

The Effect of Digitization of Public Services and Organizational Culture on the Competence of State Civil Servants Towards Integrated Government

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Abstract

Digitalization of public services is a strategic step to improve efficiency, transparency, and accountability in government. On the other hand, a strong organizational culture can create a work environment that supports the improvement of the competence of the State Civil Apparatus (ASN). This study aims to analyze the relationship between the digitalization of public services, organizational culture, and ASN competence in Baubau City, as well as variables that drive digital transformation. A quantitative approach based on the philosophy of positivism was used in this study. The results showed that the Public Service Digitalization variable had a positive and significant effect on ASN competence, by having a positive and significant C.R (Critical Ratio) value. While the organizational culture variable has a positive and insignificant effect on ASN Competence. Integrated Government has a positive and insignificant effect on ASN Competence. The Integrated Government variable can mediate the influence between Digitalization of Public Services and Organizational culture on ASN Competence. The results of this study are expected to be used as an alternative decision-making for the Regional Government in designing public service innovations that are utilized by the community, increasing ASN awareness of the importance of organizational culture, and providing training to support the optimal implementation of public service digitization. The implementation of this strategy is expected to improve the quality of public services and provide tangible benefits to the community.

Keywords: *Digitalization of Public Services; Organizational Culture; ASN Competence; Integrated Government*

INTRODUCTION

The expected bureaucracy in Indonesia is a clean, professional, and useful bureaucracy, with the ability to think ahead, cross-sector, and reflective. However, the obstacles to the quality of the State Civil Apparatus (ASN) still do not meet expectations, especially due to the lack of experience and low enthusiasm for serving the community. Most of the civil servants, around 58 percent of the total 4.475 million, come from honorary personnel who are recruited without going through a qualification exam (Komara, 2019). The low competence of ASN has an impact on the inadequate quality of public services, so that the government has not been able to carry out the people's mandate optimally. In the regions, this problem is more evident with public services that do not show significant improvement (Wahyu Saputra Basri & Johannes A. W., n.d.).

The results of the Ombudsman's assessment of the Republic of Indonesia in 2021 show that the level of regional compliance with public service standards is still disappointing. Of the 416 district governments surveyed, 20.91 percent were in the red zone (low compliance), 54.33 percent were in the yellow zone (moderate compliance), and only 24.76 percent managed to enter the green zone (high compliance) (Ombudsman, 2021). The low rate of regional compliance with public service standards shows that the quality of services, especially in the regions, still needs to be improved. Although the era of regional autonomy provides a wide policy space to improve the bureaucratic system, public service innovations carried out by local governments tend to be partial and sporadic (Indonesia, 2012). These innovations are still limited to certain official scopes and do not cover all services as a whole. This condition is reflected in several regions, as expressed in the Open Government in Indonesia report (2012).

The weak performance of local public services and bureaucratic reforms that are partially underway underscore the need for a new approach. Research suggests using the concept *of the whole of government approach* to create more integrated and efficient public services, by utilizing innovative practices that have successfully developed integrated services. In its development, the bureaucracy in Indonesia, which Max Weber called the "state machine," played an important role in achieving the nation's goals. However, public criticism of the bureaucracy underscores the need to adapt to the development of digital technology. Bureaucratic digitalization is a solution to meet the demands of modern society's changes. This transformation reflects efforts to reform bureaucracy through the intensive and comprehensive use of information technology, making the concept of digital government the main need in improving efficiency and public services (LAN RI, 2020).

The digitalization of the government system not only supports efficiency, but also creates added value that increases public satisfaction as service users. The integration of all aspects of public services through digital transformation is an important step towards a more responsive and effective government. The achievement of SMART ASN in 2024 is greatly influenced by the development of the digital revolution. The bureaucratic reform agenda that emphasizes bureaucratic digitalization requires a strategy for developing the human resources of the apparatus in accordance with the needs of ASN talent in the digital era. The SMART ASN development policy aims to create a world-class ASN, with integrity, professionalism, nationalism, mastery of information and communication technology (ICT), foreign languages, hospitality, entrepreneurship, and the ability to build a network (Kemenpan RB, 2018). Realizing SMART ASN requires the implementation of an ASN development strategy that is in line with the policies of government agencies in improving public services (Khaeromah Yuliani F. & As'ari H., 2021).

However, hierarchical bureaucratic structures often hinder responsiveness to the dynamics of service needs due to the centralization of power to superiors, while bureaucratic officials who deal directly with service consumers do not have the authority to address changes in services (Gomer, 2019). Bureaucratic digitalization is considered the key to improving public services, which includes expanding digital access, improving

digital infrastructure, and digital transformation in public services. The readiness of digital talent is also an important factor in this transformation. The use of big data and information technology, along with collaboration between agencies, can provide services that are more in line with the needs of the community and face challenges in the era of digitalization (Indrajit, 2005). Digital governance, which is now being adopted in many countries in a variety of ways, is often considered more efficient because digital data allows for faster and more accurate processing of public services than ever .

The study of organizational culture is interesting because it discusses the uniqueness and characteristics that distinguish one agency from another. Organizational culture is a system of shared meaning maintained by members of the organization, which serves to distinguish one organization from another. The values that are highly valued by these companies or agencies are usually formed by the "founder" or founders who have been in the organization for a long time, who create the culture as a tradition and habit that is carried out by all members of the organization (Marliani, 2019). Every agency needs a change in organizational culture that must continue to be developed and adjusted to changes in the organizational environment. Diverse backgrounds and levels of human resources shape the characteristics of an organization's environment. Although there have been efforts to change organizational culture by implementing work culture programs to increase productivity, the results have not been optimal. Therefore, to achieve a high-performance organization, strong commitment and mutual consensus are needed as an important prerequisite in realizing these goals (Endah & Vestikowati E., 2021).

Digital transformation is an important step that is being accelerated by local governments, especially in the public service sector. This initiative aims to provide faster, more efficient, easy, economical, and measurable services to the community, especially in the current pandemic conditions. The goal of this digital transformation is to provide services that are able to adapt to the expectations and needs of the community. A deep understanding of the factors that affect this process is very important to formulate a more effective improvement strategy so that the digitization of public services in the Baubau City Regional Government can be maximized. Therefore, collaborative efforts involving various stakeholders are needed to overcome various challenges and increase the effectiveness of the implementation of digital transformation (Cedric de Coning N. N. S. & S. U., 2010).

Integrated services require effective project management skills, as well as information systems that are connected between various government entities. One of the challenges faced is the lack of access and understanding of civil servants to the Electronic-Based Government System (SPBE). To overcome this, the Baubau City Regional Government needs to focus on training, education, and competency development of ASN. In addition, support from leaders and changes in organizational culture are also very important so that ASN can better understand and implement SPBE in the context of integrated services.

However, efforts to change the organizational culture in the Baubau City Regional Government have not received an optimal response. There are still disciplinary problems among employees, such as difficulties in working together, irregularities in working

hours, and lack of mutual respect between colleagues. Some employees view their work as a burden or obligation that is only done out of habit, which ultimately negatively impacts their work ethic and performance. The mismatch between the capabilities of ASN and the tasks carried out is one of the main factors that hinder the achievement of organizational goals.

In 2022, the number of ASN in Baubau City reached 3,786 people, consisting of 1,400 men and 2,386 women. In terms of education, the majority of ASN have diverse educational backgrounds, ranging from junior high school graduates to S3. Based on the data, around 2,649 ASN have higher education (D-IV, S1, S2, and S3), while others have high school and D-III educational backgrounds. This data shows that there have been significant developments in the education structure of ASN in Baubau City in recent years.

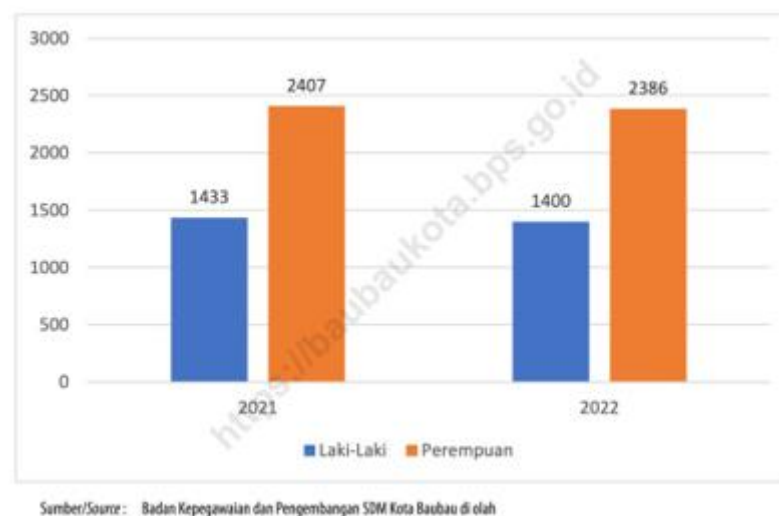


Figure 1. Development of ASN in Baubau City in 2021-2022

State Civil Apparatus (ASN) in Baubau City showed a lack of high work motivation in carrying out their duties, especially in providing more attention, imagination, and skills in their work. The low quality of ASN performance is mostly due to inadequate educational backgrounds and the lack of expertise possessed by employees. As a result, the management of existing resources cannot be maximized. In addition, direct supervision from leaders related to ASN discipline is also relatively low, because there is no special attention to employees. This condition is one of the factors that trigger indiscipline among employees.

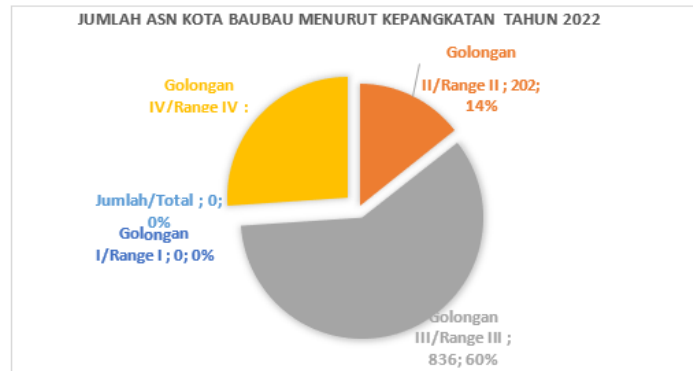


Figure 2. Number of ASN in Baubau City by Rank

Source : Baubau City Personnel and Human Resources Development Agency

To overcome the problems faced, it is important to digitize public services and change organizational culture towards an integrated governance in governance. The use of information technology can encourage bureaucratic reform. The concept of e-government is often associated with the idea of digital government or online government, which is generally discussed in the context of transformative government. This means that internet technology should be used to speed up the exchange of information, provide services, and conduct transactions between citizens, business people, and the government itself. However, keep in mind that governance transformation is more important than just the use of technology; The use of technology must be able to improve the policy-making system and public services (Kumorotomo, 2010).

This study identifies gaps related to the response capacity of ASN through the digitization of public services and organizational culture (Kniazieva et al., 2023; Leão & Canedo, 2018; Mamatova et al., 2020; Mesa, 2023). Previously, there was not much research that focused on this topic, especially related to the competence of civil servants towards integrated government. Therefore, this study takes a case study on the digitalization of public services and changes in organizational culture towards integrated government in the Baubau City Regional Government.

This study aims to explore the influence of digitization of public services and changes in organizational culture on the development of the competencies of State Civil Apparatus (ASN) in Baubau City, as well as to identify the variables that drive digital transformation in government. In the midst of the challenges faced by local governments, especially in improving the quality of public services, it is important to implement an integrated government that involves all Regional Apparatus Organizations (OPDs) in Baubau City. Practically, this research is expected to provide useful insights for policymakers in formulating more effective public service digitization strategies, as well as in developing organizational culture that supports the improvement of ASN performance. In addition, the results of this research are also expected to contribute to the development of better ASN competencies, in accordance with the demands of the digital era. Academically, this research can enrich the literature on the digitization of

public services, organizational culture transformation, and ASN competency development, as well as provide a foundation for further research in this field.

RESEARCH METHOD

This study uses a quantitative approach as described by (Creswell, 2009), who explains that the quantitative approach involves measuring data objectively using statistics based on a sample of the population. Researchers collect data through surveys to calculate the frequency and percentage of responses, then analyze and interpret them using statistical techniques. This approach is structured and allows researchers to test specific hypotheses to support or refute the proposed theory.

The research was conducted in the Baubau City Regional Government with a research population of all State Civil Apparatus (ASN) totaling 3,840 people. Sample withdrawal uses *the accidental sampling* method, which according to Sugiyono (2011) is a chance sampling technique, where the individuals encountered can be sampled if they qualify as a data source. The sample from this study is part of the total population of Baubau City employees which amounts to 3840. Meanwhile, the sample size was obtained using the slovin formula.

$$n = \frac{N}{1 + Ne^2}$$

$$n = \frac{3840}{1 + 3840 \times (0.1)^2}$$

$$n = \frac{3840}{37,4}$$

$$n = 103$$

Table 1. Number of Samples in each group

Group	Sum		Sample	Sample
	PNS	Formula	(ni)	End
Goal II	519	(519/3840)*100	13,92	14
GOAL III	2621	(2621/3840)*100	70,30	70
GOAL IV	699	(699/3840)*100	18,75	19
	3840			103

So the number of samples in this study is 103

Information:

n = Sample size

N = Population size

e = Desired critical value (accuracy limit) (percent of inaccuracy allowance due to sample extraction error) so the specified critical value is 0.1

Then, for the data collection technique through a questionnaire in the form of a closed-door questionnaire, where respondents choose answers based on the options that have been provided. In addition, the non-participant observation method is also used, in which the researcher acts as an independent observer without being directly involved in the observed activity. The research instrument in the form of a questionnaire was designed using a Likert scale with five levels to measure research variables.

In data analysis, a quantitative approach is used by applying *the Structural Equation Modeling* (SEM) model processed using the AMOS version 22 program. The data analysis process includes several stages, including descriptive statistics to provide an overview of the data, validity and reliability testing to ensure the reliability of the instrument, and hypothesis testing to test the relationships between the variables that have been formulated. The framework of thinking about the relationship between variables is described as follows:

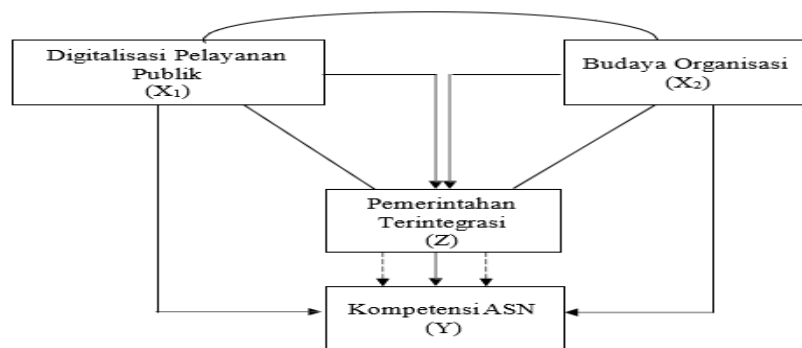


Figure 3. Frame of Mind

Based on the framework of thought and the results of previous research, the hypotheses proposed from this study are as follows:

H1: There is an effect of Public Service Digitalization on the Competence of ASN in the local government of Baubau City.

H2: There is an influence of Organizational Culture on the Competence of ASN in the local government of Baubau City.

H3: There is an influence of Digitalization of Public Services on Integrated Government.

H4: There is an influence of Digitalization of Public Services through Integrated Government as an intervening variable on the Competence of ASN.

H5: There is an influence of Organizational Culture through Integrated Government on ASN Competence.

RESULTS AND DISCUSSION

Data Description

From the questionnaire distributed, data on the description of the respondents can be obtained which include: Gender, education level, and work class. The questionnaire data was processed using the AMOS 22 Program In detail, the characteristics of the research sample can be explained as follows:

Table 2. Description of Respondents by gender

Gender	Number of Respondents	Percent (%)	Valid Percent (%)
L	50	48,54	100
P	53	51,46	100
Total	103	100	100

Based on the table above, it can be seen that the respondents who filled out the questionnaire the most were women as many as 53 people or (51.46%), while men as many as 49 people or (48.54%).

Table 3. Description of Respondents by education level

Education Level	Number of Respondents	Percent (%)	Valid Percent (%)
SMA	2	2,06	100
D3	13	13,39	100
S1	53	54,59	100
S2	25	25,75	100
S3	10	10,3	100
Total	103	100	100

Based on the table above, it can be seen that the most respondents based on education level are 53 people with S1 education or (54.59%), followed by S2 as many as 25 people or (25.75%) and S3 as many as 10 people (10.3%) while high school level as many as 2 people or (2.06%).

Table 4. Description of Respondents by Work Group

Group	Sum Responden	Percent (%)	Valid Percent (%)
Goal II	14	13,59	100
GOAL III	70	67,96	100
GOAL IV	19	18,45	100
	103	100	100

Based on the table above, it can be seen that the respondents with Group II were 14 people (13.59%), Group III as many as 70 people (67.96%), Group IV as many as 19 people (18.45%).

Validity Test or CFA (*Confirmatory Factor Analysis*) Test

The CFA test, or the construct validity test, is intended to find out if each indicator can explain an existing construct. The indicators used as a measure of the research variables were indicators that had a p value of < 0.05 and a loading factor of > 0.5, while indicators that had a p value of > 0.05 and a loading factor of < 0.5 were eliminated from the model.

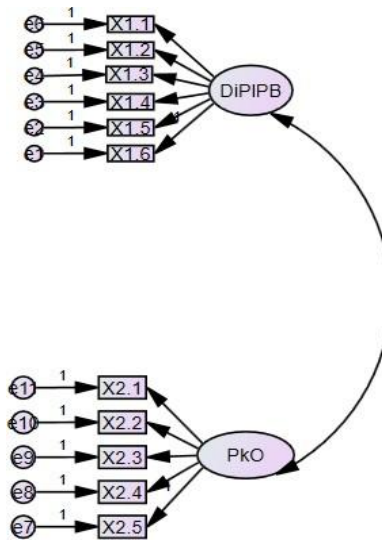


Figure 4. Exogenous variable CFA analysis results

The results of the confirmatory analysis can be explained:

a. CFA test on exogenous variables

Table 5. Maximum Likelihood Estimates Regression Weights: (Group number 1 - Default model)

		Estimate	S.E.	C.R.	P	Label
X1.6	<--- TdPP	1,000				
X1.5	<--- TdPP	1,006	,330	3,048	,002	par_1
X1.4	<--- TdPP	1,164	,362	3,212	,001	par_2
X1.3	<--- TdPP	1,454	,385	3,782	***	par_3
X1.2	<--- TdPP	,862	,264	3,263	,001	par_4
X1.1	<--- TdPP	1,290	,350	3,684	***	par_5
X2.5	<--- PkO	1,000				
X2.4	<--- PkO	1.176	.116	10.128	***	par_6
X2.3	<--- PkO	1.161	.114	10.159	***	par_7
X2.2	<--- PkO	1.070	.122	8.789	***	par_8

		Estimate	S.E.	C.R.	P	Label
X2.1	<--- PkO	1.147	.115	9.962	***	par_9
Z3	<--- WoG	1,000				
Z2	<--- WoG	,759	,236	3,219	,001	par_10
Z1	<--- WoG	1,080	,277	3,904	***	par_11
Y1	<--- KSDM	1,000				
Y2	<--- KSDM	.954	.101	9.420	***	par_12
Y3	<--- KSDM	1.086	.112	9.703	***	par_13
Y4	<--- KSDM	1.026	.129	7.937	***	par_14
Y5	<--- KSDM	1.074	.121	8.903	***	par_15

Table 6. Standardized Regression Weights: (Group number 1 - Default

model)

			Estimate
X2.5	<---	PkO	.829
X2.4	<---	PkO	.751
X2.3	<---	PkO	.818
X2.2	<---	PkO	.777
X2.1	<---	PkO	.794

On the output of the Regression Weight, at the value of P (Probability), if the value is insignificant (above 0.05) then the indicator should be removed. It can be seen that the probability values all show a sign of *** which means significant at the level of 0.001 which means it is also less than 0.05, with this when viewed from the Regression Weight, the indicators that compile the variables of Public Service Digitalization (DIPiPb) and the variables of Organizational Culture Change are declared valid, but significant results do not necessarily provide a high loading factor (Estimate value) (above 0.5). In the Standardized Regression Weight, a loading *factor (Estimate)* value above 0.5 indicates that the indicator can explain the existing construct. It can be known that all the estimated values are above 0.5. This shows that the indicator can explain the existing constructs

b. CFA test on endogenous variables and intervening variables

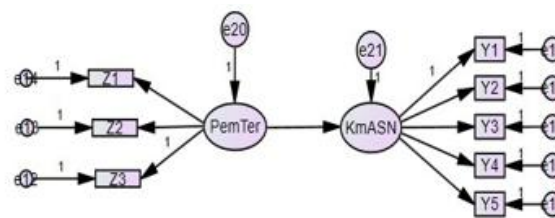


Figure 5. Results of CFA analysis of Exogenous and Intervening variables

Table 7. Maximum Likelihood Estimates Regression Weights: (Group number 1 - Default model)

		Estimate	S.E.	C.R.	P	Label
Z3	<--- WoG	1,000				
Z2	<--- WoG	,759	,236	3,219	,001	par_10
Z1	<--- WoG	1,080	,277	3,904	***	par_11
Y1	<--- KSDM	1,000				
Y2	<--- KSDM	,954	.101	9.420	***	par_12
Y3	<--- KSDM	1.086	.112	9.703	***	par_13
Y4	<--- KSDM	1.026	.129	7.937	***	par_14
Y5	<--- KSDM	1.074	.121	8.903	***	par_15

Table 8. Standardized Regression Weights: (Group number 1 - Default model)

			Estimate
Z3	<---	WoG	.789
Z2	<---	WoG	.831

Z1	<---	WoG	.770
Y1	<---	KSDM	.841
Y2	<---	KSDM	.830
			Estimate
Y3	<---	KSDM	.784
Y4	<---	KSDM	.792
Y5	<---	KSDM	.765

In Table: 8 it is seen that *the output of the Regression Weight*, at the value of P (Probability), if the value is insignificant (above 0.05) then the indicator should be removed. It can be seen that the probability values all show a sign *** which means significant at the level of 0.001 which means it is also less than 0.05, with this if viewed from the *Regression Weight*, the indicators that make up the Human Resource Competency Development variable and the Integrated Government variable are declared valid, but significant results do not necessarily provide a high loading factor (Estimate value) (above 0.5). In *the Standardized Regression Weight*, a loading factor (Estimate) value above 0.5 indicates that the indicator can explain the existing construct. It can be known that all the estimated values are above 0.5. This shows that the indicator can explain the existing constructs.

Construct Reliability (CR)

The cut off value of the *construct reliability* test is accepted if the value is > 0.70, but if the research is still explanatory the value below 0.7 is still accepted.

Table 9. Reliability Results of Public Service Digitization Variables

Variable X1	Loading Standards	Error	Value e	Construct Results Reliability	Calculation
X1.6	0,818	E6	0,515	0,87	
X1.5	0,735	E5	0,471		
X1.4	0,779	E4	0,237		
X1.3	0,692	E3	0,254		
X1.2	0,763	E2	0,183		
X1.1	0,827	E1	1,336		

Table 10 Results of Reliability of Organizational Culture Variables

Variable X2	Loading standards	Error	Value e	Construct results Reliability	calculation
X2.4	0,751	E10	1,09	0,75	
X2.3	0,818	E9	1,11		
X2.2	0,777	E8	0,877		
X2.1	0,794	E7	0,429		

Table 11. Reliability Results of ASN Competency Variables

Variable Y	Loading Standards	Error	Value e	Construct Results Reliability	Calculation
Y.5	0,841	E16	1,198	0,709	
Y.4	0,83	E15	1,535		
Y.3	0,784	E14	1,258		
Y.2	0,792	E13	1,256		

Y,1	0,765	E12	1,355
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Table 12. Results of Reliability of Integrated Government Variables

Variable Z	Loading Standards	Error	Value e	Construct Calculation Results Reliability
Z.3	0,889	E19	0,822	0,702
Z.2	0,831	E18	0,819	
Z,1	0,87	E17	1,198	

Based on tables 9 to 12, it can be seen that the values for variables X1, X2, Y, and Z are stated as Reabel, because they have a construct reliability value of more than 0.7 so that they can be used as a standard indicator to be recommended in supporting the research variable.

Hypothesis Test

a. Direct influence

Table 13. Maximum Likelihood Estimates Regression Weights: (Group number 1 - Default model)

Hypothesis Line		Estimate	S.E.	C.R.	P	Information
H1	DiPIPb → KmASN	.586	.232	2.531	.01	Postif, Significant
H2	PkO → KmASN	.304	.169	2.800	.07	Positive, No Significant
H3	DiPIPb → PemTer	.699	.087	8.018	***	Postif, Significant
H4	PkO → PemTer	.357	.055	6.537	***	Postif, Significant
H5	KmASN → PemTer	.199	.096	2.079	.04	Postif, Significant

1. From the *AMOS output* seen in Table 4.16, it is known that the C.R. value of 2.531 is greater than 1.96 and the value of P = .011 is more than alpha 0.05. These results show that the variable of Public Service Digitalization has a positive and significant effect on the Competency Development of the State Civil Apparatus
2. From the *AMOS output* seen in Table 4.16, it is known that the C.R. value of 2,800 is greater than 1.96 and the value of P = .072 is greater than alpha 0.05. These results show that the variables of Organizational Culture Change have a positive and insignificant effect on the Competency Development of the State Civil Apparatus
3. From the *AMOS output* seen in Table 4.16, it is known that the C.R. value is 8.018.Greater than 1.96 and the P value = 0.01 is less than alpha 0.05. Therefore, it is concluded that the Digitalization of Public Services has a positive and significant effect on Integrated Government
4. From the *AMOS output* seen in Table 4.16, it is known that the C.R. value is 6.357 .greater than 1.96 and the P value is less than alpha 0.05. Therefore, these results show that the Organizational Culture variable has a positive and significant effect on

Integrated Government

5. From the *AMOS output* seen in Table 4.16, it is known that the C.R. value of 2.079 is greater than 1.96 and the P value is less than alpha 0.05. These results show that the Integrated Government variable has a significant effect on the Competence of the State Civil Apparatus

b. Indirect Influence

In Amos, to get an indirect influence use the *Significance of Mediation (Sobel Test) Calculator* to look at the P-Value. The test results are as follows:

1. Calculating the indirect influence of Digitalization of Public Services on the Competence of State Civil Apparatus through Integrated Government

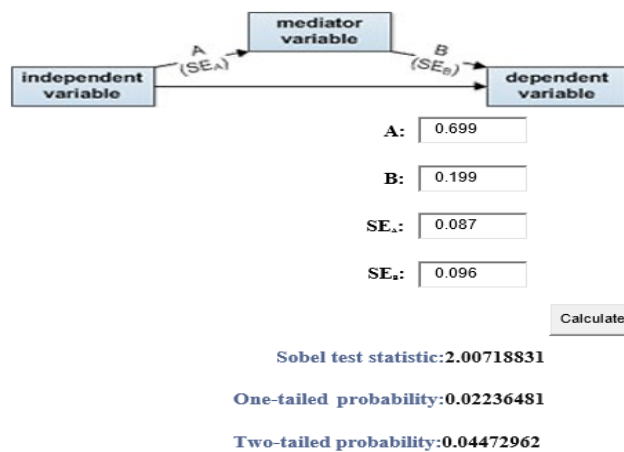


Figure 6. The results of the calculation of the Significance of Mediation (Sobel Test) the indirect influence of Public Service Digitalization on the Competence of the State Civil Apparatus through Integrated Government

2. Calculating the indirect influence of Organizational Culture on the Competence of the State Civil Apparatus through Integrated Government.

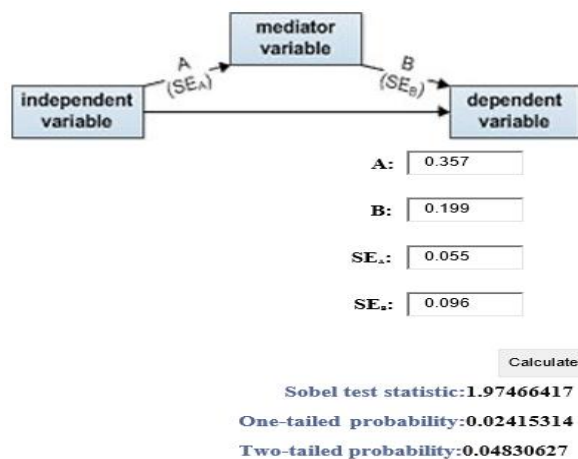


Figure 7 Results of the calculation of the Significance of Mediation (Sobel Test) the indirect influence of Organizational Culture on the Competence of State Civil Apparatus through Integrated Government

Table 14. Significance of Mediation (Sobel Test)

Hypothesis Line	Sobel Test		Information
	T- Stat	P-Value	
H4 DiPIPb → KmASN PemTer	2.007	0.044	Significant
H5 PkO → KmASn PemTer	1.97	0.048	Significant

1. From the results of the calculation of the Significance of Mediation (Sobel Test) seen in Table 4.17, it is known that the Statistical T value of 2.007 is greater than 1.96 and the value of P = 0 .044 is less than alpha 0.05. These results show that the Integrated Government variable mediates the influence of Public Service Digitalization on the Competence of State Civil Apparatus
2. From the results of the calculation of the Significance of Mediation (Sobel Test) seen in Table 4.17, it is known that the Statistical T value of 1.97 is greater than 1.96 and the value of P = 0 .049 is less than alpha 0.05. These results show that the Integrated Government variable mediates the influence of Organizational Culture on the Competence of State Civil Apparatus.

Discussion

The Influence of Public Service Digitalization (DiPIPb) on the Competence of ASN (KmASN)

Based on the test results of the first hypothesis, it shows a positive and significant influence between the Digitalization of Public Services on the Competence of ASN in the local government of Baubau City. From the AMOS output, it is known that the C.R. value of 2.531 is greater than 1.96 and the P value = .011 is more than alpha 0.05. These results show that the variable of Digitization of public services (DiPIPb) has a positive and significant effect on the competence of ASN (KmASN).

These findings indicate that the implementation of digitization of public services requires adequate human resource competency support. Competent civil servants, who are able to master their duties, think innovatively, be responsive, communicative, result-oriented, and trustworthy, will facilitate the digital transformation of public services. The use of internet-based information technology and digital devices accelerates the delivery of government services to the community, business partners, and related institutions to be more efficient. This not only improves the quality of service, but also community satisfaction because of the convenience offered through digitalization.

The implementation of digitalization of public services in Baubau City is also a form of innovation in governance that aims to achieve optimal results. Technology plays a role in shaping the framework of nonmaterial culture in a society. As technology changes, so does the mindset of humans, which ultimately affects the way they interact and connect with others. These findings are consistent with previous research by Ilyas & Bahagia B. (2021), which found a positive relationship between the digitalization of public services and employee performance.

The Influence of Organizational Culture (*PkO*) on ASN Competency (*KmASN*)

Based on the test results of the second hypothesis, it shows that there is a positive and insignificant influence between Organizational Culture on ASN Competence in the local government of Baubau City. From *the AMOS output*, it is known that the C.R. value is 2,800 .greater than 1.96 and the P value = .072 is less than alpha 0.05. These results show that organizational culture variables (*PkO*) have a positive and insignificant effect on ASN Competency (*KSDM*).

The existence of positive and insignificant influences indicates that organizational culture changes are not directly followed by the readiness of civil servants in providing services, even though work culture is closely related to the development of human resources (HR) in the organization. An organization's work culture can actually improve employee performance through the creation of high motivation to take advantage of the opportunities provided by the organization. However, civil servants in Baubau City are considered less responsive to changes in work culture, which hinders the adaptation and implementation of a new organizational culture. This condition requires the Baubau City government to be more serious in introducing, creating, and developing an organizational work culture. This effort is needed to create a more effective and efficient organization, in line with the vision and mission to be achieved. Organizational culture also functions as an adhesive between employees, conflict reducers, and motivators in carrying out tasks. Therefore, in the future, the development of a more mature organizational culture is expected to have a positive and significant influence on the competence of ASN in Baubau City.

These findings are consistent with previous research that also found a positive but not significant relationship between organizational culture and ASN competencies. For example, Frinaldi (2014) shows that the work culture of civil servants still faces many challenges, especially in public services. Negative assessments of ASN's work culture are a problem that must be solved, because they can affect the improvement of overall employee performance.

The Influence of Public Service Digitalization (*DiPIPb*) on Integrated Government (*PmTer*)

Based on the test results of the third hypothesis, it shows a positive and significant influence between Public Service Digitalization on Integrated Government. From the AMOS output, it is known that the C.R. value is 8.018 or greater than 1.96 and the P value = 0.01 is less than alpha 0.05. Therefore, it is concluded that Public Service Digitalization (*DiPIPb*) has a positive and significant effect on integrated government (*PemTer*).

This finding confirms that digitalization is not only beneficial to society, but also has a positive impact on the internal public service providers. In the increasingly advanced digital era, the demand for the speed and efficiency of public services is a challenge for the government to provide technology-based services that are relevant to the times. Integrated government aims to eliminate the stigma of separate services, as

has been the case in Baubau City. With this approach, all government agencies can report through a vertical one-stop system. This integration effort began to be realized by the Baubau City Communication and Information Office through meetings and coordination with all heads of related agencies to harmonize the digital system in various government sectors.

These findings are consistent with the research of Natalisa (2021), which highlights the importance of digital transformation in public services. The research emphasizes the need for the government to increase investment in technology infrastructure and human resource (HR) development, build a culture of innovation, and adopt design principles that are oriented to user needs. In addition, the application of digital technology in public services must be extended to other sectors, by involving public participation in the development and implementation process. The principles of transparency, accountability, and non-discrimination are also very important to create quality public services. This research also supports the positive and significant relationship between the digitization of public services and changes in organizational work culture through integrated government.

The Influence of Public Service Digitalization (DiPIPb) on ASN Competence (K_{MASN}) through Integrated Government (PemTer)

The results of the fourth hypothesis test show that the digitization of public services through integrated government as an intervening variable has a positive and significant influence on the competence of civil servants in Baubau City. Based on the output of AMOS, the C.R. value of 6.357 is greater than 1.96, and *the p-value* is less than alpha 0.05, so that the digitization of public services has proven to have a significant impact on improving the competence of civil servants. The mediation test with the Sobel Test also supported this result, with a statistical value of 2.007 greater than 1.96 and a *p-value* of 0.044, suggesting that integrated government plays a significant mediator role in the relationship.

Integrated governance plays an important role in harnessing the information and communication technology revolution to improve human resources in the public sector. Through the integration of infrastructure, application systems, information security, and technology services, the government can create a more effective and efficient work environment for civil servants. In addition, the adoption of information technology that is selective and adapted to the internal and external conditions of government agencies is also key to supporting this transformation.

The C.R. value of 2.079 which is greater than 1.96 and *the p-value* of less than alpha 0.05 also shows that integrated government directly has a significant effect on the competence of civil servants. The findings of this analysis confirm that integration efforts not only improve technological capabilities, but also encourage an increase in the competence and efficiency of civil servants in carrying out their duties.

These results are in line with previous research Aminah & Saxon H. (2021), which concluded that the implementation of e-Government has a positive impact on public services. Digital transformation in the form of applications such as *Government to Citizen*

(G2C), *Government to Business* (G2B), and *Government to Government* (G2G) has been proven to support the improvement of more responsive and integrated public services.

The Influence of Organizational Culture (*PkO*) on ASN Competence (*KmASN*) through Integrated Government (*PemTer*)

The results of the fifth hypothesis test show that organizational culture has a positive and significant effect on the competence of civil servants through integrated government as a mediation variable. Based on the analysis with AMOS, the C.R. value of 2.079 is greater than 1.96, and *the p-value* is less than alpha 0.05, indicating that integrated government significantly affects the competence of civil servants. The mediation test with the Sobel Test supported this result with a statistical value of 1.97 which is greater than 1.96 and *a p-value* of 0.049, confirming the role of integrated government as a mediator in the relationship.

Integrated government creates opportunities to form a new work culture that demands the adaptation of civil servants in creating innovation and creativity in the workplace. ASN plays a key role in realizing an integrated and sustainable government. To support this, ASN employees in Baubau City are expected to have technical competence, adequate integrated government literacy, and leadership skills. This competence is needed so that integrated government services can run optimally and provide maximum benefits to the community (Cummings, 2010).

The Baubau City Government strengthens the competence of human resources by forming a work culture based on learning organizations. Through this approach, the government seeks to encourage creativity, continuous learning, and the search for innovative ideas to improve public services (Ri, 2020). Civil servants are expected to have technical capabilities in various fields, such as planning, government business process engineering, integrated information technology management, and providing services that are innovative, adaptive, and responsive to the needs of the community.

The organizational culture developed is also directed to create civil servants who think creatively, systemically, and globally minded, with a high work ethic and the ability to deal with changes in the strategic environment. ASNs who have this competence are expected to be able to provide proactive services that are in accordance with the needs of the community, supporting bureaucratic transformation from manual to digital. The results of this study are in line with the findings of Khaeromah, Yuliani, and As'ari (2021), which emphasized that the transformation of bureaucracy from manual to digital systems has a significant effect on the development of apparatus human resources. The *ASN SMART* profile was formed through the development of an ASN management system focused on increasing digital talent, as part of bureaucratic reform oriented towards innovative and responsive public services.

CONCLUSION

Based on the results of the research that has been conducted, the conclusions of the primary data analysis are: (1) The variable of Public Service Digitalization has a positive and significant effect on the Development of ASN

Competency. The results of the research that have been carried out show that the C.R (Critical Ratio) value is positive. (2) Organizational Culture variables have a positive and insignificant effect on ASN Competence. The results of the research that have been carried out show that the C.R (Critical Ratio) value is positive. (3) The Integrated Government variable has a positive and insignificant effect on ASN Competence. The results of the research that have been carried out show that the C.R (Critical Ratio) value is positive. (4) The Integrated Government variable can mediate the influence between the Digitalization of Public Services on the Competence of the State Civil Apparatus. The results of the research that have been carried out show that the C.R (Critical Ratio) value is positive. (5) The Integrated Government variable mediates the influence of Organizational Culture on the Competence of the State Civil Apparatus. The results of the research that have been carried out show that the C.R (Critical Ratio) value is positive.

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