



RESEARCH ARTICLE

Implementation of Smart ASN Principles in Metro City

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Abstract

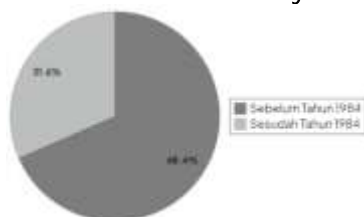
Civil Servants (ASN) are part of government organizations, required to be adaptive in changes such as digitalization in the current era of the Industrial Revolution 4.0. The linkage between ASN and digitalization, the Ministry of Administrative and Bureaucratic Reform has created a new breakthrough called Smart ASN. This study aims to determine the extent to which the principles of Smart ASN are applied in Metro City. The research uses a quantitative approach with a descriptive method. The data used are primary data obtained through questionnaires. The respondents are civil servants working in the Regional Government Organizations of Metro City, aged 40 years or younger, totaling 218 individuals. The study employs Vroom's expectancy theory. The indicators used for Smart ASN are the eight principles of Smart ASN, including integrity, professionalism, nationalism, global insight, mastery of IT and foreign languages, hospitality, networking, and entrepreneurship. The results show that the implementation of Smart ASN principles has been very successful, with a percentage of 91%, indicating the successful implementation of Smart ASN principles by civil servants in Metro City.

Keyword: Civil Servants, *Smart ASN*, *Smart ASN* Principles, Expectancy Theory

Introduction

Smart ASN is a new concept that has been intensively campaigned and introduced by the government in 2019 as new values that must be integrated by human resources in the Indonesian government with the hope of being realized in 2024. The concept of *Smart ASN* is applied and developed simultaneously with the grand design priorities of national bureaucratic reform and Human Resources Development (Faedlulloh et al., 2020). The concept of *Smart ASN* as a new conception must be well mastered by ASNS, especially "millennial" ASNS, considering that this generation knows technology better than previous generations. ASN millennials are those who are around 40 years old or less and in general have a personality that is more open, creative, very curious, practical, able to perform many tasks at once, and very dependent on technological developments and information (bkpp.sumbabaratkab.go.id, 2021). Based on data from the personnel and Human Resource Development Agency (BPKSDM) of Metro City, the total ASN in Metro City is as many as 3,512 employees in 2023 with a maximum number of employees aged 40 years (calculated by year of birth 1984 onwards) as many as 1,110 people, with the following details:

Fig 1. Data on Civil Servants by Birth Rate



Source of BPKSDM Kota Metro 2023

Policy adjustments in the ASN law need to be made by taking into account the increasingly diverse profiles and backgrounds of apparatus resources. There are at least four generations with different characteristics incorporated in the bureaucracy. According to ASN statistics from the State Personnel agency as of December 2021, the majority of civil servants are between the ages of 51 – 60, followed by those aged 41 – 50, then 31 – 40, and the least are employees under the age of 40. This Data shows that civil servants aged 51 – 60 years who mostly hold strategic positions in policy making, will soon retire and be replaced by younger civil servants (Ayuningtyas, 2022).

The ideals of world-class government in 2024 are expected to be realized through ASN as a bureaucratic asset. To be able to realize this, ASN is required to be able to meet various indicators of *Smart ASN*, one of which is integrity indicators such as not taking KKN actions (corruption, collusion, nepotism). In Metro City, there have been recorded violations in the Metro City Government environment in 2022. The case involved one of the ASN, the head of the Public Works and Spatial Planning Department (at that time served as the head of the Environment Department) of Metro City who committed corruption in the form of misappropriation of waste operational funds (kompas.com, 2022).

According to Robith and Ciptaning (2020) one of the most serious obstacles in achieving good governance is corrupt practices that weaken most government administration institutions in public services, both from the central to regional levels. In line with this, Patahullah (in Syakoer, 2023) through his research suggests that ASNS that have high integrity will be able to build public trust in the government and institutions they represent. Integrity can be said to be the key to success because someone who has integrity, will have the ability to pass challenges so that they can achieve what they want (Cloud dalam Suyono, 2022). Taking into account the existing problems and backgrounds, this study will focus on the extent to which the principles of *Smart ASN* have been successfully applied in Metro city.

Method

This study adopts a quantitative approach with a descriptive method, which aims to study a particular

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population or sample in depth and describe it in detail. Data collection was conducted through questionnaires as research instruments. The population is the entire group that should be the focus of the study, and the results of the study will be applied to that group (Abdullah, 2015). The population in this study is ASN Metro City which has a year of birth 1984 onwards (millennial generation and Generation Z) with a total of 1,110 employees. To determine the minimum number of respondents in this study using a formula developed by Isaac and Michael (Sugiyono, 2013) with an error rate of 10%. Isaac and Michael's formula is as follows:

$$n = \frac{N \cdot Z^2 \cdot P \cdot Q}{d^2(N - 1) + Z^2 \cdot P \cdot Q}$$

Description :

- n = Number of samples required
- N = The total population is as much as 1,110 people
- Z = Z value at a certain confidence level of 90% or 1.645
- P = The proportion of the population that is estimated to have certain attributes that is 0.5
- Q = 1 - P
- d = Tolerance of inaccuracy in percent (%) that is as much as 10%

The number of samples in this study, based on the results of the formula above, is as much as 217.72 which is rounded to 218 respondents, namely ASNs in the Organization of the Metro City area.

Validity test

This study uses a validity test using product moment correlation techniques, namely:

$$r_{hitung} = \frac{n(\sum XY) - (\sum X)(\sum Y)}{\sqrt{[n(\sum X^2) - (\sum X)^2][n(\sum Y^2) - (\sum Y)^2]}}$$

Description :

- r_{hitung}** : Coefficient of validity
- n** : Number of respondents
- X** : Variable score (respondents' answers)
- Y** : Total score of variables (respondents' answers)

With the criteria used to determine the questionnaire used is appropriate, namely:

- a. If the **r_{hitung}** is ≥ 0.422, then the instrument is said to be valid.
- b. If the **r_{hitung}** is 0.422, the instrument is invalid.

Table 1. Validity Test Results

Number of Question	Validity	Number of Items
2, 4, 5, 6, 8, 9, 11, 13, 14, 17, 19, 20, 22, 24, 25, 26, 28, 29, 30, 32, 33, 36, 39, 40, 41	Valid	25
1, 3, 7, 10, 12, 15, 16, 18, 21, 23, 27, 31, 34, 35, 37, 38	Not Valid	16

Source: SPSS data processing results

The validity test, conducted on 41 statements, indicated that 25 statements were valid and 16 statements were not valid. Consequently, the 25 valid statements were deemed suitable for use in this research.

Reliability Test

The reliability of the instruments in this study was assessed using the Cronbach's Alpha technique. This involved calculating the Cronbach's Alpha coefficient for the instrument of each tested variable using the SPSS program. The criterion for a research instrument to be considered reliable with this technique is if the obtained Cronbach's Alpha coefficient (**α**) is **r₁₁** greater than 0.60. The steps for calculating the instrument reliability using the Cronbach's Alpha technique are as follows:

$$r_{11} = \left[\frac{k}{k - 1} \right] \left[1 - \frac{\sum \sigma_b^2}{\sigma_t^2} \right]$$

Description :

- k** : Number of Question
- r₁₁** : Instrument reliability coefficient
- ∑σ_b²** : Sum of item variances
- σ_t²** : Total Variances

The results of the reliability test, conducted with a sample of 30 respondents and comprising 25 items, indicated that the Cronbach's Alpha value for the variables used in this study was greater than 0.60. Therefore, it can be concluded that the overall instrument used was reliable.

The data in this study were analyzed using descriptive statistical analysis. Descriptive statistics are methods employed to analyze data by describing or portraying the collected data as they are, without the aim of drawing generalizable conclusions (Sugiyono, 2013). The following is the formula for the tendency test according to Sugiyono (in Lestari, 2023) used to obtain the percentage of achieved scores from respondents' responses:

$$P = \frac{F_o}{N} \times 100\%$$

Description:

- P** : Percentage of Responses
- F_o** : Total number of responses
- N** : Ideal total score

The results obtained from the formula were then interpreted into the following categories:

- a. 81% - 100% = Very High
- b. 61% - 80% = High
- c. 41% - 60% = Moderate
- d. 21% - 40% = Low
- e. 0% - 20% = Very Low

Results and Discussion

This study employed a tendency test to ascertain the general overview of the variables within the research, utilizing eight indicators derived from the Smart ASN principles: integrity, professionalism, nationalism, global mindset, mastery of IT and foreign languages, hospitality, networking, and entrepreneurship. The following presents the overall frequency of respondents' assessments regarding Smart ASN.

Table 2. Response Frequency

Question	Response of Participant		Score
	Yes	No	
P.1	178	40	396
P.2	189	29	407
P.3	175	43	393
Score	542	112	1196
Ideal Score			1308

Integrity			
P.4	184	34	402
P.5	158	60	376
P.6	179	39	397
Score	521	133	1175
Ideal Score			1308
Professionalisme			
P.7	175	43	393
P.8	195	23	413
P.9	190	28	408
Score	560	94	1214
Ideal Score			1308
Nasionalisme			
P.10	193	25	411
P.11	188	30	406
P.12	198	20	416
Score	579	75	1233
Ideal Score			1308
Berwawasan Global			
P.13	156	62	374
P.14	190	28	408
P.15	189	29	407
P.16	186	32	404
Score	721	151	1593
Ideal Score			1744
Foreign Languages dan IT			
P.17	200	18	418
P.18	200	18	418
P.19	199	19	417
Score	599	55	1253
Ideal Score			1308
Hospitality			
P.20	169	49	387
P.21	197	21	415
P.22	180	38	398
Score	546	108	1200
Ideal Score			1308
Networking			
P.23	163	55	381
P.24	186	32	404
P.25	156	62	374
Score	505	149	1159
Ideal Score			1308
Entrepreneurship			
Results	4573	877	10023
Ideal Score			10900

Source Excel data processing results

Based on the calculation, overall the application of Smart ASN principles within the Metro City government environment resulted in a percentage of 91%. Based on the categorization as previously done, this can be interpreted as falling into the **very high** category.

Discussion

This research aims to determine the extent to which the principles of Smart ASN have been successfully implemented by individual employees within the Metro City government environment. In this study, Smart ASN refers to a concept initiated by the Ministry of Administrative and Bureaucratic Reform (Kemenpan RB) with the intention of improving the quality of Indonesian human resources in the governmental sector. The theoretical framework employed in this research is Vroom's (1964) expectancy theory, as outlined in his book titled 'Work and Motivation.' Vroom (in Wahyudi, 2016) posits that an individual's behavioral tendency is highly dependent on the strength of the expectation that the behavior will lead to specific outcomes aligned with the individual's desires. This theory can serve as the theoretical underpinning to explain the successful adoption of the eight Smart ASN principles by individual employees, as follows:

1) Integrity

Integrity, as one of the Smart ASN principles, holds the view that ASN (State Civil Apparatus) needs to have a commitment to honesty in carrying out responsibilities and tasks in accordance with applicable regulations, and believes that such behavior will have a positive impact, such as increased public trust in public services. This is based on the results of employee responses to three statements given in this indicator, which yielded a result of 91% in the tendency test that was conducted. As stated by Nopriandi (2022), the integrity of ASN is related to attitudes, behavior, and actions in providing public services based on the law. The integrity of ASN will not be built without an organizational culture that supports upholding integrity values. Likewise, in its implementation, the principle of ASN integrity must be carried out with awareness from the individual and support from related agencies. This principle can align with Victor Vroom's expectancy theory (in Anatan, 2010), which defines expectancy as an action or opportunity that arises due to behavior.

2) Professionalism

The principle of professionalism within Smart ASN suggests that employees should feel a desire to enhance their

competence and knowledge in their respective fields, so that they can achieve the desired level of professionalism. This is based on the results of respondent feedback to three statements given in this indicator, which yielded a result of 90% in the tendency test that was conducted. The employees have an understanding that competence and professionalism are key to quality ASN. This is based on the fact that the quality of human resources (Apandi 2020) can be improved through competence. One management strategy to improve organizational performance is to create professional human resource quality.

3) *Nationalism*

A strong sense of nationalism will foster a way of thinking and an orientation that prioritizes the interests of the public, nation, and state above personal or group interests. Employees believe that the sense of ASN nationalism in Metro City has been built within each individual, supported by relevant agencies. This was obtained based on the results of respondent feedback to three statements given in this indicator, which yielded a result of 93% in the tendency test that was conducted. Based on this, it can be said that ASN have confidence in the application of the principle of nationalism. Nationalism is one of the important aspects that must be nurtured as a characteristic to build a nation, such as being honest, tolerant, respecting the rights of others, and working hard in development and service to the community (Tamtanus and Oja, 2022). This is demonstrated by the Metro City ASN by creating an inclusive work environment, respecting opinions, and establishing effective communication within the internal environment of the agency.

4) *Global Perspective*

ASN in Metro City has strived to have a global perspective and broad knowledge by keeping up with all developments in the era of digitalization and information technology. This was obtained based on the results of respondent feedback to three statements given in this indicator, which yielded a result of 94% in the tendency test that was conducted. Employees believe that they have good adaptability and understanding of global issues. This is in line with the opinion of Nopriandi (2022) that government as a public sector organization should not be rigid, so ASN who are adaptive and have flexibility in facing any changes that occur are needed, so that they can provide the best service to the community.

5) *Mastery of IT and foreign languages*

ASN must be proficient in digital literacy as it relates to language literacy, enabling them to meet the expectations of stakeholders who also possess capable IT and language skills. Based on the results of respondent feedback to four statements given in this indicator, a result of 81% was obtained in the tendency test, with the assumption that ASN in Metro City already have capable foreign language skills and the use of information technology. Even so, ASN still feel the need to improve their information technology skills so that they can continue to keep up with the times. In line with Nopriandi's (2022) opinion, in the current digital era, state apparatus are required not to be technologically illiterate and to be able to operate information technology. In addition, language proficiency is also important in knowing information and carrying out daily tasks.

6) *Hospitality*

Hospitality is one of the skills that every ASN individual, as a public service provider, must master and possess. Based on the results of respondent feedback to three statements given in this indicator, a result of 96% was obtained in the tendency test, with the assumption that employees have efficiently and effectively carried out public services. ASN need to realize the importance of having a friendly attitude and pleasant service as part of professionalism. Good service is one form of realizing

good governance (Nopriandi, 2022). This is because it is not uncommon for the public to feel undervalued in public services, even though it is their right as citizens.

7) *Networking*

Networking is a way of building relationships with many people or organizations, which is expected to create a positive impression on individual success or professional enhancement. Based on the results of respondent feedback to three statements given in this indicator, a result of 92% was obtained in the tendency test, with the assumption that employees have an understanding of the importance of building professional networks as an important part of their contribution to the organization. ASN must be able to build networks not only with fellow employees within the work environment but also with a wider range of parties, such as external agencies or private entities (Nopriandi, 2022). Another goal of establishing cooperative networks is to provide opportunities for various parties to contribute, be open to collaboration, thereby generating added value and utilizing various resources to achieve common goals.

8) *Entrepreneurship*

Based on the results of respondent feedback to three statements given in this indicator, a result of 89% was obtained in the tendency test, with the assumption that most employees have easy access in their work as state apparatus to use their ideas and skills, and have implemented them in their daily work. As an ASN, one must possess an entrepreneurial spirit with the ability to seize and create opportunities, as well as be responsible for their tasks (Nopriandi, 2022). Entrepreneurship in the context of ASN is also defined as someone who is revolutionary regarding public welfare and helps those in need.

Overall, the application of Smart ASN principles in Metro City shows a very excellent level. The overall calculation of the application of Smart ASN principles obtained a percentage of 91%, which falls into the very high categorization. Based on this categorization, it can be interpreted that the Metro City ASN has successfully implemented Smart ASN as a new concept in improving the quality of individual human resources in the government sector. This is particularly interesting given the fact that Metro City ASN has not yet had the opportunity to participate in education and training (diklat) or technical guidance (bimtek) specifically on the Smart ASN concept, yet they already possess competencies aligned with its principles.

Education and training are among the methods employed by the government to develop the competencies of ASN. ASN are considered highly essential to continuously develop their competencies, as stipulated in Article 70 paragraphs (1) and (2) of Law No. 5 of 2014, which states: '(1) Every ASN employee has the right and opportunity to develop their competence, and (2) The development of competence as referred to in paragraph (1) includes education and training, seminars, courses, and upgrading programs.'

This legal excerpt elaborates that one of the government's efforts to develop ASN competency is through education and training programs, commonly abbreviated as 'diklat'. Diklat programs are crucial activities carried out to equip individuals with the ability to enhance their skills, knowledge, values, and attitudes (Sulistiyani and Heronica, 2020). Skill improvement plays a vital role in navigating the era of digital transformation in public services, supporting the successful implementation of the Smart ASN concept. Furthermore, ASN competency development encourages the exploration of training and development strategies to enhance ASN's ability to adopt digital technology in public services (Lubis et al., 2024).

ASN training and development also relate to the theory used in this research. Vroom (1964) stated that it is important to build positive expectancy within employees. This can be achieved by providing the necessary training and resources to boost individual self-confidence in their abilities. If employees believe that their efforts will lead to good performance, they

will be more motivated in carrying out their work. Subsequently, agencies need to ensure a clear connection between performance and the outcomes employees will receive. This can mean providing regular feedback to employees, such as recognizing achievements and ensuring a fair reward system.

Conclusions and Recommendations

This research reveals that the principles of Smart ASN have been successfully implemented among civil servants (ASN) in Metro City, as evidenced by the very high categorization percentage of 92%. This indicates a successful adoption of these principles despite the absence of specific educational and training programs or technical guidance organized regarding the Smart ASN concept. Employees within the Metro City government environment were able to achieve a high category in this implementation without formal support, signifying that ASNs in this age group possess significant potential to become effective agents of change.

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