

Digital Transformation 5.0:

Establishing ASN Professionalism and Integrity in Public Services

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ABSTRACT

The State Civil Apparatus (ASN) is required to provide quality public services based on the principles of public service. Therefore, we need a system that becomes a public service standard as a guide and commitment to the community in providing services that meet standards of quality, speed, ease of access, affordability and measurable service. Digital transformation in public services absolutely must be implemented in accordance with the development of the digital revolution 5.0. That the quality of ASN must change in an era that is also constantly changing, namely including managerial and decision-making abilities, speed, agility, adaptability and mastery of information technology. In reality, the quality of the State Civil Apparatus (ASN) still does not meet expectations. This is because the challenges in bureaucracy actually lie not only in the lack of skilled and competent human resources, but also in issues of character and behavior that do not reflect professionalism and integrity in providing services.

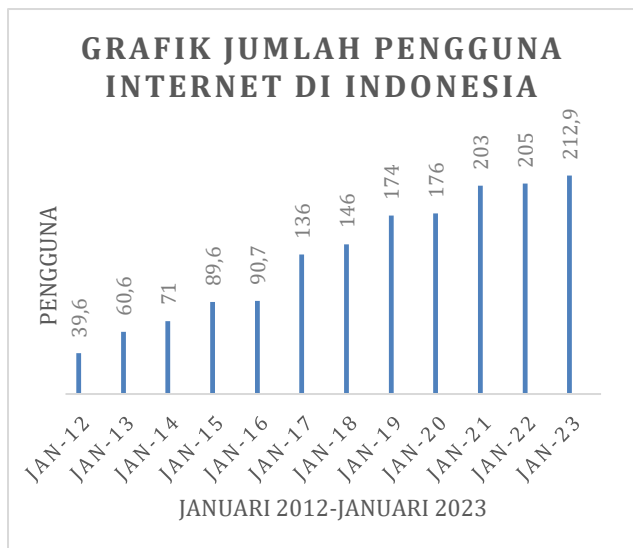
Keywords: ASN; Public Service; Digital Transformation; Professionalism; Integrity.

INTRODUCTION

Currently, humans have been presented with advances in very sophisticated digital technology that has made it easier for people in their daily lives. One example is the adoption of the Internet of Things (IoT) which automatically simplifies various human activities (Tahar et al., 2022).

Rapid developments in information and communication technology as well as

increasingly strong democratization which demands transparency, integrity, participation, responsiveness and accountability in government have encouraged many government institutions to innovate in providing services, both internally and externally oriented. The following is data regarding internet usage in Indonesia in the period January 2012 - January 2023 (dataindonesia.id 2023):



in the context of bureaucracy in Indonesia, it seems that public services have not yet reached optimal levels due to several factors that need to be improved. This is a major concern for the government to continue to improve efficiency in its public sector (Islah, 2018).

In line with the concept promoted by Pak Jokowi in delivering his government program, it was emphasized that Indonesia needs a "Dilan" government, which is an abbreviation for Digital Serving. Therefore, reform is needed in the delivery of public services through the use of electronic systems. Apart from that, it is also necessary to perfect and simplify the organizational structure, increase the human resources capabilities of the apparatus and reform governance. This is a Government innovation to create a transparent bureaucracy, supported by efficient and effective governance, as well as competent human resources (Cahyarini, 2021).

In this context, online services become a real result of implementing E-Government. According to Rachel Silcock, E-Government is the use of technology to improve access and provision of government services, with the aim of providing benefits to citizens, business partners and employees. Of course, the formation of this digital model of government will definitely involve a number of parties, one of which is ASN.

The E-Government concept continues to encourage the development of innovation and new public service models, where all public organizations and government institutions are able to provide modern, integrated and unlimited services for their residents (Doramia Lumbanraja, 2020).

However, behind these attractive opportunities, there are challenges that need to be overcome, especially in dealing with disparities due to differences in the resource capacity of various agencies and how they can carry out activities productively and effectively.

Entering the era of digital transformation 5.0, digitalization has become an absolute must for ASNs, especially in the public service sector. The Transformation Era 5.0 is a concept of sustainable change that encourages changes in perspective in providing public services, offering significant opportunities and new challenges faced by the State Civil Service (ASN) in providing quality

public services. The essence of this transformation is to strengthen the professionalism and integrity of ASN, which will be the main basis for efficient and responsive public services.

It is hoped that the application of digitalization in the provision of public services can help the public in getting services. With the ease of existing services, it is hoped that negative public perceptions of government services which were previously unsatisfactory can gradually decrease. Various types of public services can be implemented through well-integrated digital platforms, resulting in a real increase in the efficiency of public services.

To achieve this, this can be done through training programs to improve digital literacy and ASN competency. ASN needs to have digital literacy and competence in utilizing digital and information technology. The digital competency program covers four pillars of digital literacy: understanding digital culture, skills in digital use, digital ethics and digital security (Admin Aptika, 2022).

Nowadays, millennial generation ASN, especially those who are used to technology, need to adopt an attitude that is always enthusiastic about increasing their knowledge and skills in order to broaden their horizons so they can adapt to changes in the existing service system. Changes from the service system which was previously carried out

manually with physical file attachments, are now much easier through various digital applications in the service process which allows access to services from various places and different times while reducing paper usage significantly (Khaeromah, 2021).

Especially considering the impact of the Covid-19 pandemic that previously hit Indonesia, the need for changes in the service system increasingly requires changes in the apparatus to adapt to changes in the transformation of the service system from manual to digital services. Conditions like this are a challenge that needs to be overcome by the government to create a professional State Civil Apparatus (ASN).

Therefore, every government institution is expected to be able to prepare State Civil Apparatus who have a high level of professionalism, are able to compete, and can adapt to change so that they are able to provide excellent service to the community.

THEORETICAL FRAMEWORK

The theoretical framework is a foundation that can be used as a reference or basic reference by the author.

(Khaeromah et al., 2021) in his journal entitled Digitalization of Bureaucracy through Smart ASN Development at Regional Office XII BKN Pekanbaru. The results of this research show that it was carried out by the Pekanbaru Regional Office.

Patahullah, P. (2021) in his journal entitled Integrity and Professionalism of ASN in the Millennial Era. The results of this research show that complex and slow bureaucratic practices must be simplified, becoming more flexible and adaptive. So in this modern era, where all ASNs are required to have an understanding of IT and technology, this is a challenge that needs to be overcome in an effort to improve public services.

Digital Transformation

Digital transformation can be explained as an effort to develop an organization by creating significant major changes to its properties by utilizing information technology, computing, communication and connectivity (Putri et al., 2021).

The transformation era 5.0 is an era that prioritizes the use of information and communication technology to increase efficiency and responsiveness. ASN must be able to keep up with technological developments and utilize them to provide better services.

Professionalism

In the Big Indonesian Dictionary, the term "professionalism" refers to the level of quality, performance and behavior that is characteristic of a profession or a professional individual. According to Supriadi, the term professionalism refers to the level of

individual competence as a professional or the level of quality of work in a profession, with variations in professionalism being high, medium to low. Professionalism also includes the attitude and commitment of members of a profession to carry out work in accordance with high standards and the code of ethics that applies in that profession (Hasibuan, 2017).

Professionalism is an important foundation for good public service. ASNs need to have the knowledge, skills and attitudes needed to carry out their duties competently and efficiently. This presents opportunities for increased professionalism, but also requires ASNs to be active in continuing education. In the Transformation 5.0 era, professionalism also includes the ability to adapt to technological changes and an ever-changing environment.

Integrity

Integrity is one of the cultural values used in an organization to show the consistency, commitment and honesty of an organization so that it gets full trust from its users (Dasar et al., 2020). According to the Big Indonesian Dictionary (KBBI), integrity refers to a person's qualities, traits, or conditions that reflect a complete unity, showing potential and abilities that radiate an aura of authority and honesty as a manifestation of the nation's overall moral and ethical principles in national and state life (Ayu Hapsari , 2021).

Integrity is a very important value in public service. In a digital era that upholds transparency, ASN faces increasing challenges in maintaining their integrity. Transparency and accountability are increasingly realized in the digital era. ASN must maintain their integrity through honest, fair actions in every aspect of their work. Integrity ensures that ASN avoids conflicts of interest, corruption, and practices that are detrimental to public services and society. In addition, the presence of technology allows for better reporting and monitoring, thereby reducing the risk of abuse of power.

Public service

Based on the Decree of the Minister of State for Administrative Reform No. 25 of 2004, public service refers to all service activities carried out by public service delivery institutions in an effort to meet the needs of service recipients in various forms. In the implementation of public services, there are two main components, namely those who provide public services and those who receive public services (Yulianto, Y. 2020).

RESEARCH METHODS

Research methods are a series of steps used to obtain knowledge. Research methods generally refer to the various approaches applied in the research carried out.

This research uses a qualitative approach where the required data can be obtained from two types of sources, namely primary data and secondary data. Primary data is information collected directly from the source, such as through interviews, observation and documentation carried out directly. Meanwhile, secondary data refers to data that already exists and is relevant to the issue being researched, involving the review and analysis of journals, books and other written sources that are relevant to the research topic being studied.

RESULTS AND DISCUSSION

Implementation of Digital Transformation 5.0 in Public Services

Becoming a State Civil Apparatus (ASN) certainly has two important components that must be possessed, namely the professionalism and integrity of an ASN. Because these two things are often questioned by society. It is important to understand that there are still ASN who wander off during working hours and do not fulfill their duties during working hours, which has become a bureaucratic cultural norm that creates problems, where complex bureaucratic pathology is still rampant in the delivery of public services and has not been able to be minimized optimally and Efforts to reduce it have not yet reached optimal levels. This shows that a low level of professionalism and

integrity is an obstacle in providing optimal public services, and of course requires high commitment and focus in carrying out tasks during working hours.

However, in the midst of these challenges the government is trying to increase productivity, distance learning to encourage prosperity, with a focus on digital connectivity that has been prepared in Indonesia to achieve adequate capabilities. Efforts continue to be made to increase digital literacy, especially in preparing the younger generation and the general public. Expertise in digital technology is very important, especially for the State Civil Apparatus (ASN), which has a major role in directing the government towards Digital Transformation in the era of society 5.0.

Achieving Smart ASN by 2024 is something that is greatly influenced by the development of the digital revolution. Smart ASN is described as having a profile of certain traits, behavior and skills, such as integrity, professionalism, expertise in Information and Communication Technology (ICT), foreign language skills, friendliness, entrepreneurial spirit, and expertise in work networks. The Smart ASN profile has been prepared to face profound changes and increasingly complex challenges in the world (Sendhikasari D, 2020).

In order to achieve bureaucratic reform with a focus on digitalization, it is necessary to formulate a strategy for developing human

resources in the apparatus that is in line with preparing ASN capabilities to face the digital era (Khaeromah et al., 2021).

Ismail (2020) stated that Indonesia has now entered the era of digitalization by utilizing information and communication technology in the public service process to optimize benefits in digital form. Currently, various institutions have implemented digitalization, such as implementing learning management systems (LMS) and online/distance learning.

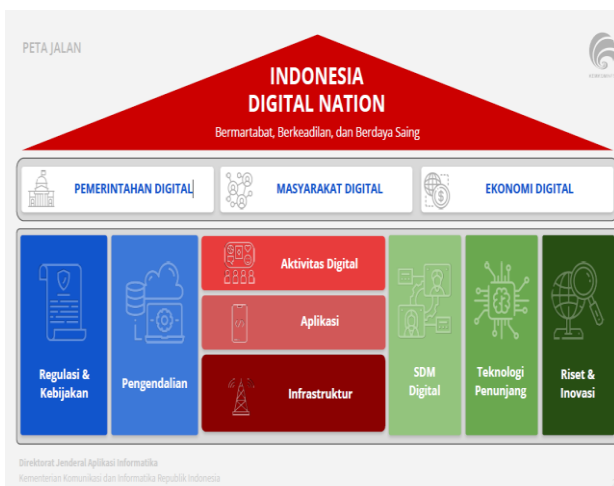
“At PUSLATBANG KHAN LAN RI Research and Development Center, the application of digital technology has reached an adequate level of effectiveness. This can be seen from good implementation in organizing training and providing public services, such as the use of (LMS). Apart from that, they also apply a "blended learning" approach which combines face-to-face learning with online learning in one integrated learning series. In this blended learning context, participants have access to learning materials and various resources online through various digital technologies such as Zoom Meetings" (Interview with Mrs. Ira as Widyaiswara, 10 November 2023)

Regarding the importance of interconnected digital transformation elements in the era of society 5.0, Presidential Regulation No. 95 of 2018 concerning Electronic-Based Government Systems has been stipulated.

A bottom-up approach in implementing electronic-based government systems can be

an effective, efficient and transparent alternative in management. (Yuhfizar et al., 2019). This policy has strengthened efforts to digitize public services which were previously considered inefficient because development was isolated, had no standards, and was not integrated with each other (Syah, 2021).

The Indonesian government has implemented various initiatives to accelerate digital transformation in public services, such as the Indonesia Digital 2021-2024 roadmap, which outlines strategic guidelines to facilitate digital transformation in four sectors, namely digital infrastructure, digital government, digital economy and digital society.



(Sumber: <https://aptika.kominfo.go.id/2022>)

In line with this direction, in the 2020-2024 National Medium Term Development Plan (RPJMN), the Ministry of PANRB has been given the mandate to implement well-connected electronic-based public services (Contributor, 2022).

As part of understanding their duties and functions, ASN are expected to always apply the core value "ASN with AKHLAK". In accordance with Law Number 5 of 2014 concerning State Civil Apparatus, it is emphasized that every ASN has a code of ethical behavior that makes them responsible for carrying out public service and government duties (Nurdin et al., 2023). Therefore, it is necessary to establish a State Civil Apparatus that has the characteristics of integrity and professionalism in its work, is neutral without any political intervention, and avoids the practices of corruption, collusion and nepotism and is able to provide public services to the community.

This aims to ensure that employees convey accurate and not misleading information to other parties who need information related to government duties. Apart from that, ASNs are also expected not to misuse internal state information, their position, power or position for personal gain or the benefit of others. In this way, achieving a better bureaucracy in providing public services with a higher level of transparency, effectiveness and efficiency will become a reality.

The implementation of public service transformation can be seen in response to changes in society's needs for public services. This requires that public services be responsive and transparent, based on the

performance achievements of each government agency in meeting community needs. At this time, the main focus is not only on efforts to encourage digital transformation of services, but also on strategies to achieve integration that allows better coordination in the delivery of public services

In this case, innovation plays a major role in dealing with various problems and challenges in the delivery of public services. Therefore, efforts to raise bureaucratic enthusiasm with an emphasis on e-governance are carried out by promoting innovation, building cooperation and synergy, and responding to rapidly developing environmental changes. (Rahadian, 2019).

Thus, innovation is needed to continue to adapt to the continuous development and development of Human Resources (HR) of government officials, so that they are able to create innovation in public services with a focus on the use of information technology (Wardani, 2019).

Moreover, digitalization in public service mechanisms has become an indicator of success that must be met by government agencies. However, the digital transformation process of public services has not yet reached a fully satisfactory stage. This shows that there are gaps between government institutions and between regions in the innovation aspect of digitizing public services (Pariq, S. 2021).

So in the era of digital transformation 5.0, appropriate and precise regulations become increasingly important to serve the public quickly, cheaper and more easily accessible. This was especially necessary after changes were made to the ASN work system, where the work from home work system was implemented as a measure to prevent the spread of Covid-19 at that time. Regardless of these conditions, bureaucracy remains the main foundation in the delivery of public services. In this situation, the bureaucracy cannot avoid its obligation to optimize the use of digital and communications technology in the government sector. So since then, the government has initiated the transformation of public services from a manual approach to a digital approach.

In an effort to improve service quality, important issues have emerged related to the quality of public service provision in Indonesia. The effectiveness of implementing digital-based services can be realized best if there is strong and sustainable cooperation



Sumber: Menpan.go.id

from the government and community by paying attention to the types of services most needed by the community.

Steps to shape ASN Professionalism and Integrity

The spread of lifestyles that are more digital-minded, for example lifestyles such as online shopping, distance learning learning models are becoming new habits and digital payments with mobile banking are becoming a new trend (Adrianto et al., 2022).

So that it has become a demand from society and the development of the times regarding quality standards for the competence of Human Resources for government officials in carrying out the duties and functions of government, development and services to the community, making bureaucratic reform of HR Apparatus an obligation that should not be ignored. Improving the quality of public services is the main need and hope of society, so it has become the main focus for the government because it has caused problems in society.

Therefore, it is necessary to develop effective management planning for the development of Human Resources (HR) for government officials to support the availability of human resources with a high level of professionalism, superior performance and skills and mental attitudes that are capable of facing the future.

This is an important consideration in developing human resources today. ASNs are required to be able to optimize their potential abilities and apply them directly to the main tasks and functions they carry out. To achieve a world-class bureaucracy, real action is needed (Adiperdana, 2015).

"In the context of professionalism and integrity, an individual is very dependent on expertise with the level of competence he has and responsibility for the tasks at hand. The role of LAN is to strengthen the competence of the State Civil Apparatus (ASN) in accordance with their field. For example, developing communication skills, including regarding content that can increase an employee's competency. Apart from that, the role of Widyaishwara in improving ASN professionalism lies in the coaching function, namely stimulating or exploring the potential of an ASN from within themselves. (Interview with Mrs. Asri as widyaishwara, November 14 2023).

According to Nurhikmah (2020), the current role of Widyaishwara must be in line with and be able to play an active role at the local level. Widyaishwara's responsibilities are not only limited to education and training tasks, but also involve developing human resources, especially facing the digital era 5.0. As an ASN with functional duties in educating, teaching and training ASN, Widyaishwara has a key role in accelerating the development of ASN competency in the digital era 5.0, towards the Smart ASN 5.0 concept as part of efforts to improve the quality of human resources for the apparatus.

In an era that demands fast and precise performance, apparatus resources are needed that have the ability to work optimally and efficiently, and concrete steps are needed. This means that it is necessary to change the character of ASN which includes aspects of their thinking, behavior and actions significantly. In order for services to become more efficient and effective, fundamental reforms need to be carried out. Steps that can be taken are: (Supratman, 2018)

1. Training and Competency Development: In the era of Digital Transformation 5.0, ASN must develop in-depth digital competencies. The government and related institutions need to organize appropriate training and education programs to ensure ASN have a good understanding of the latest technology. This will make a positive contribution to increasing ASN professionalism

In competency development, employees have the right to take part in training programs and at the same time, agencies have the responsibility to improve the competency of their ASN. Apart from that, ASN also has an obligation to develop themselves. ASNs need to continuously improve the latest knowledge related to

technology and their skills through relevant education and training.

2. Improving the integrity of the apparatus or bureaucracy related to the awareness of each individual as a public service actor is a process that emphasizes the important role of individual awareness in carrying out their duties with integrity. This includes the understanding that every member of the apparatus or bureaucracy must have a strong awareness of the importance of carrying out their duties with integrity and high morals.

This means they must understand that their actions and decisions affect not only those they serve, but also society as a whole. Thus, improving the integrity of the apparatus is an important step in efforts to improve the quality of public services and build public trust in the government

3. Carrying out internal reforms in the apparatus or bureaucracy, especially related to the roles and responsibilities they carry out. The process of improving the Indonesian government's bureaucracy actually started in 2010 with the issuance of Presidential Regulation No. 81 of 2010 concerning the Grand Design for Bureaucratic Reform 2010-2025.

In 2014, Law No. 5 of 2014 concerning State Civil Apparatus (ASN) was issued, where experts said that this law was considered a milestone in the history of reform in Indonesia's bureaucratic reform.

The organizational restructuring policy is based on the spirit emphasized by the president that the bureaucracy must no longer only focus on internal processes, but must have the capacity to respond to various challenges and address various basic needs of society which are the responsibility of work units in the government bureaucracy. From a perspective that previously assumed that the people needed services, we must now shift to understanding that the apparatus or bureaucracy must serve the people.

By implementing this series of steps, it is hoped that the State Civil Service (ASN) will be able to develop a work environment that prioritizes professionalism, ethics and dignity. The aim of these steps is that ASN's contribution can significantly improve the quality of public services and strengthen public trust. The key role of leaders is very important in this regard, because they must be role models who demonstrate integrity, responsibility and dedication. In addition, the leader's job also involves creating a culture

where every ASN feels supported and motivated to demonstrate a high level of professional.

Challenges of Digital Transformation 5.0: Shaping ASN Professionalism and Integrity in Public Services

In today's digital era, we need leaders who are dynamic and often innovate based on digital technology. This means that their mindset must also be focused on the digital scope (Hoerudin, 2020).

Human resources in various public institutions must improve their abilities in digital resource management, managerial leadership, digital literacy and research as well as carry out transformation as a preparatory step to face increasingly rapid changes in creating a knowledgeable society.

The development of the digital era has changed the way we live, work, communicate and interact. Technological transformation and digitalization also have a significant impact on the relationship between government and society, as well as the provision of public services (Nashihuddin & Suryono, 2018).

The readiness of ASN to fulfill their main duties and functions through the digital environment is very important. Every aspect of their daily lives is now closely related to digital technology. Therefore, the responsibility of ASN is very heavy, and this is

the main challenge in realizing an Indonesia that masters digital technology and ASN that is digitally competent.

The tasks that must be completed involve various digital practices, such as recording employee attendance, requesting leave, managing work responsibilities, reporting work, setting employee work targets, population reports, birth reports, death reports, retirement reports, and many more.

All of these tasks are related to good digital skills, including interactions with the public in terms of shopping which all involve digital technology, mobile devices and various applications. In other words, a device is needed that allows ASN to access all applications produced by ASN in order to provide optimal service.

Circular Letter of the Minister of PANRB Number 20 of 2021 which discusses the Implementation of Core Values and Employer Branding of ASN, emphasizes three very influential challenges that will be faced by the State Civil Apparatus (ASN). (Nurdin et al., 2023).

1. The first challenge is technological development, which requires us to adapt ourselves from conventional industry to the era of the industrial revolution 5.0. Refers to technological advances that continue to encourage automation and

digitalization in various industries and production sectors. This concept emphasizes the unification of technology and people, while emphasizing the need to develop systems that are more flexible and faster in responding to changes in the production environment.

2. The second challenge is the influence of the millennial generation, considering the estimate that the total number of millennials will reach 70% of the total population by 2030. ASN must prepare themselves to face the development of advanced technology that meets millennial expectations, so that positive perceptions of ASN can be realized well.
3. The third challenge is the shift from face-to-face services to digital services due to pandemic disruption, which requires us to work and carry out tasks from various different locations, thus requiring acceleration in digital transformation.

In response to this challenge, the government issued ASN Core Values known as "BerAKHLAK" (Service Oriented, Accountable, Competent, Harmonious, Loyal, Adaptive and Collaborative), as well as employer branding which reads "Proud to

Serve the Nation." The implementation of ASN's Core Values and Employer Branding was officially announced by President Joko Widodo on July 27 2021. (Nurdin et al., 2023)

"The main challenge we are currently facing is adapting to rapid changes in the use of digital technology. We need to ensure that professionalism and integrity are maintained. ASN must be careful in using social media, they must understand that their activities on these various platforms can affect their image and professionalism. ASNs need to understand ethics in communicating and behaving, especially in cyberspace. They must avoid unethical behavior, such as making hate comments, spreading hoaxes, or behaving unprofessionally on online platforms" (Interview with Mrs. Nelly, Training and Development division, 10 November 2023)

In facing this challenge, ASN needs to maintain its professionalism and integrity in the digital era. The use of social media by ASN requires a wise approach regarding digital ethics and security. They must be aware of the risks associated with the use of digital technologies and take steps to ensure the security of data and information.

With awareness of the impact on image and professionalism, understanding ethics in communication, compliance with regulations, protection of personal data, and mastery of security technology, ASN can carry out their role as public servants with integrity and responsibility in the midst of the ever-growing digital era (Patahullah, 2021).

CONCLUSIONS

Transformation towards digitalization is a necessity for the State Civil Apparatus (ASN) to increase digital competence, maintain professionalism and integrity and adapt to the digital era. It is hoped that the adoption of digital technology by the government will expand the scope of public services, provide access to groups that previously did not receive attention from the government, as well as increase transparency, accountability and strengthen public trust in the government.

However, there are still complex bureaucratic pathologies that still dominate the delivery of public services and cannot yet be minimized optimally. Efforts to reduce it have also not reached optimal levels.

Of course, this is a challenge that the government must face, how to prepare ASN to be able to adapt to changes in existing technology by providing training and competency development, demanding a change in the view of the government bureaucracy which is able to implement ASN's core values. Have morals in mindset, integrity and have a professional attitude towards the tasks at hand carried.

Through education and training, ASN can be empowered with an understanding of work ethics, professional codes of ethics, and situations that may test their integrity. This

helps them to make decisions based on ASN principles of morality in various situations.

The current focus is not only on the digital transformation of services, but also on strategies to achieve better integration in the delivery of public services. Innovation is identified as key in overcoming emerging problems and challenges. Improving the quality of public services is an urgent need. Improving the quality of public services is the main need and hope of the community, so it is the most important priority for the government because it has caused problems among the community.

Therefore, it is necessary to develop effective management planning for the development of Human Resources (HR) for government officials to support the availability of human resources with optimal levels, professionalism and performance as well as skills and mental attitudes that are qualified to face the future.

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