

SmartASN: A Sustainable Digital Transformation to Human Resource Management in Indonesia's Bureaucracy 4.0

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Abstract. This article explores the impact of the SmartASN, which aims to foster technologically smart employees as digital talent and leaders, who will lead Indonesia to a world-class bureaucracy amidst the global competition sparked by the Industrial Era 4.0 demanding a smart society. The research applied a qualitative method with a case study approach, relying on secondary data collected from newspapers, journals, the SmartASN platform, etc. Using the crosstab feature, the data were interactively analysed with the NVivo 12 plus software. The theory used in this research is the Harvard Model for HRM developed by Michael Beer. The findings indicate that the transformational impact of the SmartASN on Indonesia's bureaucracy 4.0 can be seen mainly from HR policies, primarily, employee influence and work systems ensuring that the bureaucratic reform is compliant with relevant laws and a clear picture of the resources and capabilities required to achieve its goals. Further, these policies have resulted in HR outcomes, mainly improved employee competence and cost-effectiveness, contributing to the success of the government's bureaucratic reform agenda. Lastly, the long-term consequences are expected to strengthen the government and employees' effectiveness, and societal well-being creating a high-performing bureaucracy equipped to meet the challenges of the digital era.

1 Introduction

The Industrial Era 4.0 has created global competition in the digital ecosystem to shape a smart future where people can enjoy the highest quality of life, requiring science, technology, quick-responding human resources, and a smart environment (1). According to Said Pariq, (2021), Industrial Era 4.0 requires all employees (public or private) to have digital skills and soft skills like collaboration, communication, and autonomy to carry out their work in the digital era effectively. Indonesia has joined this global competition, prioritising national talent management as a development agenda to create a smart society and increase qualified and competitive human resources, as it is contained in Presidential Regulation Number 18 of

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2020 concerning the 2020 National Medium-Term Development Plan (PANRB, 2019). Additionally, Indonesia's Vision 2025 aims to build a smart society, a people-oriented, and a world-class bureaucracy where citizens enjoy the highest quality of life and public services. Furthermore, human resource development (HRD) is crucial to the Indonesian Grand Design for ASN Development 2020 – 2024, which aims to achieve a world-class bureaucracy by fostering Smart ASN-digital talent and digital leaders (4).

Indonesia ranks 80th out of 130 countries in the Global Talent Competitiveness Index (GTCI) with a score of 40.0, which falls below the median GTCI score – indicating a need for improved skills and talent (5). To address this, the Ministry of State Apparatus Empowerment and Bureaucratic Reform (PANRB) and its stakeholders: State Civil Apparatus Commission, Ministry of State Apparatus Empowerment and Bureaucratic Reform, BKN, LAN, SPBE, Microsoft Indonesia, Pijar Foundation, and Apparatus Competency Development Information System (SIPKA LAN), launched SmartASN, a digital-based transformation policy to the new ASN Management Law Number 20 of 2023, to foster technologically smart ASNs as digital talent and digital leaders, who will lead the Indonesian government to bureaucracy 4.0, aligning with the goals of the Industrial Revolution 4.0 (PANRB, 2019). This initiative seeks to transform Indonesia into a professional and world-class bureaucracy to produce smart public servants and services, increase the country's competitiveness at the global level, and improve community welfare (Dewi, 2023). However, Indonesia faces challenges in competitiveness, with issues in the appointment, transfer, and dismissal of ASNs often due to political interests rather than merit, which does not comply with the spirit of the ASN merit system (7). This has resulted in a lack of the needed human resource capacity to compete globally, which is very important in governmental functions and activities (8).

Scholarly discussions about bureaucratic innovation in Indonesia have drawn the attention of many researchers in recent years. Lukman Samboteng et al., (2020) stated that the Indonesian bureaucracy needs to adapt to digital technology innovations and automation, implement strategic workforce planning, and develop a future ASN with a mix of skills and competencies, as well as provide them with development and engagement opportunities. Prasodjo, (2020) showed that the quality of human resources in Indonesia can be improved through structured knowledge management, as well as public services in line with the increase in the ability or competence of human resources for their work. Kurniawan et al., (2020) conducted an evaluation analysis of ASN management, which showed that HRM policies, formulation, and dissemination are carried out well, but the recruitment aspect needs to be addressed, especially in high positions; and the aspects of competency development, especially in terms of improving performance, cost efficiency and achieving organizational goals. In another study, Martini et al., (2022) indicated there is a strong relationship between human resource development and performance, with a positive or unidirectional influence on employees' performance in Indonesia. Firdausijah, (2022) showed that the human resource problems of civil servants in Indonesia are quantitative where a large number of ASNs are unable to provide good and qualitative services which include recruitment, employee status, discipline and productivity.

While these previous studies are still relevant, no study has been found exploring the impact of the SmartASN as a digital transformation approach on human resource management in Indonesia, especially state civil apparatus (ASNs) towards bureaucracy 4.0. The SmartASN innovation was designed to foster technologically smart and innovative ASNs who can support the government's efforts in the digital era and achieve a world-class bureaucracy. It is significant to explore the impacts it has made. Based on these conditions, the question formulated in this research, namely: RQ = How SmartASN is transforming human resource management towards the Indonesian government bureaucracy 4.0? The novelty of this research lies in its unique focus on exploring the SmartASN application on

human resource management within Indonesia's state civil apparatus (ASNs), particularly in the context of transforming the bureaucracy towards industrial revolution 4.0. This study fills this gap by focusing on this relatively new and promising platform that has not been deeply explored in the existing literature from this viewpoint. Interestingly, this study arrives at a time when there is a new administration that seeks to improve human resource management in the ASNs. This study will enrich the existing academic knowledge on innovation in human resource management, and HRD in general.

The goal of this study is to explore the transformation processes of the SmartASN innovation on human resource management, particularly in the Indonesian government bureaucracy 4.0 which correlates with the Industrial Revolution 4.0, demanding a smart society. Specifically, the study aims to investigate the impact of this digital innovation, SmartASN, on managing state civil apparatus (ASNs). It seeks to understand how this digital transformation approach is shaping sustainable human resource management and bureaucracy in the era of the Industrial Revolution 4.0. The scope is on the development and changes brought about by SmartASN in the bureaucratic system and providing recommendations on its implications for the future of public administration in Indonesia.

2 Research Method

This research applied a qualitative method with a case study approach (14), due to its ability to provide in-depth insights into the complex dynamics of the SmartASN innovation within the context of sustainable human resource management in Indonesian bureaucracy. The qualitative method with a case study approach is particularly well-suited for exploring the subjective experiences and perspectives of the implementation and management of SmartASN, allowing for a comprehensive understanding of how this initiative influences the work culture, skills development, and overall effectiveness of state civil servants (ASNs) (15). For data sources, the study employed a secondary data collection technique instead of primary data to access a wealth of existing, reliable information, providing a comprehensive understanding of the SmartASN initiative within a broader context (16). This approach was chosen due to practical considerations, such as time and resource constraints, and ethical challenges associated with primary data collection (14). Utilizing secondary sources from published related works, mass media, books, etc. allowed for a thorough and unbiased analysis of the initiative's impact on human resource management in the Indonesian bureaucracy. A total of 50 newspapers were collected from the following sources: Antara News (16), Kompas (15), Ministry of State Apparatus Empowerment and Bureaucratic Reform (10), Groovy Indonesia (3), Klikpendidikan.ID (4), and POJOKSATU.id (2). In addition, secondary data were obtained through documentation from 25 latest journals that are relevant to this research, Presidential Regulation Number 18 of 2020 concerning the 2020 National Medium-Term Development Plan, press statements, official and unofficial government documents, the website of the PANRB Ministry, the SmartASN Platform, and other reports.

Data analysis in this study was carried out using the interactive model (17) because of its suitability to provide in-depth and valid qualitative data analysis. The interactive analysis model includes four stages, namely, data collection, data condensation, data display, and conclusion drawing/verifying as shown in the figure below.

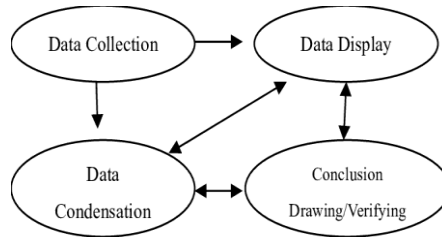


Figure 1. Interactive Analysis Model for Qualitative Data (Source: [17])

The data analysis in this study started with secondary data collection through newspaper collection, academic literature and reports. The data were then taken to the second stage of the model – data reduction, to help bring the masses of data into more manageable proportions, thereby making them easier to comprehend and work with. This was done by coding the data into specific themes and patterns using the NVivo 12plus software through crosstab analysis. In the third stage – data display, the coded data from NVivo were then visualized in the form of diagrams to appropriately organise and summarise the data for further analysis. Lastly, after reducing and displaying the data, the researchers drew and verified valid conclusions through interpretations of the displayed data. At this stage, ethics were taken into consideration.

3 Result & Discussion

3.1 The Harvard Model of HRM

In regards to the theme for study, the Harvard Model of HRM developed by Michael Beer in 1984 will be used as a theoretical foundation because it aligns with the complex nature of human resource management in the context of the SmartASN implementation within Indonesia's bureaucracy 4.0. Unlike other HRM theories, the model provides organizations with a framework for understanding and managing their employees, focusing on areas such as recruitment, training, performance evaluation, rewards and recognition (18). The model addresses all challenges in the HR department, in two categories: inputs, consisting of stakeholders' interests, and outputs, consisting of HRM policies, HRM outcomes, and long-term consequences (19). This model is practised by general managers to innovate ideas for employee participation and knowledge impartation to achieve organizational goals. The diagram of the Harvard Model of HRM is shown below.

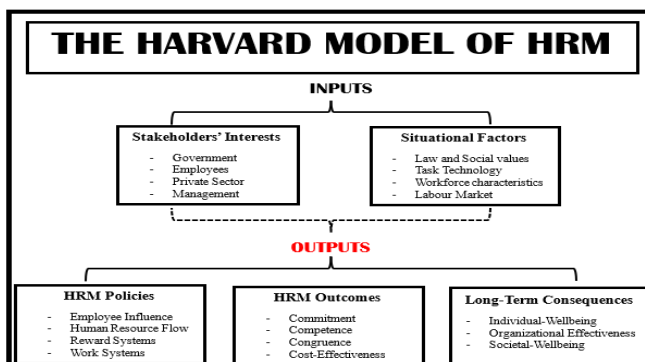


Figure 2. The Harvard HR Management Model (Source: [20])

Based on the figure above, the Harvard Model of HRM comprises two categories: INPUTS and OUTPUTS, which consist of five components: Stakeholder Interest, Situational Factors, HR Management policies, HR Management outcomes, and Long-term Consequences. The model first starts with the stakeholders' interests, which include management, employee groups, government, community, and unions (21). Second, Situational factors such as laws and societal values, labour market and task technology, workforce and business strategies, and management philosophy. Third, considering stakeholders' interests and situational factors leads to HR management policies. These policies include human resource flows, reward systems, employee influence, and work systems. When implemented properly, these policies in turn lead to the next indicator, HR Management outcomes, also known as the 'four C's' that have to be achieved, namely, C1: the *COMMITMENT* of employees. C2: the *COMPETENCE* of employees. C3: the degree of *CONGRUENCE* between employees' goals and those of the organization, and C4: the overall *COST-EFFECTIVENESS* of HRM practices. Lastly, the final section of the Harvard Model of HRM is Long-Term Consequences, policies should be evaluated at three levels: individual, organizational and societal.

However, based on the scope of this research, only the outputs category of the Harvard Model of HRM consisting of HRM policies, HRM outcomes, and Long-term consequences, will be used. This is because the formulation of the SmartASN already considered the interests of several stakeholders: State Civil Apparatus Commission, Ministry of State Apparatus Empowerment and Bureaucratic Reform, BKN, LAN, SPBE, Microsoft Indonesia, Pijar Foundation, and Apparatus Competency Development Information System (SIPKA LAN), as a collaborative effort, and situational factors such as producing technologically smart ASNs and digital leaders to lead the Indonesian bureaucracy. The input category of the model solely focuses on these stakeholders and situational factors, while the output explores the results made by the input which follows this research theme to explore the development and changes brought by the SmartASN as a digital transformation policy designed by the Indonesian government for sustainable human resource management in its bureaucratic reform era 4.0.

3.2 HR Management Policies

As stated earlier, the SmartASN was designed through the consideration of diverse stakeholders such as the government, employees, the private sector, etc to ensure inclusivity and balance in the system. According to the Harvard Model of HRM, when diverse stakeholders' interests and situational factors are honestly considered, it will then lead to HRM policies, namely, human resource flow, employee influence, reward systems, and work systems, which are the actual strategies that the organization pursues to achieve its goals most efficiently and effectively (22). This research aims to inspect the HR management policies designed by the SmartASN as a result of considering diverse stakeholders' interests and situational factors to transform human resource management in Indonesia's digital era. Therefore, to find out about this, the researchers will carry out a crosstab analysis of NVIVO12 PLUS by dividing the HR management policies into four parameters: work systems, reward systems, human resource flow, and employee influence as shown in Figure 3 below:

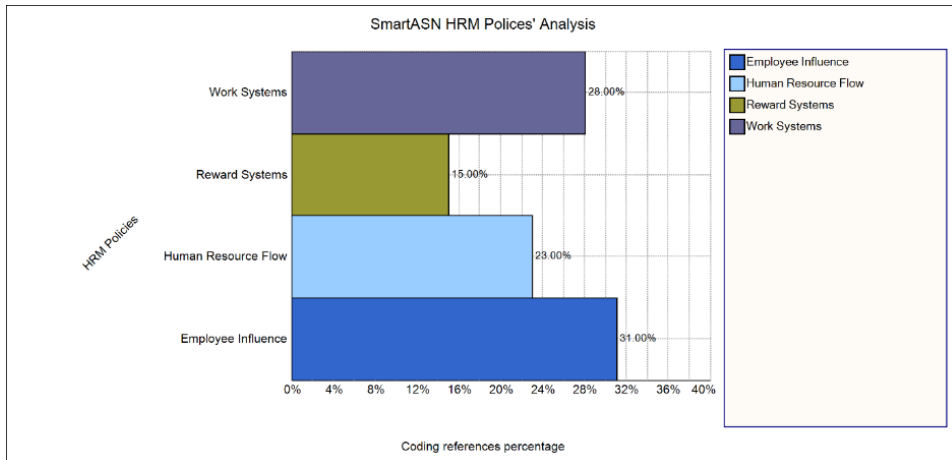


Figure 3. SmartASN HR Management Policies' Results

The data shown in Figure 3 displayed the results of the SmartASN HRM policies across four main components. To begin with, employee influence (31%), indicates the commitment of the government and the Civil State Apparatus (ASN) to delegating some level of responsibilities, power as well as authority to the state civil servants. For instance, one delegated responsibility to the employees is creating an accountability system for government agencies, enforcing clean bureaucracy through corruption-free areas and serving bureaucratic areas, and implementing electronic-based government administration (23). In addition, employees are responsible for ensuring that Indonesia's bureaucracy is transformed into a world-class one through the effectiveness of government services considering various social and political aspects (24). Further, employees have the responsibility to improve the implementation of public service innovation in central and regional government agencies, improve service quality and make it easier for people to access public services (Dewi, 2023). Moreover, they have the authority to increase the implementation of merit system-based ANS management in all government agencies through ASN basic values, ASN code of ethics and behaviour to create a clean bureaucracy with integrity and professionalism (25).

Second, work systems (28%), demonstrate the alignment of work with the state civil servants. Before the SmartASN, Indonesia had low talent (employees' capacity) in its bureaucracy (PANRB, 2019). To improve the capacities of the ASNs, the work system was supported by national management developed to place the best talents in strategic positions aligning with the employees. In addition, institutional talent management from all agencies was integrated to form a national talent pool, which is then aligned with employees, making it possible to mobilize talent across both public and private sectors, with a focus and priority on central and regional developments (26). Further, one of the important pillars of the SmartASN that aligned with the employees is preparing as many senior human resources competent enough to help the Indonesian government realise its vision of creating a professional and smart State Civil Apparatus that provides services fairly and neutrally (27). Furthermore, another step created a performance ecosystem that supports ASN work ethic improvement services, facilitating a smart, comfortable, and productive work environment with superior human talents, professionalism, and innovation through standards training (28).

Third, is human resource flow (23%), consisting of placement, recruitment, appraisal, selection, termination, and promotion, as a policy deriving from the platform. The SmartASN supports a recruitment and selection mechanism that is transparent, objective and free manner of corruption, collusion, and nepotism and follows applicable laws and regulations. For

instance, the Corruption Eradication Committee (KPK) stated that in several provinces, such as Banten, Papua, West Papua, North Sumatra, Central Java, etc., the process of appointing, transferring and dismissing ASNs from and in positions often does not comply with the provisions of applicable laws and regulations the ASN merit system, but is carried out solely for political interests, violating HR management norms (29). In this regard, the SmartASN innovation specifically functions to supervise the implementation of the Merit System in ASN policy and management in government agencies based on Article 30 of the ASN Law through the State Civil Service Commission – KASN. Further, the innovation is developing skills competencies for ASN, including digital literacy, critical thinking, adaptability and organizational skills so that they can actively contribute to the development of the digital ecosystem (30).

Lastly, reward systems (15%) were created, as motivation along with a pay system to help encourage the state civil servants (ASNs), such as increasing welfare through policy reforms on salaries, allowances, facilities such as housing, as well as pensions and old age security (31). ASNs are not simply viewed as employees who carry out routine tasks and get salaries or compensation but are rewarded as valuable assets, encouraged to be creative, carry out innovations, continue to learn, produce optimal performance, and promote transparency and report crimes in the strategic environment of their work (32). Further, the Employee Engagement Program was established as a reward mechanism to ensure that all employees, especially those with high competence and performance, have a great opportunity to get incentives (33). The results in this section (*see Figure 3*) aligned with the HR policies explained in the Harvard Model of HRM, especially, the influence of the employees, human resource flow, and the work system. These policies are designed to ensure that the government has relevant laws and a clear picture of the resources and capabilities required to achieve its goals (21).

3.3 HR Management Outcomes

When HRM Policies are implemented properly it leads to the Four C’s or HRM outcomes, which refer to the tangible and intangible outcomes of an organization’s human resources policies, such as improved staff retention and recruitment, better job satisfaction and engagement levels, enhanced staff motivation, improved communication between employees and management, increased productivity, improved employee morale, reduced staff turnover and absenteeism, and increased job satisfaction (34). This section will explore the HR outcomes of the SmartASN innovation designed to maintain sustainable human resource management in Indonesia’s bureaucracy 4.0. as shown in the figure below.

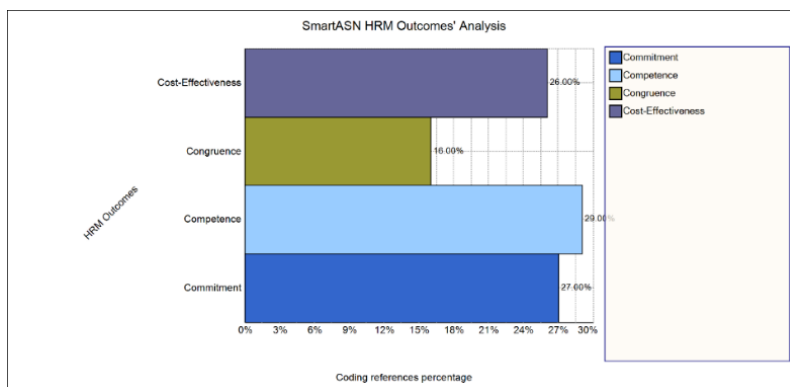


Figure 4. SmartASN HR Management Outcomes Results

The data displayed in Figure 4 is the results of the Four C's or HRM outcomes of the SmartASN approach to HRM in Indonesia's bureaucratic reform process. First is competence (29%), which represents the overall competency of the state civil servants or ASNs. Before the SmartASN, about 30% of civil servants' performance was classified as poor as per data from the Ministry of State Apparatus Empowerment and Bureaucratic Reform (35). Another report by the ICW classified the performance of ASNs as poor as many of them didn't have the necessary skills and talents to work effectively in the digital ecosystem, as Indonesia was positioned lower than five ASEAN countries and 87th out of 157 countries in the Human Capital Index (35). The SmartASN was launched to increase the spirit of self-development of every ASN, have intelligent ASNs who are professional, have a global perspective, master IT and foreign languages, have a spirit of service, have a wide network, and have high nationalism and integrity to improve Indonesia's bureaucratic performance (36).

Second, employees' commitment (27%), is another HRM outcome of the SmartASN towards a smart HRM in Indonesia's bureaucratic reform era. To transform Indonesia's bureaucracy, the SmartASN innovation aims to prepare ASN HR Management focusing on the commitment of employees who have the vision and are responsive to anticipating technological developments in the next 10 to 20 years (PANRB, 2019). In addition, employees' commitment becomes essential to improve all government agencies in the implementation of public service innovation to improve service quality and provide easy access for people to public services (28). Further, employees are committed to enforcing ASN's basic values, code of ethics and behavior to create a clean bureaucracy with integrity and professionalism (37). Not only this, but also the SmartASN created an environment for employees to commit themselves to improving their abilities and skills, knowing their duties and responsibilities, and thinking smartly about providing quality services to the public (38).

Third, the overall cost-effectiveness (26%) of the entire HR practices associated with the SmartASN as a bureaucratic reform initiative is preparing the Smart ASN generation to achieve world-class government and to overcome challenges and obstacles in advancing Indonesia's 2045 vision. For example, the SmartASN provides training programs for ASNs to improve their skills and productivity to save the government's expenses and mistakes in service provisions (39). In addition, the government intends to create mastery of the technology system of ASN in line with the dynamics of the digital era, by first building an open government framework emphasizing the triangulation of interests between the government, the private sector and society (40). Also, the SmartASN is an e-government system through the internal structure of government agencies, integrating information and communication technology-based service posture from the centre to the regions, to the front end of public services (41). Most importantly, SmartASN innovation has integrated over 27 thousand government applications that were scattered all around which were not nationally connected into one platform cutting the government's spending, thus increasing the effectiveness of the Indonesian bureaucracy (42).

Last, is congruence (16%), which is about the things employees want to achieve at work aligning with what the government hopes for the SmartASN to achieve. For example, employees in Indonesia want career growth and skill development, and the government wants SmartASN to be skilled and effective in managing people, indicating a high degree of congruence (38). The goal of the government is to nurture a smart generation of civil servants as strategic asses to enhance the quality, efficiency, and effectiveness of public services in transforming Indonesia's bureaucracy to world standard (Linga & Setiawan, 2019). Similarly, the goal of ASNs is to optimise public service delivery, implement policies, strategies, and programs aimed at enhancing citizens' satisfaction, and ensure that transparency and accountability are implemented in the bureaucratic process through the merit system as per the ASN rules and regulations (Linga & Setiawan, 2019). This alignment is intended to drive bureaucratic excellence, promote public welfare, and advance Indonesia's

vision for 2045. The results above (see Figure 4) demonstrated that these outcomes are significantly contributing to the overall success of the government's bureaucratic reform agenda.

3.4 Long-term Consequences

Finally, when all the HRM outcomes discussed in the previous section are positive, it then results in some long-term consequences, either individual, societal, or organizational. The long-term consequences of HRM can be far-reaching and have a positive, lasting effect on the organization (19). Odun-Ayo et al., (2017), posited the long-term consequences can contribute to the success and stability of the organization and can be beneficial results of successful HRM initiatives. In this section, the research will delve into the long-term consequences of the SmartASN innovation focusing on individual well-being (employees), societal well-being (the public), and organisation (the government) as shown in the figure below.

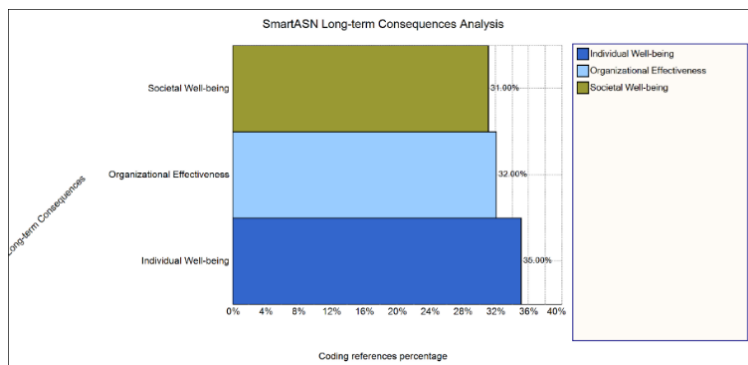


Figure 5. SmartASN Long-term Consequences Results
Source: Processed by the authors in NVivo 12 plus

Based on the data shown in Figure 5, it can be seen that the SmartASN innovation has three long-term consequences. In the first place, the SmartASN, as a national talent to HRM is highly focused on employees' well-being (35%), the state civil apparatus (ASNs). The SmartASN takes into account the recruitment of employees through a selection mechanism that is objective, transparent, accountable and free from corruption, collusion and nepotism (KKN) to ensure employees' justice (46). In addition, the innovation strengthens the implementation of the merit system to suppress fraud in the implementation of promotions and transfers, including buying and selling positions, ensuring protections for employees (35). Moreover, the innovation ensures employees' well-being by increasing their welfare through policy reforms on salaries, allowances, and facilities such as housing, pensions and old age security.

Subsequently, the focus on the SmartASN innovation on employees' well-being will have a significant impact on the government's effectiveness (32%). The effectiveness of the government will be seen in the realisation of smart bureaucratic performance, but by first having smart ASNs who can implement programs professionally with global perspectives, mastered in ICT, have a spirit of service, with high nationalism and integrity (37). Further, the benefit of the SmartASN through the digitalisation in governance and HR activities, such as the use of the merit system, employees' competency development, employees' performance assessments, and digital public services will ultimately increase the effectiveness of the Indonesian bureaucracy to achieve world standards (39). Furthermore, the SmartASN also strengthens the implementation of the Government Agency Performance

Accountability System to realise effective and efficient government administration and expand the development of integrity zones to create a clean and serving bureaucracy. Moreover, SmartASN is expected to support an agile and collaborative work system towards a world-class bureaucracy in Indonesia (47).

Lastly, the overall long-term consequences of the SmartASN innovation are community or public well-being (30%). The government's objective in preparing intelligent state civil servants (ASN) is to adapt to this digital era, improve government service performance, and have the spirit of providing quality services to the community (44). In addition, to accelerate improvements in basic services and permits for the community and business world. Further, the most important changes expected from the SmartASN in the bureaucratic system are changes in values and culture (48). In other words, changes to transform the ethical work of Indonesia's bureaucracy so that change becomes real and brings benefits that will be felt by the society. Furthermore, it is expected to continuously improve the government with consistent bureaucratic reform to enable employees to provide the best service to communities throughout Indonesia (27). According to the Harvard Model of HRM, all the long-term consequences (*see Figure 5*) are expected to create a world-class bureaucracy in Indonesia, especially in improving productivity, job satisfaction and morale, higher levels of employee engagement, improving customer service, enhancing organizational culture and values, improving recruitment and retention, as well as increasing profitability.

4 Conclusion

From the findings of this study, it is clear that the SmartASN was designed to transform Indonesia's bureaucracy into a world-class system that is responsive, efficient, and focused on delivering quality public services. The research findings indicate the SmartASN is impacting Indonesian bureaucracy through HRM policies derived from four key components, namely, employee influence, work systems, human resource flow, and reward systems ensuring that the policy is compliant with relevant laws and regulations and that the government has a clear picture of the resources and capabilities required to achieve its goals. These policies then resulted in HR outcomes improving the competence, commitment, congruence, and cost-effectiveness of the state civil apparatus (ASNs), making significant contributions to the overall success of the government's bureaucratic reform agenda. The long-term consequences of the SmartASN are expected to improve the government and employees' effectiveness, and public well-being, seeking to create a high-performing bureaucracy that is equipped to meet the challenges of the digital era.

The limitation of this study is its heavy reliance on qualitative methods and secondary data. This approach may not fully capture the real-world impact of SmartASN on Indonesia's bureaucracy 4.0, potentially limiting the comprehensiveness and accuracy of the findings. The qualitative nature of the study also restricts the ability to generalize the results across different contexts or timeframes. Therefore, future research should incorporate quantitative methods and primary data collection to provide a more comprehensive analysis of SmartASN's impacts on bureaucracy performance and public service delivery. This could involve assessing measurable outcomes such as employee performance, public satisfaction, and cost efficiency. Additionally, exploring the long-term sustainability and adaptability of SmartASN, especially in light of technological advancements and socio-political changes, and conducting comparative studies with similar initiatives in other countries could provide valuable insights. For policymakers, this study recommends continuous monitoring and evaluation of SmartASN's implementation to identify areas for improvement. Further, it is important to make HRM policies inclusive for all employees, including those in remote or underserved areas, and to invest in ongoing training programs to equip ASNs with digital

skills. Indonesia can advance towards a high-performing, citizen-centric bureaucracy by fostering innovation and accountability. Overall, the SmartASN represents a holistic digital transformation approach to human resource management that can serve as a model for other countries seeking to transform their public sector.

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