Disruption of ASN Behavior in Bali: Challenges and Obstacles towards Smart ASN

Anak Agung Ngurah Jayendra[1], Gede Sri Darma[2]
[1,2]Undiknas Graduate School, Indonesia
gungjayendra@gmail.com

Abstract

Indonesia is entering the digitalization era of industry 4.0 and also the COVID-19 pandemic which demands the performance of the State Civil Apparatus to transform towards Smart ASN. Disruption changes the order of ASN performance, becoming more adaptive with the use of information and telecommunications technology. Smart ASN is a program that is expected to be a solution in responding to obstacles and challenges in the era of globalization. This study examines the readiness, challenges and obstacles of ASN at the Bali Provincial Education, Youth and Sports Office in realizing Smart ASN. This study uses qualitative methods with observation, documentation and interview techniques. The results of this study indicate that the Bali Province Disdipora is ready to realize Smart ASN. ASN readiness can be seen from the performance of ASN Disdipora which has been adaptive with IT-based applications in improving the quality of public services. Utilization of IT-based applications is very significant in supporting the performance of ASN, but digital competence is not evenly distributed and is still low, as well as sudden application changes are obstacles faced by ASN in optimizing efforts to realize Smart ASN.

I. Introduction

In 2020 there was a Covid-19 pandemic which brought about changes in the entire order of life, including the public sector or government.Slowly the impact of the pandemic spread to various other sectors such as the legal sector, education and government(Sodik, 2020). ASN performance during the pandemic and in the era of digitalization must be more dynamic, adaptive and agile. to change. Disruption in the current era of digitalization has caused the position of the State Civil Apparatus (ASN) to be one of the most important assets in the administration of a country's government.(Wardani, 2019). Agile Human Resources (HR) will bring organizations better prepared to respond to dynamic changes, they are not rigid with plans and strongly support flexibility(Bisnisnews.id, 2021).

ASN is a matter of a bureaucratic asset which is expected to be able to realize the ideals of world class government in 2024. In an effort to realize this, ASN must be able to face challenges such as digitalization, globalization, information overload, and the current challenge, namely the Covid pandemic. -19 and the new normal era. Currently, ASN should not only work to carry out routine tasks or business as usual. This is the background for the government to issue the Smart ASN policy. Smart ASN is hope in the midst of the Indonesian bureaucracy, which is still running ineffectively(Faedlulloh et al., 2020).

This condition is a critical note, that the achievement of Smart ASN to achieve must be able to meet the prerequisites that must be met. Indonesia is ranked 77th out of 119 countries in the Global Talent Competitiveness Index, with a value of 38.04

(Menpan.go.id, 2019). One of the other biggest challenges is the low ranking of e-government and Indonesia's low Human Capital Index (HCI). The Ministry of Administrative Reform and Bureaucratic Reform (Kemenpan-RB) at the end of 2018 revealed the fact that 30% or 1.35 million civil servants (PNS) had poor performance.

The Director General of Information Applications at the Ministry of Communication and Information (Kemenkominfo) Semuel Abrijani Pangerapan stated that the main key to this digital transformation is to prepare reliable human resources.(Mediaindonesia.com, 2020). This research also seeks to contribute in examining the issue of bureaucracy and the industrial revolution, by studying the idea of Smart ASN in Indonesia. Based on the background described above, the smart ASN idea is open for review and re-criticism. Therefore, this research needs to be carried out to explore how much readiness is in realizing Smart ASM through increasing Digital Talent Native Skills. Therefore, the authors carried out a study entitled "DISRUPTION OF ASN BEHAVIOR IN BALI: Challenges and Obstacles Towards Smart ASN".

II. Review of Literature

2.1 Digital Transformation and the Age of Disruption

Zimmermann et al. (2021) explained that digitization is combining the mature phases of digital transformation, namely from analog through digital to a fully digital phase. Therefore, digitalization is more about shifting the process of organizational activities to be highly automated, which is interesting and not just communication using the Internet. according toKasali (2017)Disruption does not only mean the phenomenon of change today (today change) but also reflects the meaning of the phenomenon of change tomorrow (the future change). One of the unique characteristics of Industry 4.0 is the application of artificial intelligence(Yahya, 2018:6). Industry 4.0 as a phase of the industrial revolution changes the pattern of human life in terms of scope, complexity, and transformation from previous life experiences(Yahya, 2018:6). Humans will even live in global uncertainty.

2.2 Digital Talent Native Skill

Nair (2019) inTampubolon (2020)said that digital talent is a talent with a combination of hard digital skills and soft digital skills that puts digital thinking forward. Not only interpersonal skills and knowledge of the tasks possessed by an ASN but knowledge and skills related to technology are also an obligation for an ASN. Smart ASN is expected to be a digital talent and digital leader who will be ready to support the transformation of the digital bureaucracy in the era of the industrial revolution 4.0. Characteristics of digital natives as opportunistic and omnivorous people who enjoy something in an online environment (want to get information quickly); likes collaboration from one person to another (networked); multitasking; likes parallel work processes; likes something in the form of interactive images rather than text; likes work as a challenge; expecting an award, satisfied with something that is instantaneous; random access.

2.3 Smart ASN

Smart ASN are employees with high competence, performance, and professionalism so that they are able to adapt and be more responsive to changes and the achievement of organizational goals. The Integrated and Responsive Apparatus Management System (SMART) of the State Civil Apparatus (ASN) is a system as a medium in the service, supervision and control of personnel administration. The Smart ASN program is expected to be able to develop the competence and welfare of ASN with various criteria, namely:

having integrity, being professional, having a global perspective, having a high sense of nationalism, understanding foreign languages and IT, networking, hospitality, and entrepreneurship.

2.4 Concept Framework and Hypotheses

Berbased on theoretical studies and empirical studies of previous research, a research framework can be drawn up as shown in Figure 1.
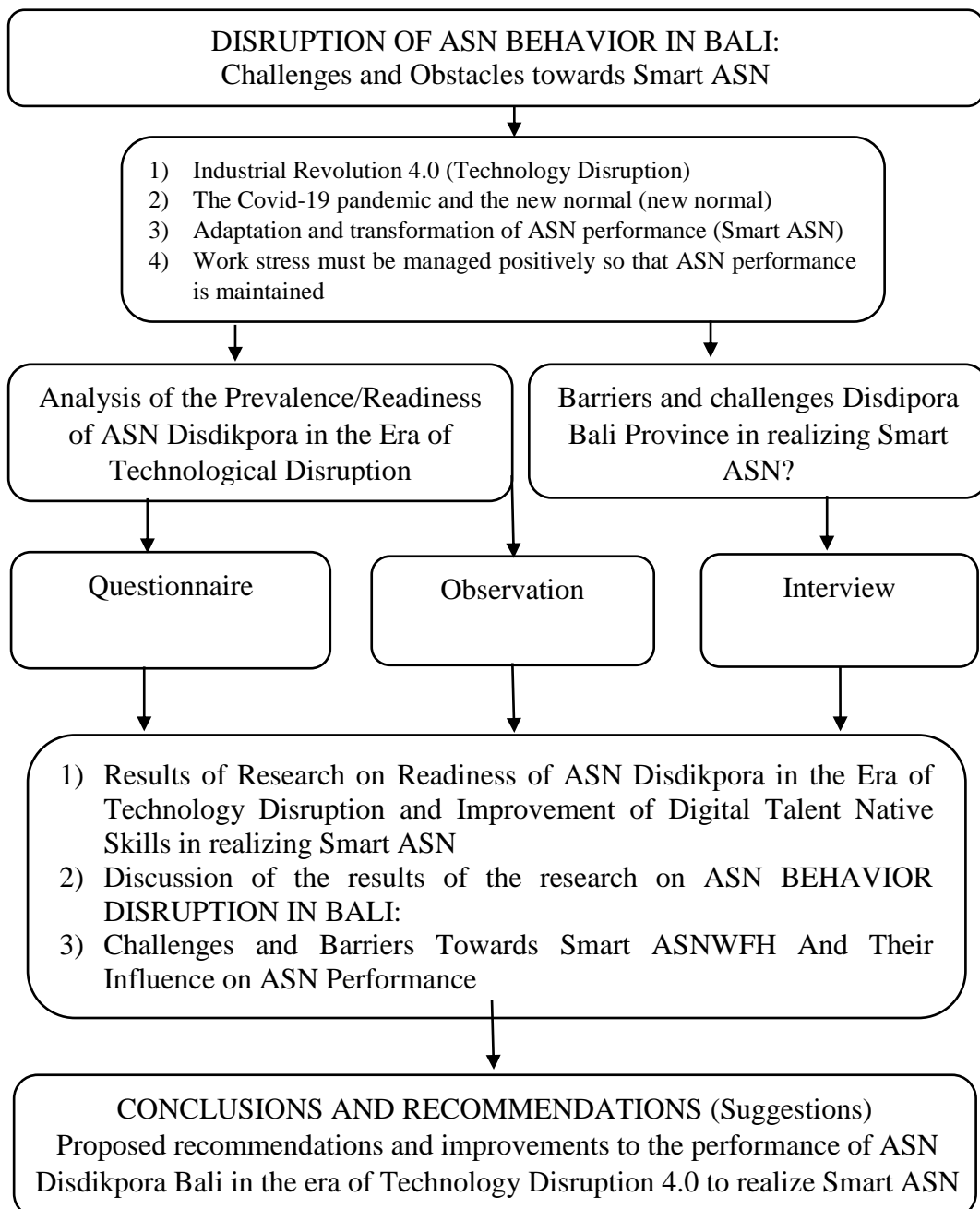
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│       Challenges and Obstacles towards Smart ASN        │
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│  1)  Industrial Revolution 4.0 (Technology Disruption)  │
│  2)  The Covid-19 pandemic and the new normal (new      │
│      normal)                                            │
│  3)  Adaptation and transformation of ASN performance   │
│      (Smart ASN)                                        │
│  4)  Work stress must be managed positively so that ASN │
│      performance is maintained                          │
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│ Analysis of the          │      │ Barriers and challenges  │
│ Prevalence/Readiness     │      │ Disdipora Bali Province  │
│ of ASN Disdikpora in the │      │ in realizing Smart ASN?  │
│ Era of Technological     │      │                          │
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│  1)  Results of Research on Readiness of ASN Disdikpora │
│      in the Era of Technology Disruption and            │
│      Improvement of Digital Talent Native Skills in     │
│      realizing Smart ASN                                │
│  2)  Discussion of the results of the research on ASN   │
│      BEHAVIOR DISRUPTION IN BALI:                       │
│  3)  Challenges and Barriers Towards Smart ASNWFH And   │
│      Their Influence on ASN Performance                 │
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│   CONCLUSIONS AND RECOMMENDATIONS (Suggestions)         │
│   Proposed recommendations and improvements to the      │
│   performance of ASN Disdikpora Bali in the era of      │
│   Technology Disruption 4.0 to realize Smart ASN        │
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Figure 1. Framework for Thinking

III. Research Method

This research was conducted at the Bali Province Youth and Sports Education Office.The Bali Provincial Youth and Sports Education Office was chosen as the research location because based on the results of a preliminary study (pre research) it shows that at the current research location, there are still State Civil Apparatuses (ASN) who are unable to use Information Technology (IT), the competence of ASN in the field of digitalization is still low. low, the dominance of ASN is still a generation of digital immigrants. The unit of analysis in this research is ASN Behavior Disruption in Bali: Challenges and Barriers Towards Smart ASN in Disdikpora Bali Province. In this unit of analysis, the researcher wants to examine the prevalence of the Bali Province Disdikpora readiness in facing the era of Technology Disruption and what are the obstacles and challenges faced by the Bali Province Disdipora in realizing Smart ASN.

This research is a qualitative research. Data was collected by means of observation, documentation and semi-structured interview techniques. The selection of informants was done by purposive sampling. Interviews were conducted face-to-face with a duration of about 40 minutes. All interviews are recordedwith a computer audio recorder with permission from the participants and published on YouTube. The data collection technique uses quantitative data collection techniques which consist of the initial process of collecting data, performing data reduction, supporting data by displaying data, and the final process is drawing conclusions and recommendations. Testing the validity of the data was carried out using the Triangulation method.

IV. Results and Discussion

4.1 Readiness of ASN Disdipora Bali Province in Facing Disruption era 4.0

The digital revolution and the era of technological disruption are other terms for industry 4.0. Called the digital revolution because of the proliferation of computers and the automation of records in all fields. One of the unique characteristics of Industry 4.0 is the application of artificial intelligence(Yahya, 2018:6). Based on the interview process that has been carried out with informants, findings were obtained that are related to how much readiness the ASN Disdipora Bali Province is in facing the disruption of the 4.0 era.

Informants at the Bali Provincial Education, Youth and Sports Office believe that the Disdipora ASN is ready to face the disruption of the 4.0 era. As said by Mr. Dr. KN. Boy Jayawibawa as the Head of the Bali Provincial Education, Youth and Sports Office, stated: "In our opinion, in providing information/data quickly, the Bali Province Disdikpora oversees education units in 9 regencies/cities, with a total of 300 public and private schools, schools, and youth and sports. In delivering data quickly, the Bali Province Disdikporan has been able to provide data quickly by always providing improvements and improvements. In providing information, line staff are able to provide relevant and accurate data to be compiled first with the right sources, before the information is submitted. Bali Disdikpora staff are also able to manage/manage work by maintaining cohesiveness, harmony and coordination with each other so that they are able to carry out tasks in parallel at the same time well. In the context of information we choose digital images, but at a certain tempo more information is video. Depending on the situation, all the resources we need are in the form of digital media, images, videos, or text. We prioritize team work patterns. but at a certain tempo further information is video. Depending on the situation, all the resources we need are in the form of digital media, images, videos, or text. We prioritize team work patterns (team work). but at a certain

tempo further information is video. Depending on the situation, all the resources we need are in the form of digital media, images, videos, or text. We prioritize team work patterns (team work).

The Head of the Disdikpora Service, Mr. Dr. KN. Boy Jayawibawa also explained that: "Managementally, decision making is technically this is where team work is needed. Every time there is a problem or decision, we call the entire team because in mastering skills, the staff understands the technical better. In addition, every opportunity there is a learning process in the Disdikpora environment. Every chance we get, we have to be critical and enthusiastic, so that's part of the learning process. When there is new news, we must be excited and take part. In leading, he also applies a pattern of reward and punishment, this is used when at a certain point when the problem cannot be resolved, but if someone makes a mistake it is only in the normal category,

Seeing the wide scope of the work area of the Bali Province Disdikpora, and referring to the Disdikpora commitment in realizing "good governance". The realization of good governance cannot be separated from efforts to realize e-government. E-government is defined as a government administration system based on electronics or information technology. Fletcher and Griffiths (2020) explain that digital transformation must be carried out by all sectors. Perifanou and Economides (2019) stated that there are four aspects to measuring digital competence based on the digital competence actions framework, namely Access, Use, Communicate and Create. This is very well understood by ASN in the Disdikpora environment of Bali Province.

Dr. KN. Boy Jayawibawa as the Head of the Bali Provincial Education, Youth and Sports Office, as the Head of the Disdipora Office stated: "Where this means is that digital technology provides core capabilities to change the way organizations work, namely, data available everywhere, unlimited connectivity, power massive processing. In the era of disruption 4.0, Disdikpora Bali Province must be able to adapt to rapid technological changes. Disdikpora Bali Province is able to adapt to digital technology and has good digital talent which is able to provide information or data quickly, provide relevant and accurate data information".

In the era of disruption 4.0, Disdikpora has also adapted to digital technology. The ASN Disdikpora are used to living and being surrounded by technology as a tool in their daily life activities. The generation of digital natives as someone who does things by multitasking, working in parallel (networking), likes an interactive game, has random access, wants to get information quickly, and prefers information on online sources. The following is a snippet of an interview with the Bali Province Disdikpora Expenditure Treasurer, I Ketut Catur Muliawan, ST:

"I have generally been familiar with computers since college and have always used them to support my work. The use of google search is almost used every day in the work I take, which I usually often use searching to find regulations related to regional financial management and state financial management to support my performance. Related to the use of the internet connection sharing feature and wifi, almost every day with the office wifi, but for public places I often use tethering from my cellphone to keep the data that I usually access by other people except the wifi in the office which is accessed by friends. alone. In terms of giving signatures, we still use wet signatures because there are no rules regarding the use of digital signatures in finance. But for correspondence, you can use a digital signature which is only used by the head of the service, not with finance, still using a wet signature. In the future, in finance, is it possible to use a digital signature, I hope it will be a digital signature, because we are the ones involved in approval, meaning that all activities at TTE are recorded from who makes it to the approval related to payments in

finance. Regarding receiving electronic mail via whatsapp group or telegram, in general I am used to receiving it, but I have a digital weakness regarding letters from whatsapp or telegram in file storage, unless we have a cloud and store it there the data can be more organized. If it is not stored in the cloud or hard disk and the cellphone is damaged, the letter data can be lost. In supporting the effectiveness of my work, I am active in the use of social media in the sense that there are some things that we upload and we don't upload to social media, in general we inform the activities that we carry out in the education office, especially the activities of the Bali Provincial Government and we filter what will be done. consumed by the public. Regarding the application used, personally I use the LHKPN application (which is a direct report to the KPK) different from other ordinary staff (its LHKSN). Because I, as treasurer of the Education Office's expenditure, have entered the LHKPN for almost the last 3 years, I have reported it. Furthermore, regional financial applications such as SIPD, I have used SIPKD and other supports while working here and finally our personal application as SIMPEG employees, My SAPK but what we use more often is SIPD, SIPKD and e-Billing for tax preparation. For now, it is very supportive, because with digitization we don't need to re-record it because everything has been recorded who entered it or there was an error so that it can be traced".

Disdikpora Bali Province is one of the PDs who actively utilize the use of IT in supporting their activities. Digital competence is one form of ASN competency development to realize Smart ASN in the Disdikpora environment of Bali Province. Digitization is the relationship of people, processes, data and things to provide intelligence and actionable insights that enable business results (Surber, 2016). Digitalization is the use of digital technology and data to create revenue, improve business, change/change business processes and create an environment for digital business, where digital information is at the core.

Digitization is a fundamental change in business operations and business models based on new knowledge to gain added value from these initiatives. Digital transformation describes the fundamental transformation of the entire business world through the establishment of new internet-based technologies with fundamental impacts on society as a whole (Scallmo & Williams, 2018).

The results of the interview with Mr. I Gusti Putu Urip Yogantara, S.Kom is a Candidate for Computer Institutions at the Bali Provincial Education, Youth and Sports Office, stating: "IT compliance has a very significant impact in supporting activities/performance especially in the current pandemic conditions. In the era of digitalization, ASN must have adequate IT capabilities, such as using e-employment applications, for example, which is one form of implementing IT utilization. The ability to use IT to support ASN performance is not limited by age. Generations under the 1990s can still master IT, if they have the will, and are eager to learn. What's more, we are all familiar with the use of smartphones. So that he is considered familiar with the use of digital technology."

In addition to mastery of IT that supports the realization of Smart ASN. ASN innovation and creativity in work is also very much needed. The results of the interview with Mr. Wayan Budiarsa, KTU SMA N 3 Denpasar at the Bali Provincial Education, Youth and Sports Office, stated: In the current digital era, coupled with pandemic conditions, mastery of IT is an absolute component that must be possessed by an ASN. One of them is in the field of education. We have so far implemented the use of IT significantly in accordance with government recommendations, indeed the employees of SMAN 3 Denpasar IT are extraordinary, what is done from superiors has been directly inputted separately with a certain code of ethics. Besides that, our employees are

extraordinary in terms of IT in accordance with the regulations and the significance is good. Potential capabilities in the IT field are shown by the fast response of employees when asked for data or information. Usually the staff provides data within 3 days, such as regulations from the office, it is recommended to immediately input the data and submit it to me immediately, then the speed of the staff in understanding the SIMPEG application. In addition to prioritizing IT users, we also encourage ASN to become Smart ASNs who are disciplined and work according to SOPs. Thursday always prioritizes the integrity of the performance of ASN, one of which is the commitment to comply with the applicable SOPs, there are no staff who work outside the SOPs, all have worked according to the existing SOPs. such as regulations from the service, it is recommended to immediately input data and immediately convey it to me, then the speed of the staff in understanding the SIMPEG application. In addition to prioritizing IT users, we also encourage ASN to become Smart ASNs who are disciplined and work according to SOPs. Thursday always prioritizes the integrity of the performance of ASN, one of which is the commitment to comply with the applicable SOPs, there are no staff who work outside the SOPs, all have worked according to the existing SOPs. such as regulations from the service, it is recommended to immediately input data and immediately convey it to me, then the speed of the staff in understanding the SIMPEG application. In addition to prioritizing IT users, we also encourage ASN to become Smart ASNs who are disciplined and work according to SOPs. Thursday always prioritizes the integrity of the performance of ASN, one of which is the commitment to comply with the applicable SOPs, there are no staff who work outside the SOPs, all have worked according to the existing SOPs.

4.2 Factors that are Obstacles and Challenges of Bali Province Disdipora in Realizing Smart ASN

SMART ASN is held nationally and is integrated between government agencies, based on information technology that is easy to apply, easy to access, and has a trusted security system and contains all ASN employee information and data. In realizing Smart ASN, Disdipora Bali Province faces various obstacles and challenges. The factors that hinder the Bali Province Disdipora in realizing Smart ASN. Based on interviews conducted with I Ketut Catur Muliawan, ST as the expenditure treasurer who stated:

"In general, there are problems in financial reporting, in the sense that the mistakes I have experienced in the last few years are only when I returned my purchases, meaning the non-compliance of the technical implementers regarding the payment, sometimes when the payment has been made at the end of the year or changes have been made. rationalization and even then the budget was cut so that, that's where we had problems at the end of the year but we had to share it together, because of this application we can detect earlier related to the difference in spending when compared to the previous (manual) the problem is protracted in the sense that it can spent a month in the search process to find input errors with the application less than a week in finding the error.When this application is used by many people for reporting the problem is the problem at the end of the year because many are accessing it, so the server load at the Financial Agency has to manage data from the beginning to the end of the year (in the sense that it is slower at the end of the year).

In addition, the aspect of sudden application changes is also an obstacle, such as the results of an interview conducted with Ni Ketut Sri Lastini, SE.M.AP as the KTU of SMK Negeri 2 Denpasar which stated: "In the implementation of data submission, if there is an application that is suddenly messed up changed without any prior notice due to repairs. Actually the human resources here from the TU staff are very good, including the teachers who already understand technology."

The entire interview results have been recorded and can be accessed via the youtube link, the complete documentation of the interview results is shown in Table 1.

Table 1. Interview Results

NO	RESOURCE PERSON	POSITION	LINK
1	Dr. KN. Boy Jayawibawa	Head of the Bali Provincial Youth and Sports Office.	https://www.youtube.com/watch?v=0--Jdj5INQ8
2	I Ketut Catur Muliawan, S.T., M.M	Expenditure Treasurer	https://www.youtube.com/watch?v=_uaT_VGcszw
3	I Gusti Putu Urip Yogantara, S.Kom	Candidate for Computer	https://www.youtube.com/watch?v=cXcLDTmP868
4	Wayan Budiarsa	KTU SMA N 3 Denpasar	https://www.youtube.com/watch?v=svWreuA8wMQ
5	Ni Ketut Laksmi Novitayanthi, A.Md, Akun	Financial Manager (Salary Manager)	https://www.youtube.com/watch?v=BGYYW0gaRqI
6	Ni Ketut Sri Lastini, SE. M.AP	KTU SMK N 2 Denpasar	https://www.youtube.com/watch?v=jFtBiKQf-O4
7	I Gusti Ngurah Crisna Adijaya, S.STP	Head of General and Personnel Sub-Section	https://www.youtube.com/watch?v=sFv8JCL6_-A

Source: Research results (2022)

V. Conclusion

Based on the results of the study, it can be concluded that:

a. The readiness of ASN Disdipora Bali Province in Facing Disruption era 4.0 can be said to be ready. Digital technology provides core capabilities to change the way organizations work namely, ubiquitous data, unlimited connectivity, massive processing power. In the era of disruption 4.0, Disdikpora has also adapted to digital technology. The ASN Disdikpora are used to living and being surrounded by technology as a tool in their daily life activities. This cannot be denied, because the current development of ICT cannot be avoided. Its existence and importance.

b. Barriers Disdipora Bali Province in realizing Smart ASN caused by internal and external factors. These factors include the discovery of ASNs who have not mastered IT adequately, especially digital immigrant ASNs, the scope of work areas that do not yet have adequate supporting facilities and infrastructure), sudden changes in IT applications that cannot be responded well by all users. The external factor is the weak

foundation of the central government where ontologically, the Indonesian bureaucracy does not yet have sufficient capacity to get to Smart ASN. There are still inherent problems related to the current condition of the Indonesian bureaucracy which is still not optimal in the use of information technology in the government sector, including in the education sector.

Suggestion

Some suggestions that can be submitted are as follows:
1. Disdikpora Bali Province should regularly and continuously improve ASN capabilities in the field of digitalization through efforts to involve ASN in seminars or training on the use of information technology.
2. Bali Province Disdikpora should always evaluate the digital competence of ASN and make efforts to improve the results of the evaluation so that Disdikpora ASN have qualified digital competence.
3. Bali Province Disdikpora should increase synergies with related PDs such as the Communication and Information Office in an effort to maintain and improve IT-based services to improve the quality of public services in Bali Province Disdikpora

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