



Assessing Work Performance Provisions for the Promotion of Civil Servants in The Digital Society Era

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ABSTRACT

Development of distribution and information massification has increasingly occurred in a new social system supported by economic expansion, technology, and a global information system network. As an actor with a significant position in government activities and development, it is appropriate for Civil Servants (PNS) to support the dynamics of developing a digital information society. As a generator of national and regional development, personnel assessment in the bureaucracy must adjust to the needs and demands of communicative-informative actions. The Study of the Relevance of Indicators of Performance Appraisal in The Advancement Provisions of Civil Servants in The Digital Society Era is intended to determine the role of civil servants in the development of digital society with the final result in the form of policy recommendations to optimize the role of civil servants in implementing digital society in the advancement aspect. The research method used is juridical-normative through literature studies and legislation relating to the State Civil Apparatus, employee affairs, and the digital society. Based on the research results, digital literacy is the key to optimizing the quality of bureaucratic resources in the era of the digital information society. Therefore, digital literacy needs to be used as an aspect in assessing the work performance of civil servants to accelerate the development of a digital society. (11pt, single line spacing, 1 paragraph).

Keyword:

civil servants; advancement;
digital society; digital literacy.

INTRODUCTION

The presence of the Industrial Revolution 4.0 brought significant changes that changed the fabric of society in terms of technology and digitalization, among others, shown by the development of the use of Artificial Intelligence, the use of

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Big Data, and the massive interaction and online services. In the context of bureaucracy, these things need to be balanced with various new forms of public services, namely Global Governance, Digital Governance, and Knowledge-Based Governance. Global governance is a concept that requires relations and involvement within the country and outside the country in governance so that it can be an opportunity as well as a challenge in improving the national economy. Meanwhile, digital governance is an innovation in governance and public services that requires the use of communication and information technology on a broad scale.

The World Economy Forum's Human Capital 2017 noted that the quality of the Indonesian State Civil Apparatus is still at a fairly low number compared to Malaysia and Thailand. The Ministry of State Apparatus Empowerment and Bureaucratic Reform (KemenPAN-RB) has compiled a grand design for the 2020-2024 ASN development to realize professional, legal-minded, and competent governance in the face of the Industrial Revolution 4.0. The existence of the Industrial Revolution 4.0 also supports the birth of a new community system which is marked by the rapid development of the distribution and massification of information, as well as the utilization of digital information system networks, namely the digital information society system. In terms of bureaucracy, internal reforms should be carried out as an effort to respond to the developments and demands of the digital society era. The government's paradigm in implementing digital governance should shift from anticipation (citizen-centric approach) to being able to adapt (citizen-driven approach) to the needs of the community. Digital technology can be an important tool for governments to better understand the public to provide the services they need.

In this study, the author will describe the elements of performance appraisal in the provisions for the promotion of civil servants and their relevance to bureaucratic reform based on the implementation of digital governance and knowledge-based governance (Ardaneswari, 2016; Fanggidae et al., 2016). To realize effective and efficient public services, as well as facilitate the public to be involved and play an active role in policy-making, digital competence is an important element to pay attention to develop the quality of bureaucratic resources, especially civil servants (PNS). Therefore, the need for a digital competency framework for civil servants is urgent because of the unpredictable development of technology.

Based on the background mentioned earlier, the author has two problems that will discuss comprehensively in this paper. First, what is the role of civil servants in the development of a digital society? Second, how is the relevance of the competence of civil servants' achievements in the era of digital society? The formulation of the problem will be reviewed in a study entitled "The Relevance of the Elements of Job Performance Assessment in Provisions for the Ranks of Civil Servants in the Era of Digital Society."

METHODS

The research method used in this paper is normative juridical. Normative juridical legal research is legal research based on legal doctrines in the form of norms as well as legal principles and rules such as laws and court decisions as the basis for compiling research. Therefore, in normative juridical law research, truth is sought based on the logic of legal scholarship in its normative aspect. Thus, normative juridical research emphasizes the implementation of existing legal doctrines and provisions in making a legal document.

Normative juridical law research can use qualitative methods in its analysis. Thus, this paper will be prepared using a normative juridical type of legal research with a qualitative method. Analysis of all data obtained from any type will be carried out qualitatively. In qualitative research, there is a researcher's subjectivity in understanding the legal documents used to examine the object of research whereas the legal documents are understood as something static. Thus, the opinion of individual experts which is a doctrine according to legal documents in qualitative research is considered a matter because there can be space related to an explanation of a phenomenon that occurs in the legal world. Thus, the use of qualitative methods in this paper can provide a comprehensive and holistic analysis of the impact of regulating the elements of job performance appraisal in the promotion of civil servants on the development of a digital society in Indonesia.

The data used in the normative juridical research method in this paper is secondary data. The secondary data referred to here are data obtained from existing legal materials. Legal material itself is divided into three types, namely: (a) primary legal material is legal material in the form of legislation that applies positively in Indonesia from the highest to the lowest hierarchy; (b) secondary legal materials are legal materials in the form of reports from field data collection or seminars or workshops, scientific articles made by researchers, and reports made by journalists; and (c) tertiary legal materials are legal materials sourced from encyclopedias and dictionaries relating to law, civil servant management, and digital society. The data that has been searched, found, and analyzed is presented in a descriptive-analytical manner to answer research questions that have been formulated in a structured and comprehensive manner.

DISCUSSIONS

Civil Servants

In Law Number 5 of 2014 concerning civil servants, the civil servant is a profession for someone who does administrative work in government agencies. ASN consists of two types, namely Government Employees with Work Agreements (PPPK) and PNS. PPPK itself is a government employee who is hired based on contracts within a certain time. Meanwhile, civil servants are government employees who permanently occupy positions in government.

From the definition mentioned above, several fundamental points are the difference between PPPK and PNS. First, the function of its existence. The

existence of PPPK is to do a job within the government, while civil servants intend to do a job in the government as well as fill structural positions in the government. Second, his employment status. The employment status of PPPK is temporary with the length of time following the terms agreed in the contract, while the employment status of civil servants is permanent whose length of time is adjusted to the retirement age limit.

These differences have an impact on the rights obtained. Civil servants get all the rights obtained by PPPK. However, civil servants get several rights that are more than PPPK in the form of old age insurance and pension benefits. These two guarantees are very fundamental and needed by workers because they provide certainty to employees about their future post-retirement. Therefore, the interest of job seekers to become civil servants is greater than to become a PPPK.

In addition to the difference in rights obtained, another fundamental difference is in the aspect of staffing where civil servants are the same as PPPK who are appointed to carry out a particular job. However, civil servants do not only do a job because civil servants have career paths and positions that allow them to continue the process of obtaining higher positions gradually which is linear with promotion. The career path ain't owned by the PPPK. Because the work agreement that forms the basis of work for the PPPK regulates specifically what work must be done by the PPPK while in a government agency that employs him.

The rank of the civil servant is one of the fundamental elements to get a position. Because rank is one of the administrative requirements that always uses as a benchmark in the job auction process as a selection to obtain a position. Thus, the rank system is one of the keys to organically reforming the bureaucracy of each civil servant.

To be able to get a promotion, civil servants need to get good grades in the performance appraisal of civil servants. PNS Performance Assessment is determined by two aspects, namely, Work Behavior Assessment and Employee Performance Target Assessment. In this context, employee performance targets are performance plans and targets to be achieved by a civil servant that must be achieved every year. Meanwhile, work behavior assessment is every action or behavior carried out by civil servants based on the provisions of laws and regulations.

Civil Servant's Resources Management

Management comes from the Latin *managere*, which etymologically consists of *manus* (hand) and *agere* (do). Furthermore, the term management comes from the Old French *ménagement*, which means the art of implementing and managing. Meanwhile, experts provide management views in various ways. Henri Fayol defines management as “to manage is to forecast and plan, to organize, to command, to coordinate, and to control.” George Terry views management as a special process that includes planning, organizing, implementing, and controlling carried out to determine and achieve the goals of an organization through the

use of human resources and other resources. Based on the definitions and views of these experts, the author concludes by defining management as an effort in directing and controlling through planning, professional and proportional division of tasks, organizing, and utilizing existing resources to achieve the goals that have been set together.

In the paradigm of public administration, public terminology itself is associated with the public interest (public interests) and public affairs (public affairs). Public management aims to develop an understanding of the administrative and management systems used to solve problems in the public sector and not-for-profit organizations. Public management is part of public administration science that discusses program design and organizational restructuring, allocation of resources through the budgeting system, financial management, human resource management, and program evaluation and auditing.

The resilience and development of a public organization are highly dependent on its capacity to organize and adapt to its environment. Viewed from the scientific field of classical public administration, public management emphasizes the value of efficiency, economy, and effectiveness through a hierarchical structure, a set of rules, and procedures designed mechanically. Neoclassical public administration views public management by emphasizing the role of human resources in organizations, namely humans whose attitudes are not only determined by economic motives, but also by environment, values, and norms, cultural, sociological, psychological, and political. On the other hand, the new public administration views public management by emphasizing the value of justice to complement the values of efficiency, economy, and effectiveness.

The development of the paradigm of public administration, such as new public management, new public service, and new public governance, also emphasizes other elements of public management in response to the limitations of the previous administration model. For example, new public management and good governance that emerged by encouraging the process of liberalization, privatization, and deregulation began to emphasize aspects of the entrepreneurial spirit, decentralization, and performance measurement in the work pattern of public management. Meanwhile, the new public service emphasizes public management with public services, empowerment, and community participation. After all, it assesses that new public management is not able to provide public services optimally because it places the community as passive recipients of top-down decisions made by the government so that it does not provide space for ideas. -democratic ideas. Finally, the new public governance emphasizes public management through the governance of public services and public goods by involving the collaboration and participation of the government, the private sector, and the community in the preparation of program plans and annual plans.

Digital Society

According to Habibi Malik, digital society is a society that is aware of the importance of digital technology. This awareness of digital technology is because most people in a society have an understanding of the use of technology. This understanding is formed through a learning process for generations born before the digital era and habituation for generations born in the digital era. This was confirmed by Helsper & Enyon. According to them, digital society is the generation born when the internet has become a part of their lives. Their lives have been surrounded by the internet since they were in the womb until the beginning of their birth. Thus, over time their ability to use technology will increase with age.

From this concept, there are several distinctive characteristics of digital society. First, many people create accounts on social media to prove to the world that they exist. Second, they tend to be more open, outspoken, and think more aggressively. Third, they tend to want to gain freedom and at the same time do not like to be regulated and restrained because they want to control themselves through the internet which offers freedom of expression. Fourth, learning is much faster because all information is at their fingertips and can be accessed through Google, Yahoo, or other sites.

The characteristics and concepts mentioned in the previous section can be applied to concepts that go through several steps to build a digital society. First, optimizing the use of technology in everyday life. Second, the development and distribution of technology and telecommunications infrastructure as a network to support the use of technology. Third, increasing people's digital literacy increases people's understanding of using technology.

In addition to carrying out the things above to implement the concept of a digital society comprehensively and holistically, several aspects need to be considered so that efforts to realize a digital society can run optimally. First, digital society in the political aspect has an impact on the ease of communication between politicians and the wider community which can be an opportunity for politicians to manipulate society by highlighting a positive image. This is certainly dangerous for the public because biased information makes people know what the truth is. Second, digital society in the socio-cultural aspect has an impact on changes in patterns of social interaction and communication which result in changes in norms and morals that apply in society. Third, the digital community in the defense aspect has a vulnerability to digital attacks in the form of account hacking due to low protection of personal data. Fourth, digital society in the technological aspect has an impact on innovations and new creations that continue to emerge in the technology sector to facilitate the implementation of daily activities.

To optimize the existence of a digital society, the government has provided regulations in the form of the Electronic Information and Transaction Law (UU ITE) which regulates the implementation of community activities in cyberspace. This law emphasizes the regulation of how each legal subject should behave in

cyberspace. This regulation of behavior then becomes a problem in the ITE Law today because the regulation of behavior is regulated in general, so there is room for interpretation that makes the legal provisions look like rubber. This is because the provisions of the Act are so general, that they can suit all kinds of cases as long as there are legal subjects who are offended and published digitally. Not all cases that are reported must take criminal action where family efforts can be prioritized.

In addition to the problem of regulating behavior in cyberspace, the protection of personal data has become a very high urgency in the digital era. This urgency arises because personal data is the key to knowing someone in depth in the digital era like today. By knowing other people's data, one can find out the personality and life description of the other person. Through the massive digitization that has occurred in the community, personal data has become very vulnerable to security because its control and management are carried out by other parties whose security is not guaranteed. This can be seen from the algorithm that is built into social media based on a track record of searching on the internet, such as when someone gets a shoe promotion after he searches for a shoe in an online buying and selling application. In addition, personal data leaks repeatedly occur from both government and private managers. Recently, there was a data leak of one million data on an e-hac application which incidentally was a government application to record people's movements during the COVID-19 pandemic. In addition, personal data leaks also occur to private parties, such as the leak of more than 100 million Tokopedia user data in 2020.

These things prove that personal data is very important to be protected. Departing from the awareness of these interests, the House of Representatives (DPR) and the government are currently working on regulations regarding protecting personal data. Until now, the protection of personal data is still being discussed to become a law with a deadlock situation where there are several proposals from the DPR that the government rejects to include in the regulation of personal data protection.

The Role of Civil Servants in the Digital Society Era

Digitization is turning something into digital in all aspects of life. Digitization does not only encourage changes in the tools used by humans in doing things. More than that, digitalization is an important factor that can change human behavior and habits in adapting to today's very rapid technological developments. A human being can develop a deeper understanding and mastery of digital competencies while enhancing digital skills in everyday life, work, and human professional career throughout his life.

In forming a superior human being in the era of digital society, three phases need to be lived. First, the digital citizenship phase provides individuals with an understanding of a set of basic skills that everyone must possess in the era of digital society. At this stage, everyone should get free education, especially children as the most essential human right in the digital era. Through education,

individuals get the opportunity to learn and practice the basic skills needed to use technology to channel their ideas and creativity.

Second, is the digital creativity phase where an individual's understanding of digital literacy is at a higher level. This increase in understanding of digital literacy is motivated by the increasing age of an individual who makes him accustomed to using technology so that individual is ready to become a member of a digital society. By becoming a member of a digital society, an individual can have an impact on society through creation, innovation, and participation in an activity that has social and economic value for the community.

Third, is the digital competitiveness phase, which is the phase of life where an individual has reached maturity in learning technology. With complete learning, an individual can optimize his role as a member of digital society to carry out economic activities by becoming an entrepreneur who generates prosperity for himself and contributes to increasing economic growth. In addition to these two things, an individual can also create a social impact by empowering the community through job creation.

Digitization does not only affect one or several aspects of life. More than that, digitalization has touched all aspects of life, including the government aspect. The government aspect in the digitalization process plays a fundamental role in ensuring that progress has been made to obtain legality from the government so that the implementation of digitization has legal force. In addition, digitization also occurs in the process of implementing government work through the use of technological devices in the form of internet sites and applications that facilitate administrative management by the public. The use of these technological devices is one of the government's breakthroughs to realize efficient and effective public services through a holistic improvement in government management called bureaucratic reform.

Bureaucratic reform is defined as a drastic change to the existing system to build ASN, both civil servants and PPPK, which are more empowered and effective in carrying out the general tasks of government and national development following the times. In the context of digitalization, reform is a form of adjustment of public services and resource management carried out by the government towards the use of technology in the implementation of work. By using technology, public services and resource management owned by the government will run effectively.

Digitization is a necessity carried out by the government to actualize itself to adapt the services provided to developments that occur in the community. Departing from this necessity, there are several reasons why digitization is one of the basic things that need to be done. First, carrying out public services in a managerial and not just administrative manner. Second, the response to the scope and scope of the government's tasks continues to grow as the population grows and the development process progresses. Third, changes in the economic problems faced. Fourth, the change in the private sector's role in delivering public services takes a large role and initiative.

These reasons become the basis for implementing bureaucratic reform in several ways.

These reasons become the basis for implementing bureaucratic reform in several ways. First, improve the morality and motivation of the bureaucracy to maintain the spirit of bureaucrats to carry out their duties following the provisions of the applicable regulations. Second, political commitment from the leadership, both from the central level to the work unit to ensure that every public service carried out in the slightest form runs effectively and efficiently under the spirit of bureaucratic reform. Third, the revitalization of bureaucratic culture through a paradigm shift of bureaucrats in the government process as public servant who provides and accommodates the needs of the community and is no longer a king whose requests must be fulfilled before serving as the conception that existed in the past.

With the steps mentioned above, bureaucratic reform is expected to create a reliable, efficient, and effective bureaucracy to realize fast and quality public services. Fast and quality public services are a basic need for people in the digital era because of the digitalization process that encourages efficiency and simplification of all government activities. Aspects of efficiency and simplification in bureaucratic reform are a manifestation of the formation of public policies that place the needs of the community as the main focus of policy or what is known as a citizen-centric policy.

Citizen centric is a service approach based on the point of view of the user or society rather than based on the point of view of the government. The analysis of citizen-centric criteria aims to analyze citizen-centric criteria and then they are taken to become a functional requirement, a non-functional requirement, or a requirement specification. In citizen-centric, the main principle used is citizen focus. The citizen focus principle provides a public service perspective based on the reality that occurs in the community. So, through this reality, it can be concluded what are the specifications of needs in society.

The citizen-centric approach in the field of bureaucratic reform aims to adjust the competence of ASN, both civil servants and PPPK with the process of digitizing public services so that the services provided can be optimal. The adjustment is carried out through the education and training process for ASN on digital literacy along with changes in the paradigm of public services. With these intensive adjustments, ASN is projected to be able to carry out public services digitally efficiently and to become an actor of digitization in the surrounding environment.

To ensure that development in the digital era runs optimally, ASN plays a major role in providing technology-based effective, and fast public services. Technology-based public services are the key to the optimization process of development. This is because public services are the spearhead of the bureaucratic system. After all, they relate directly to the community through the administrative services provided. Therefore, ASN as implementers of public services needs to have high digital literacy to provide optimal services to citizens.

The Relevance of Civil Servant Achievement Competencies in the Digital Society Era

Preparation of Position Competency Standards and Performance Assessment of Civil Servants

Improvements in the performance sector and human resource management of the apparatus continue to be carried out in stages based on qualifications, competencies, and performance. The improvement is based on the provisions contained in Law No. 5 of 2014 concerning State Civil Apparatus (Law No. 5 of 2014), namely the overall effort to improve efficiency, effectiveness, and the degree of professionalism in the implementation of duties, functions, and obligations of staffing. This improvement is in the form of comprehensive rules that apply norms, standards, and procedures through ASN Management which consists of PNS Management and PPK Management. Based on the explanation in Law no. 5 of 2014, the management of civil servants includes the preparation and determination of needs, procurement, ranks and positions, career development, career patterns, promotions, transfers, job assessments, salaries and benefits, discipline awards, dismissals, pension and old-age benefits, and protection. Meanwhile, PPPK Management includes determining needs, procurement, performance appraisal, salaries and benefits, competency development, awarding, discipline, termination of employment agreements, and protection.

As mandated in Article 26 Paragraphs (1) and (2) of Law no. 5 of 2014, the Minister is given the authority to determine policies for utilizing ASN employees. The desired policy is related to bureaucratic reform in human resources, including the competency standards for ASN employee positions. This then prompted the enactment of the Regulation of the Minister for Empowerment of State Apparatus and Bureaucratic Reform of the Republic of Indonesia Number 38 of 2017 concerning Competence Standards for Positions of State Civil Apparatus (Ministerial Regulation of PAN-RB No. 38 of 2017). The enactment of these regulations serves as a guideline that every ASN is required to meet job competency standards, which consist of Managerial Competency Standards, Sociocultural Competency Standards, and Technical Competency Standards. The three competencies include the things described in Table 1.

The three components in the job competency standards as described in the Table 1 apply to all groups of positions, which include high leadership positions, administrative positions, and functional positions. However, the difference lies in the indicators of achievement of position competency standards which are adjusted based on the position group. That is, the competencies that have been identified are made in more detail in the form of behavior that indicates the level of competency mastery from the lowest to the highest. Mastery of this competency is classified into 5 (five) levels, from Level 1 to Level 5 with the following criteria.

1. Level 1: Understanding/being developed;
2. Level 2: Basic (basic);
3. Level 3: Intermediate (intermediate);

4. Level 4: Qualified (advance); and
5. Level 5: Expert (expert).

Tabel 1. Competency Standards of Civil Servant

Competency	Definition
A. Managerial Competency Standards	
1. Integrity	Consistently behave following values and norms, and be responsible for actions or decisions and the risks that accompany them.
2. Cooperation	Ability to establish effective working relationships and have the commitment to help each other in completing tasks.
3. Communication	Ability to explain views and ideas clearly and systematically with logical arguments
4. Result Oriented	Ability to pay attention to the relationship between planning and results for organizational success.
5. Public Service	Ability to carry out non-discriminatory government duties
6. Self-Development	Ability to improve self-knowledge and skills;
7. Management of Change	Ability to adapt to new situations
8. Decision Making	Ability to make good decisions in a timely and careful manner
B. Socio-Cultural Competency Standards	
9. Unifier of the nation	Ability to promote tolerance towards differences

To increase productivity and appreciate PNS members' performance, the government should provide various forms of awards. Based on the provisions in Article 231 of Government Regulation Number 11 of 2017 concerning the Management of State Civil Apparatus (PP No. 11 of 2017), in general, civil servants who have shown loyalty, dedication, skill, honesty, discipline, and work performance in carrying out their duties can be given appreciation. The award in question can be in the form of honors, special promotions, priority opportunities for competency development, and/or the opportunity to attend official events and/or state events. The provisions and criteria for special promotion awards given to PNS members are based on performance appraisals and extraordinary expertise in carrying out the position's duties, as stipulated in Article 234 of PP. 11 Year 2017.

The above provisions are norms that change the requirements for the promotion of PNS members as regulated in Government Regulation Number 12

of 2002 concerning Amendments to Government Regulation 99 of 2000 concerning the Promotion of Civil Servants (PP No. 12 of 2002) because it has been revoked by him. In PP No. 12 of 2002, it is determined that regular promotions can be given to a higher level if (a) it has been at least 4 (four) years in the last rank; and (b) each element of the work performance assessment has at least a good value in the last 2 (two) years. The entry into force of Article 234 of PP No. 11 of 2017 eliminates the minimum tenure and good assessment standards for each element of the work performance assessment.

The PNS work performance assessment components include Employee Work Standards (SKP) and work behavior. As described in Article 7 Paragraph (2) of Government Regulation Number 46 of 2011 concerning Work Performance Assessment (PP No. 46 of 2011), the assessment of SKP includes 4 (four) aspects, namely aspects of quantity, quality, time, and cost. Meanwhile, Article 12 of the same regulation explains that the assessment of work behavior includes 6 (six) aspects, namely aspects of service orientation, integrity, commitment, discipline, cooperation, and leadership.

The Urgency of Digital Competence in Human Resource Reform

If you look at the level of mastery of ASN competencies and the components of the civil servants' work performance assessment above, digital competence has never been explicitly stated in the set of rules in Indonesia. Digital competence is an important competency that should be possessed by the state apparatus considering its significant role in developing the digital information society. The DQ Global Standards Report 2019 has offered a basic concept or digital competency framework with a systematic structure. The concept can be practically adopted by adapting it to the needs of various public or private institutions. Such an approach has been aligned with the OECD Education 2030 Learning Framework, the UN Sustainable Development Goals (SDGs), the Universal Declaration of Human Rights, and the OECD Well-Being Indicators. This approach covers 8 competency areas, namely digital identity, digital use, digital safety, digital security, digital emotional intelligence, digital communication, digital literacy, and digital rights. This research is limited to discussing digital literacy or digital literacy as a significant component in realizing personnel reform. The United Nations Educational, Scientific and Cultural Organization (UNESCO) proposes a definition of digital literacy.

“Digital literacy is the ability to access, manage, understand, integrate, communicate, evaluate and create information safely and appropriately through digital technologies for employment, decent jobs, and entrepreneurship. It includes competencies that are variously referred to as computer literacy, ICT literacy, information literacy, and media literacy.”

The study conducted by UNESCO produced a digital literacy framework which is also agreed by the OECD Education 2030 Learning Framework, which includes three basic components, knowledge, skills, and attitudes and values. In terms of the knowledge component, the knowledge in question is disciplinary, epistemic, and procedural. To fulfill this component, individuals are encouraged

to understand the basic structure of digital media, the impact of using digital media and technology in knowledge, acquisition, and information management, and the reasons behind online disinformation and misinformation.

Furthermore, the skills component emphasizes cognitive, social, emotional, practical, and physical skills to apply their knowledge in unexpected and evolving circumstances. In this context, people are expected to have skills in operating computers and be able to use software or applications that enable them to collect and organize digital content. and filter the information it finds in digital media and technology. Meanwhile, the attitudes and values component directs how knowledge and skills are used at the personal, local, social, and global levels to face the various challenges and opportunities faced. People need to be careful and critical of the information they get through digital media or technology and show caution in evaluating credible online information.

Furthermore, UNESCO offers a concept or framework specifically regarding digital literacy through the European Commission's Digital Competence Framework for Citizens (DigComp 2.0) based on the competency area and indicators described in the following table.

Table 2. Digital Literacy Competences

Competency Field	Competency Indicator
Understanding of devices and operating software or applications	Ability to understand the physical operations of digital devices
Information and Data Literacy	Ability to process data in the form of digital content and search engines
Communication dan collaboration	Ability to interact and collaborate through digital technology
Digital Content Creation	Ability to redevelop digital content.
Security	Ability to protect the device and personal data owned.
Problem Solving	Ability to solve problems using technology
Competencies required in the field or job position	Ability to operate digital technology that is specific to a particular field of work

The seven competency areas offered by UNESCO are an elaboration of the basic framework it initiated, which includes knowledge, skills, attitudes, and values. The basic concepts initiated by UNESCO and the OECD regarding digital competence in general and digital literacy in particular, as well as indicators of the achievement of these components are intended for the wider community in the era of digital society. Therefore, it should also be aimed at government officials by becoming the basis or reference in bureaucratic reform related to the

utilization and improvement of human resources, namely by fostering and developing digital competencies.

For this reason, based on a literature review and the absence of regulations or methods related to digital competence, the author views that there are at least 3 (three) main things that can be the initial framework for the development of digital competence in the realm of bureaucracy, especially those aimed at civil servants. These three things are 1) the Development of digital insight for civil servants in assessing the breadth of insight on the use of data, information, and digital technology that supports the duties and functions of the work unit or related institutions; 2) Skills in using digital technology of civil servants in assessing the ability to use digital technology as an effort to increase the effectiveness and efficiency of work units or institutions; 3) The digital behavior of civil servants in assessing the ability to utilize and manage digital technology, as well as produce policy innovations that are useful in improving the quality of public services. Thus, improving the quality of human resources in the realm of bureaucracy can answer various challenges faced in public services. Bureaucratic reform that is based on the community's point of view (citizen-centric) and develops with the community's system can optimize public services through the needs and realities that occur in the community.

CONCLUSION

The Industrial Revolution 4.0 brought major changes that also changed the social order in terms of technology and digitalization. It also affects the development of governance with new ideas, such as Global Governance, Digital Governance, and Knowledge-Based Governance.

In the context of revamping and increasing the resources of the government apparatus, the rank of the government apparatus is one of the fundamental elements for obtaining a position. This is because rank is one of the steps in the job auction process as a selection to obtain a position. For this reason, the rank system is the key to organically reforming the bureaucracy of each apparatus.

In digitalization, reform is a form of adjustment of public services and resource management carried out by the government towards the use of technology in the implementation of work. Using technology, public services and resource management owned by the government will run effectively. For this reason, real awareness about the importance of digital competence for civil servants based on digital insights, skills, and behavior is needed. Thus, bureaucratic reform related to digitization is carried out procedurally in terms of administrative management and based on bureaucratic structuring reforms that can substantially boost the quality of management administration and public services.

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