



**IMPLEMENTATION OF SMART ASN-BASED STATE CIVIL
APPARATUS COMPETENCY DEVELOPMENT PROGRAM IN THE
GOVERNMENT OF SIBOLGA SAMBAS DISTRICT, SIBOLGA CITY**

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Abstract

The enactment of Indonesian law No. 5 of 2014 concerning the State Civil Apparatus (ASN) is the main driving factor in determining the success of a governance that focuses on employee performance that creates effective work productivity. This study aims to analyze the effect of the Smart ASN program on improving employee competence in the Sibolga Sambas District Government. The main focus of this research includes three variables, namely human resource management (HRM), Smart ASN employees, and socialization of the Smart ASN program. The method used is a quantitative approach with Structural Equation Modeling (SEM) analysis techniques through the SmartPLS application. The test results show that HR management has a significant influence on the formation of Smart ASN employees. Smart ASN employees have a positive impact on increasing employee competence and the success of the socialization of the Smart ASN program. In addition, Smart ASN employees act as mediators that strengthen the relationship between HR management with increased competence and the effectiveness of the socialization of the implementation of the Smart ASN program. This finding shows that effective HR management strategies can form ASNs that are adaptive to change and technology. The active role of employees in supporting the implementation of the Smart ASN program is an important factor in creating an innovative work environment. Therefore, competency development through the Smart ASN approach can be the basis for sustainable bureaucratic reform and improving the quality of public services.

Keywords: Smart ASN; HR Competency; HR Management; Bureaucratic Reform

Abstrak

Berlakunya undang-undang Indonesia No. 5 Tahun 2014 tentang Aparatur Sipil Negara (ASN) menjadi faktor pendorong utama dalam menentukan keberhasilan tata kelola yang berfokus pada kinerja karyawan yang menciptakan produktivitas kerja yang efektif. Penelitian ini bertujuan untuk menganalisis pengaruh program Smart ASN terhadap peningkatan kompetensi pegawai di Pemerintah Kabupaten Sibolga Sambas. Fokus utama penelitian ini meliputi tiga variabel, yaitu manajemen sumber daya manusia (SDM), karyawan Smart ASN, dan sosialisasi program Smart ASN. Metode yang digunakan adalah pendekatan kuantitatif dengan teknik analisis Structural Equation Modeling (SEM) melalui aplikasi SmartPLS. Hasil pengujian menunjukkan bahwa manajemen SDM memiliki pengaruh yang signifikan terhadap pembentukan karyawan Smart ASN. Karyawan Smart ASN berdampak positif dalam meningkatkan kompetensi karyawan dan keberhasilan sosialisasi program Smart ASN. Selain itu, karyawan Smart ASN berperan sebagai mediator yang memperkuat rel.

Kata kunci: Smart ASN, Kompetensi SDM, Manajemen SDM, Reformasi Birokrasi

I. INTRODUCTION

Bureaucratic reform is an urgent need in order to create good governance at both the central and regional levels. This effort aims to carry out fundamental reforms to the government system, which includes institutional aspects, business process governance, and human resource management (Kusuma et al., 2022). In this reform era, the existence of the State Civil Apparatus (ASN) is at the forefront of public services that have the responsibility to provide quality, accountable, and in accordance with the principles of professionalism (Kadarisman, 2019).

The development of ASN competencies is a priority agenda in bureaucratic reform, in line with the need to create human resources that are adaptive to changing times, especially the development of information technology. The government encourages civil servants to improve their educational qualifications and competencies through training, even though they are constrained by budget limitations (Nazara, 2019). In this context, the Smart ASN program is present as a strategy to form ASN that is professional, with integrity, innovative, and oriented to information technology-based public services, in accordance with the mandate of Law Number 5 of 2014 concerning ASN (Billah, 2024).

The implementation of Smart ASN reflects systematic efforts in realizing smart, efficient, and effective ASN in carrying out their duties. This program focuses on integrating service digitalization with improving the quality of human resources, and is supported by a performance evaluation and monitoring system. Thus, Smart ASN is expected to be able to increase transparency, accountability, and responsiveness in the implementation of public services. However, the reality found in the field shows that the implementation of the Smart ASN program has not been running optimally, especially in the sub-district level local government. This can be seen from the low quality of service, inefficient bureaucratic practices, and weak discipline and work ethic of civil servants. Based on data from the Central Statistics Agency (BPS) of Sibolga City in 2023, the number of civil servants in Sibolga City is 2,674 people, with uneven variations in educational qualifications. In Sibolga Sambas sub-district itself, the number of ASN is 30 people, but it is dominated.

In this context, the Smart ASN-based HR development strategy is a crucial step to answer complex bureaucratic challenges. According to Ayuningtyas (2022), effective human resource development needs to include education and training opportunities, an objective performance appraisal system, career planning assistance, a fair compensation system, and job protection guarantees. This strategy must be implemented comprehensively so that ASN can meet the demands of public services that are increasingly dynamic and digital-based.

Therefore, this study is focused on examining how to implement the Smart ASN-based ASN competency development program in Sibolga Sambas District. This research aims to evaluate the effectiveness of the program in improving the quality of public services and forming civil servants who are professional, competent, and adaptive to technological changes and community needs. The findings of this study are expected to be a reference in the formulation.

II. THEORY STUDY

2.1 ASN Competency Development ASN competencies refer to individual abilities that include aspects of knowledge, skills, skills, attitudes, and behaviors required in the implementation of their main duties, functions, and responsibilities as public servants (Kasim et al., 2023). In the era of modern government that continues to develop, civil servants are required to have competencies that are in accordance with technological developments and the needs of society which are adjusted to the Law of the Republic of Indonesia Number 5 of 2014 concerning the State Civil Apparatus, explicitly stating that competency development is the right of every civil servant, and is emphasized in Government Regulation of the Republic of Indonesia Number 17 of 2020 which emphasizes the importance of fulfilling the competency standards of the position and ASN career planning. However, the implementation of competency development is not only an institutional obligation, but also a strategy to improve the quality of human resources in line with the merit system (Basyar, 2018).

Competencies that are not developed will have an impact on the low performance of individuals and organizations, thus affecting the effectiveness of public services. For this reason, ASN competency development can be carried out through various approaches, both classical (formal training and education), and non-classical (internships, coaching, e-learning, and independent learning). One of the methods that is now starting to be implemented is the "Nine Box Talent Matrix", which is used to map the potential and performance of ASN to determine the appropriate development strategy. Each employee has a different development capacity, and an adaptive approach can maximize their potential within the organizational framework (Saleh et al., 2013).

2.2 Era Smart ASN

Smart ASN was born in response to the demands of bureaucratic reform which increasingly leads to digitalization and strengthening the quality of human resources. This idea is strengthened in Presidential Regulation No. 2 of 2015 concerning the National Medium-Term Development Plan (RPJMN) for 2015–2019 which places human resources as

a strategic priority. Smart ASN is a symbol of a competent, adaptive, and digital-minded future, and has managerial, technical, and digitalization capabilities (Faedlulloh et al., 2020). According to Siregar (2021), there are eight main pillars of Smart ASN, namely integrity, nationalism, professionalism, global insight, IT and foreign language skills, hospitality, entrepreneurship, and networking:

2.3 Integration of Competency Development with Smart ASN

The implementation of Smart ASN is not only about the use of technology in government administrative services, but also involves changing mindsets and strengthening the competence of ASN. ASN competency development must be integrated with the principles and values of Smart ASN. This means that the training and capacity building of civil servants must be directed to mastery of technology, data-based public services, and improving the quality of communication and innovation. According to Kadarisman (2019), explained that Smart ASN provides real benefits, including

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- a. Efficient and accurate management of data and information.
- b. Improvement of the quality and quantity of public services.
- c. Measurable and sustainable employee competency improvement.
- d. Accountable and transparent performance monitoring and evaluation.
- e. System integration that supports administrative and service efficiency.

III. RESEARCH METHODS

This study adopts a quantitative approach. The quantitative method is an approach based on the philosophy of positivism, which is used to conduct research on a specific population or sample (Sugiyono, 2018). Data collection was carried out using standardized research instruments, and data analysis was carried out using the structural equation modeling-partial least squares (SEM-PLS) method using SmartPLS software. To measure the magnitude of the relationship between variables, the results of the study must be interpreted based on relevant theory and logic.

IV. RESEARCH RESULTS

Respondent overview in the form of respondent characteristics

Tabel 1. Karakteristik Responden

Karakteristik	Frekuensi	Presentase
1. Jenis Kelamin		
Pria	19	63,3%
Wanita	11	36,7%
2. Usia		
31-35 tahun	1	3,3%
36-40 tahun	11	36,7%
41-45 tahun	7	23,3%
46-50 tahun	9	30,0%
51-60 tahun	2	6,7%
> 61 tahun	0	0,0%
3. Pendidikan		
D3	2	6,7%
D4	1	3,3,%
S1	27	90,0%
S2	0	0,0%

Based on Table 1, the gender grouping of respondents shows that the majority of respondents are male (63.3%), and female (36.7%). This imbalance does not affect the results. This study aims to analyze the influence of the Smart ASN program on improving employee competence in the Sibolga Sambas District Government. Therefore, the data obtained can be used to draw valid conclusions in improving the quality of human resources in the Sibolga Sambas District Government.

Based on Table 1, the age characteristics of the majority of respondents were 36 - 40 years old with a total of 11 people (36.7%), 46 - 50 years old with a total of 9 people (30.0%), 41 - 45 years old with a total of 7 people (23.3%), 51 - 60 years old with 2 people (6.7%), 31 - 35 years old with 1 person (3.3%). The dominance of respondents at the age of 36 - 40 years shows that employees in the Sibolga Sambas District Government have sufficient work experience, which supports human resource competence. Employees who have good understanding and skills in carrying out their duties, so Smart ASN is expected to improve their competencies effectively. However, the Smart ASN program also provides benefits for all age groups, with a focus on improving technological and managerial skills, which is relevant to the need for digitalization in public administration management. Based on the respondents' education, the majority of respondents have undergraduate education (S1) with a total of 27 people (90.0%). A small part.

a. Measurement Model Estimation Results (Outer Model)

Based on the measurement results obtained, the outer loading value of each constructed indicator tested reflects the strength of the relationship between each indicator and the measured construct. The test results showed that all indicators obtained had an outer loading value greater than 0.7, which was the minimum limit recommended in the study. This indicates that all indicators in the variables tested, such as HR Competence, HR Management, Smart ASN Employees, Smart ASN Socialization, have a significant relationship with the construct measured and reliable in this study.

In detail, the indicator in the HR Competency variable with X4 (0.916) is that the outer loading value is very strong. These results state that the indicators used are very relevant in measuring the research construct. In addition, the indicators on the Smart ASN Employee and Smart ASN Socialization variables also have a consistent outer loading value of more than 0.7 which shows excellent validity. In the Smart ASN Employee variable with a Z5 outer loading value of 0.910 which shows a significant contribution to the construct of Smart ASN Employees. The results of this model's measurements can be seen in Figure 1, which clearly illustrates the relationship between the construct and the indicator.

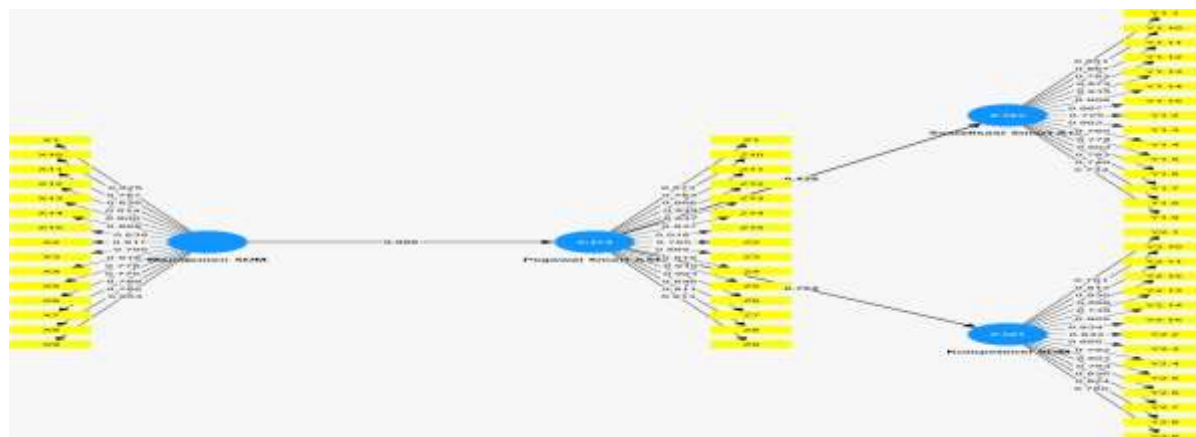


Figure 1. Outer Model Measurement Results The results of the outer model measurement, the average variance extracted (AVE) value for each construct variable can be obtained and analyzed. Nilia AVE is an indicator used to measure the large proportion of variance of the measured indicator, and is used to assess the convergent validity of a construct. The general criterion of the AVE value used is greater than 0.5 which is declared valid.

Table 2. Average Variance Extracted (AVE) on Variables

Variabel	AVE	Hasil
HR Competencies	0.677	Meet
HR Management	0.670	Meet
Smart ASN Employees	0.722	Meet
Socialization of Smart ASN	0.659	Meet

Based on Table 2, the AVE value for each variable tested in the study can be concluded that all construct variables meet criteria greater than 0.5. These results show that each construct has good convergent validity, where:

1. Human resource competence obtained an AVE value of 0.677, so that this construct meets the criteria for convergent validity. This indicates that the indicators that measure HR competence can explain most of the variances in the construct.
2. The HR Management obtained an AVE value of 0.670, which means that this construct is also valid in terms of AVE. This value shows that the HR Management construct has a good level of explanation of the variance of the indicators used.
3. Smart ASN employees obtained an even higher AVE value, which is 0.722, which means that this construct is very strong in explaining the variance of the indicators. These AVE values indicate high convergent validity, reinforcing the evidence that this construct is reliable.
4. Smart ASN socialization obtained an AVE value of 0.659, this states that the Smart ASN socialization construct is able to explain the variance of existing indicators quite well.

Thus, based on the results in Table 2, it can be concluded that all construct variables tested in the study on the variables of HR Competence, HR Management, Smart ASN Employees, and Smart ASN Socialization meet the AVE standard, which is more than 0.5, which indicates that each construct has adequate convergent validity. This corroborates the conclusion that the measurement model used in this study is reliable and valid in describing the relationships between the constructed constructs tested.

Consistency of Internal Reliability

Reliability consistency measurements were carried out with Cronbach's alpha and composite reliability values. Cronbach's alpha testing aims to measure the internal consistency to the extent to which the indicators in a construct are correlated with each other. Meanwhile, composite reliability is to measure the reliability of each variable by considering the weight of each indicator. Reliability tests are essential in ensuring the value of accuracy and stability in measuring constructs in research.

Table 3. Cronbach's Alpha and Composite Reliability Values on Variables

Variabel	<i>Cronbach's Alpha</i>	<i>Composite Reliability</i>
Kompetensi SDM	0.966	0.969
Manajemen SDM	0.965	0.967
Pegawai <i>Smart ASN</i>	0.972	0.974
Sosialisasi <i>Smart ASN</i>	0.964	0.984

Based on Table 3, the internal reliability in the reflective measurement of Cronbach's alpha and composite reliability values is:

1. In the HR Competency variable: Cronbach's alpha and composite reliability values for HR competence were very high, 0.966 and 0.969, respectively. These two values far exceed the recommended threshold values (>0.7), which suggests that the HR Competency construct has excellent internal reliability and is consistent in measuring variables.
2. In the HR Management variable: Cronbach's alpha and composite reliability values are at very good levels, namely 0.965 and 0.967. This indicates that this construct is very reliable in measuring the concept in question, with excellent consistency between the indicators.
3. In the variables of Smart ASN Employees: Cronbach's alpha and composite reliability values are very high, namely 0.972 and 0.974. This shows that the Smart ASN Employee construct has unusually good reliability, which means that the measurement instrument for this construct is very consistent and reliable.
4. In the Smart ASN Socialization variable: cronbach's alpha value is 0.964, which indicates excellent reliability, while the composite reliability value is 0.984, which indicates very high consistency in this construct measurement. Despite the slight differences, these two values remain well above the recommended minimum limit of 0.7, indicating excellent reliability.

So based on the explanation above, the results of the reliability test show that all the constructs tested in the model have a very high reliability consistency. Cronbach's alpha and composite reliability values are greater than 0.7. It can be concluded that the measurement instruments in this study can be trusted to provide consistent and accurate results. The results of this study meet excellent reliability standards, in accordance with the guidelines outlined by Hair et al. (2008) and Ghazali and Latan (2015).

b. Evaluation of Structural Models (Inner Model))

4.4.1 Variance Inflation Factor (VIF)

In this section, an evaluation of the structural model (inner model) with Variance Inflation Factor (VIF) was carried out to measure the multicollinearity between variables. VIF evaluation is used to assess the high linear relationships between independent variables in the model that can interfere with the interpretation of the analysis results.

Table 4. Value of Variance Inflation Factor (VIF) on Variable

Hubungan Model Struktural	VIF
1. <i>Brand Image -> Purchase Intention</i>	3,286
2. <i>Product Quality -> Brand Image</i>	1,060
3. <i>Product Quality -> Purchase Intention</i>	2,520

4. Social Media Marketing -> Brand Image	1,060
5. Social Media Marketing -> Purchase Intention	1,504

Based on Table 4.5, the results of the VIF calculation for each relationship in the structural model are: 1. Brand Image -> Purchase Intention: The VIF value is 3.286, which indicates that the relationship between Brand Image and Purchase Intention does not experience significant multicollinearity. In other words, the Brand Image and Purchase Intention variables can interact with each other independently.

2. Product Quality -> Brand Image: The VIF value is 1,060, which indicates that there is no multicollinearity issue between Product Quality and Brand Image. This indicates that the two variables contribute independently to explaining the model, and the relationship between them can be interpreted clearly without the interference of multicollinearity.
3. Product Quality -> Purchase Intention: The VIF value is 2.520, which indicates that the relationship between Product Quality and Purchase Intention is not affected by multicollinearity. With this value, it can be concluded that the influence of Product Quality on Purchase Intention can be analyzed accurately, without any interference caused by the high linear relationship between these variables.
4. Social Media Marketing -> Brand Image: The VIF value is 1,060, which indicates that there is no significant multicollinearity relationship between Social Media Marketing and Brand Image. These two variables interact independently in the model, allowing for a clear interpretation of the influence of Social Media Marketing on Brand Image.
5. Social Media Marketing -> Purchase Intention: The VIF value is 1.504, which indicates that Social Media Marketing and Purchase Intention do not experience multicollinearity issues. With this value, the relationship between Social Media Marketing and Purchase Intention can be analyzed without being affected by a high linear relationship with other variables

Thus, based on the results of the VIF evaluation, it can be concluded that the structural model in this study does not face significant multicollinearity problems. All VIF values for relationships between variables in the model are well below threshold 5, which suggests that relationships between independent variables can be analyzed separately without interruption. Therefore, this structural model can be considered stable and reliable in measuring the influence between existing constructs, and can be continued for further evaluation, namely hypothesis testing.

4.4.2 Hypothesis Test

Uji hipotesis dilakukan dengan teknik bootstrapping. Uji hipotesis termasuk ke dalam Structural Model dan menunjukkan hubungan yang telah di hipotesiskan dengan praktik

simulasi. Uji bootstrapping bertujuan untuk mengetahui arah hubungan dan signifikansi hubungan setiap variabel. Menurut Hair et al. (2014), pengujian hipotesis dilakukan dengan membandingkan t-hitung (t-statistic) yang dihasilkan dari bootstrapping dengan t-tabel (1.65) untuk tingkat signifikansi 5% (atau p-value < 0.05).

Tabel 5. Direct Hypothesis Testing Results

Pengaruh Variabel	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ((O/STDEV))	P values
Manajemen SDM -> Pegawai Smart ASN	0.688	0.698	0.103	6.678	0.000
Pegawai Smart ASN -> Kompetensi SDM	0.762	0.770	0.088	8.662	0.000
Pegawai Smart ASN -> Sosialisasi Smart ASN	0.428	0.497	0.199	2.155	0.031

Based on the results of the above test in accordance with Table 5, it can be concluded that the categories of influence of each equation are as follows:

1. The Effect of HR Management -> Smart ASN Employees: the test results showed that the influence of HR Management on Smart ASN Employees had a very large t-count value (6,678), which was much higher than the t-table value (1.65), and a p-value that was much smaller than 0.05. This means that the relationship between HR Management and Smart ASN Employees is very significant. This indicates that the human resource management policies or practices implemented in an organization contribute to improving the quality or effectiveness of employees, especially in the context of employees involved in the Smart ASN program.
2. The Influence of Smart ASN Employees -> HR Competence: the test results showed that the relationship between Smart ASN Employees and HR Competencies had a t-count value of 8,662 much greater than the t-table (1.65), and a very small p-value (0.000) showed that the influence of Smart ASN Employees on HR Competence was positive and significant. This indicates that the improvement in the quality.
3. Influence of Smart ASN Employees -> Smart ASN Socialization: test results showed that the relationship between Smart ASN Employees and Smart ASN Socialization had a t-value of 2.155, which was greater than the t-table (1.65), and a p-value smaller than 0.05 showed a significant relationship. This shows that improving the quality of Smart ASN Employees plays a role in improving Smart ASN Socialization. This improved socialization may have to do with information dissemination, technology adoption, or a broader understanding of Smart ASN programs among employees.

Selain itu, untuk mengetahui seberapa jauh pengembangan SDM dapat dilakukan specific indirect effects hipotesis yang mengacu pada pengaruh suatu variabel terhadap variabel lain melalui jalur perantara (mediator).

Tabel 6. Nilai Specific Indirect Effects Hipotesis

Hubungan Variabel	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Manajemen SDM -> Pegawai Smart ASN -> Sosialisasi Smart ASN	0.295	0.342	0.141	2.086	0.037
Manajemen SDM -> Pegawai Smart ASN -> Kompetensi SDM	0.525	0.541	0.118	4.429	0.000

To find out how human resource development can mediate the relationship between HR Competence, HR Management, Smart ASN Employees and Smart ASN Socialization can be described as follows:

1. La relation entre la gestion des ressources humaines et la socialisation de l'ASN intelligent par le biais d'employés ASN intelligents. Les résultats ont montré que l'échantillon d'origine (O) était de 0,295, ce qui signifie que l'influence de la gestion des ressources humaines sur la socialisation intelligente ASN par le biais d'employés ASN intelligents est positive, bien que cette valeur ne soit pas aussi importante que celle des autres parcours. La valeur du nombre t résultante est de 2,086, ce qui est plus grand que le tableau t (1,65), ce qui suggère que cette influence est statistiquement significative. De plus, la valeur p obtenue est de 0,037, ce qui est inférieur à 0,05, ce qui indique que cet effet indirect est également significatif. Cela signifie que bien que l'influence directe de la gestion des ressources humaines sur la socialisation des ASN intelligents existe déjà, cette influence est renforcée ou médiatisée par le rôle des employés des ASN intelligents. Cette influence peut être liée à la façon dont les employés impliqués dans le programme Smart ASN peuvent faciliter ou améliorer le processus de socialisation et de diffusion de l'information liée au programme. Implications pratiques : pour augmenter la socialization.
2. The relationship between HR Management and HR Competence through Smart ASN Employees shows that the original sample value (O) of 0.525 means that it has no indirect effect, and illustrates the positive influence of HR Management on HR Competence through Smart ASN Employees. The resulting t-count value of 4.429 is much greater than the t-table (1.65), which indicates that this relationship is statistically significant. A very small P-value of 0.000 can reinforce this result and show that this indirect effect is very strong and trustworthy. In other words, Smart ASN Employees play a very important role as mediators in improving HR Competencies which are influenced by HR Management. Improving HR Management can be done by providing training or more structured HR management to improve the quality of employees in the Smart ASN program to improve HR Competencies in the organization. Practical implications: to increase.

Based on the results of the hypothesis test, it is shown that HR Management has a significant influence on the Socialization of Smart ASN and HR Competence, both directly and through Smart ASN Employees as mediators. This indirect effect provides more insight into the importance of the role of employees in conveying the goals and programs of Smart ASN, as well as how improving the quality of employees can contribute to improving the overall competence of human resources. Overall, Smart ASN Employees function as a key element in strengthening Smart ASN Socialization and HR Competency which will ultimately support the success of the Smart ASN program in the organization. Therefore, effective HR Management management must pay attention to the active role of employees.

Discussion

4.5.1 The Influence of HR Management on Smart ASN Employees

Human Resource Management (HR) has a very important role in creating conditions that support the successful implementation of Smart ASN programs. Effective HR management involves managing recruitment, career development, training, and providing the right incentives for employees. Success in designing and implementing this managerial policy will improve the quality and competence of employees in facing the demands of the Smart ASN program. The importance of the influence of HR Management on Smart ASN Employees can introduce organizational values, form a collaborative work culture, and build the skills needed for employees to carry out their duties efficiently. The training and development programs run by HR management will prepare employees to adapt to technological changes and digitalization, which is the core of Smart ASN. Therefore, the quality of good HR Management is directly related.

4.5.2 Smart ASN Employees on Human Resources Competence

The relationship between Smart ASN Employees and HR Competencies is an important relationship to ensure the quality and skills of employees in the field of administration and public services. Smart ASN employees who are trained and have high competence are able to support the achievement of more efficient organizational goals. Human resource competencies include technical, administrative, and ability to adapt to new technologies, especially in terms of information systems and digitalization presented by the Smart ASN program. The success of the Smart ASN program does not only depend on the application of technology, but also on the quality of the human resources involved. In other words, the higher the human resource competence, the greater the chance to run the program successfully. Smart ASN employees who have relevant skills and knowledge can increase

efficiency in public services, accelerate decision-making, and improve the quality of administration.

4.5.3 Smart ASN Employees to Socialize Smart ASN

Smart ASN socialization refers to the process of how employees are given understanding and knowledge about programs related to digital transformation in the public sector. This program aims to increase employee awareness and understanding of the importance of using information technology to support administrative tasks. Smart ASN employees who have been well trained will become agents of change in the Socialization of Smart ASN. They will be better equipped to disseminate information about the use of new systems to their colleagues and ensure the transition to more efficient technology is well received. This socialization process is very important because it ensures that all employees understand and can implement the technology applied, which ultimately contributes to the success of the Smart ASN program.

4.5.4 HR Management for Smart ASN Employees Mediated by Smart ASN Socialization

Good HR management creates employees who are ready to carry out tasks in a digital environment. By improving the skills and competencies of employees through appropriate training and development programs, HR Management ensures that trained Smart ASN Employees can act as effective socialization agents. Those who understand the benefits and applications of Smart ASN can help socialize the program to other employees, thus ensuring that technological changes are more easily accepted by all members of the organization. HR management not only prepares employees technically, but also ensures continuous support in the face of change. The socialization of this program will be more successful if employees have a deep understanding and readiness to adopt the new technology introduced by Smart ASN.

4.5.5 HR Management for Smart ASN Employees Mediated by HR Competence

The relationship between HR Management, Smart ASN Employees, and HR Competencies shows that through effective managerial policies, HR Management can increase employee capacity, which in turn improves HR Competence. When HR Management is able to design the right development program, employees not only gain the necessary knowledge, but also build skills that they can apply in more efficient administrative tasks. The direct influence of HR Management on HR Competencies through Smart ASN Employees highlights the importance of human resource management strategies in supporting

the competencies needed in facing challenges in the digitalization era. Employees who are effectively trained by HR Management will be better able to adapt to new job demands, better understand information technology applications, and be better prepared to take a role in the implementation of Smart ASN policies.

V. CONCLUSION

Based on the results of the analysis that has been carried out, it can be concluded that the measurement model and the relationship between variables involving HR Management, Smart ASN Employees, HR Competencies, and Smart ASN Socialization show significant and valid results. All validity and reliability tests, be they convergent, discriminatory, or internal reliability, have met the necessary standards to ensure that these research instruments are reliable and accurate in measuring the intended construct. The HR Management variable has been proven to have a significant influence on Smart ASN Employees, which further affects HR Competence and Smart ASN Socialization. In addition, Smart ASN Employees play a very important role as mediators, who connect the influence of HR Management which is key in the organization. The role of HR Management in managing and empowering employees is proven to be a key factor in improving the quality and performance of employees.

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