhances civil servants' communication abilities and fosters collaboration, enabling them to understand community expectations better and apply appropriate strategies. This approach supports transforming public relations institutions to be more responsive to public demands in the digital era.

The fourth-ranked journal with 21 citations, authored by Prasadja Ricardianto, Syahrial Nasution, Maria Angelin Naiborhu, and Wegit Triantoro from the Trisakti Institute of Transportation and Logistics (ITL) [5], discusses the challenges and opportunities faced by human resources (HR) in the context of Smart Ports in the era of the Fourth Industrial Revolution. This research emphasizes the need for advanced education and competency development in HR, especially in maritime areas like Nautic, Engineering, and Management, along with certified training. In optimizing civil servants' roles through Human Experience Management (HXM), the study underscores HR adaptation to technology and digitalization in port operations. HXM enhances civil servants' work experience, supports technology integration, and fosters cross-disciplinary collaboration, improving public service efficiency. This approach builds smarter, adaptive ports, strengthens Indonesia's role in the global digital economy, and improves public relations through effective communication and collaboration for transparent information management.

The fifth-ranked journal with 17 citations, authored by Novia Tumilantouw, Martinus Mandagi, and Wilson Bogar, aims to describe and interpret the optimization of public services at the Suluun Tareran District Office, South Minahasa Regency [6]. The study shows that optimizing public service at this office involves clear, accessible SOPs and structured roles to ensure service officers' clarity and discipline. In optimizing civil servants' roles through Human Experience Management (HXM), the research emphasizes the importance of consistent SOP application and training to maintain time, cost, and service standards. Work motivation and organizational culture are key to providing fair, friendly service. By focusing on community needs and SOPs, HXM enhances civil servants' work experience, improving service quality and public satisfaction, as seen in the efforts of the Suluun Tareran District Office.

The sixth-ranked journal with 14 citations, authored by Andi Sefullah, A. Muin Fahmal, and Muhammad Fachri Said from the Indonesian Muslim University, aims to evaluate the implementation of the merit system in Civil Servant Management at the Regional Office of the Ministry of Religious Affairs, South Sulawesi Province [7]. This study underscores the merit system's role in measuring employee professionalism through competencies and track records. In optimizing civil servants' roles through HXM, the research highlights that implementing a merit system requires understanding civil servants' competencies and performance. HXM improves their work experience by ensuring merit-based placements, appointments, and promotions, supported by motivation, skill development, and managerial support. Through HXM, the government can enhance professionalism, build public trust, and advance bureaucratic reform. This

study provides valuable insights for creating a more effective merit system in Indonesia's civil service management.

The seventh-ranked journal, with 14 citations, authored by L. Choirunnisa, THC Oktaviana, and colleagues, aims to evaluate the role of the Electronic-Based Government System (SPBE) in improving public service accessibility in Indonesia [8]. The study reveals how the implementation of SPBE can affect the government's approach to providing services to the public more efficiently and effectively through electronic platforms. In the context of optimizing the role of civil servants through HXM, the study findings show that implementing SPBE requires skilled and trained civil servants to use information technology. HXM ensures civil servants have positive, productive experience implementing SPBE, supported by ongoing training, tech skills, and an understanding of public needs.

The eighth-ranked journal, with 14 citations, was written by A. I., Yusuf, and colleagues. It highlights the importance of human resource development, competence, and motivation in enhancing Organizational Citizenship Behavior (OCB) and the performance of civil servants in the Regional Government of Sinjai Regency, South Sulawesi Province [9]. The study shows that human resource development significantly boosts Organizational Citizenship Behavior (OCB) by encouraging civil servants' proactive support beyond their duties. Competencies and high motivation also positively impact OCB, underscoring the importance of relevant skills. Through Human Experience Management (HXM), fostering development, competence, and motivation can holistically enhance OCB and performance. HXM builds technical skills and provides a supportive work environment with recognition and leadership, laying a foundation for civil servants to improve regional public service efficiency and effectiveness.

The ninth-ranked journal with 13 citations, authored by Firmansyah, emphasizes the importance of digital literacy in enhancing the quality of government public services in the era of Industry 4.0 and Society 5.0 [10]. Digital literacy is essential for leveraging technology to improve public service efficiency and responsiveness. The study indicates that building HR competencies in digital literacy enables civil servants to manage digital services effectively. Through HXM, emphasizing digital literacy empowers civil servants to use technology to improve service quality. This approach combines technical skill development with a supportive environment, fostering innovation and continuous learning. Enhancing digital literacy aligns with government goals for service efficiency and prepares civil servants to meet digital era challenges and opportunities.

The tenth-ranked journal with 13 citations, authored by Nugroho and Suswanta, identifies various challenges faced by Bappeda Gunungkidul employees in implementing Work From Home (WFH) during the Covid-19 pandemic, as well as efforts made to address them [11]. The study identifies five main constraints: limited access to computers and the Internet, IT proficiency, HR governance, organizational culture, and performance evaluation. Proposed solutions include a "one person, one computer" policy, IT training, HR governance with workbooks and contracts, SPIP for accountability, progressive culture, and performance-based evaluations. These strategies support effective HXM in HR management, particularly for WFH, by enhancing digital literacy, IT skills, and tool access. This results-driven approach strengthens civil servants' ability

to address digital-era challenges, ensuring responsive, high-quality public services for the community.

## 4 Conclusions

This study highlights the crucial role of Human Experience Management (HXM) in optimizing the performance of Civil Servants within Indonesia's public sector. By focusing on improving civil servants' work experiences, HXM fosters greater job satisfaction, adaptability, and productivity, essential for delivering high-quality, responsive public services in a rapidly digitalizing environment. Key findings emphasize the need for continuous training, skill development, and supportive leadership to overcome challenges such as limited digital infrastructure and resistance to change. The systematic review provides valuable insights into the strategic integration of HXM, suggesting that a well-implemented HXM framework can significantly enhance public service efficiency and effectiveness. These findings offer a pathway for policymakers and public institutions to advance civil servant roles, ultimately supporting Indonesia's public sector in meeting modern demands and enhancing community trust.

The research gap indicates the need for further studies to develop an HXM model that fits the context and challenges of the public sector in Indonesia, so that it can be implemented effectively and sustainably.

## 5 Acknowledgement

We express our gratitude to Universitas Pendidikan Indonesia for providing the resources and support that enabled this research. Special thanks also go to colleagues and contributors for their valuable insights, which greatly enriched the outcomes of this study.

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