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Article

e-Government in Central Sulawesi Province Study on Digital-Based State Civil Apparatus Human Resource Development at BPSDM Central Sulawesi

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Abstract: The purpose of this study is first, to find out the development of digital-based State Civil Apparatus Human Resources in BPSDM Central Sulawesi, and second, how to implement E-Government and digital technology in human resource development in BPSDM Central Sulawesi Province. This research uses a qualitative approach with a case study design. The selection of the informants was carried out deliberately using the Purposive sampling technique by involving BPSDM Sulawesi Province staff who have at least three years of experience in the development of the e-Government program. Data was collected through various methods such as semi-structured interviews with BPSDM employees involved in digital-based ASN human resource development and direct observation of ASN SD development practices and activities at BPSDM. In addition, an analysis of documents such as reports and policies on the development of ASN Elementary School was carried out to support the process. The data analysis process was carried out using a thematic analysis method that included interview transcripts, data coding as part of the theme discovery and drawing conclusions from the results of the analysis. The results of the study show that: First, in learning, the Learning Management System (LMS) platform and hybrid methods are used with competency assessment through online tests to strengthen independent learning through digital modules and videos. Second, in digital-based training, there are technical and non-technical aspects whose success is measured through pre-test and post-test. Third, ASNs who understand digital technology have better career opportunities with involvement in technology-based projects that are crucial to improving the professional experience. Fourth, education in the digital-based era is increasingly prominent because of its convenience in terms of cost and time as well as availability without interfering with work in public institutions such as ASN. To ensure its success, especially in remote areas, adequate infrastructure is needed. In conclusion, the conclusion that Electronic Government in Central Sulawesi, a study on the development of human resources of the digital-based state civil apparatus at BPSDM Central Sulawesi, and the implementation of E-Government and Digital technology in human resource development in BPSDM of Central Sulawesi Province is running effectively, but it is still considered necessary to increase education and mastery of technology as well as definite policy support.

Keywords: E-Government; Human Resource Development; Digital; Central Sulawesi

I. Introduction

Changes in information and communication technology have had an impact on many aspects of human life, including in the government sector. The implementation of the E-Government system is one of the important steps taken by the government to increase efficiency and transparency in public services. Public services that are available digitally are expected to speed up administrative procedures and also increase citizen participation in public decision-making processes.

The success of the implementation of e-Government is highly dependent on the readiness of the human workforce, especially the State Civil Apparatus (ASN) who play an important role in carrying out government duties as the front line. Strategically in Central Sulawesi Province, the Human Resources Development Institute (LPSPDM / BPSDM) plays an important role in ensuring that ASN has expertise and skills in accordance with the demands of the digital age. The development of digital-based civil servant training is the main key in supporting the smooth and sustainable implementation of effective e-Government.

Even so, there are several obstacles that stand in the way of efforts to develop digital-based ASN human resources in Central Sulawesi. These obstacles include the low level of digital literacy among civil servants, limited technological infrastructure, and the lack of a comprehensive training program to increase the capacity of digital civil servants. Ole hakeg said that an in-depth study on the development of ASN human resources in BPSDM Central Sulawesi in the context of the implementation of e-government needs to be carried out to understand how ready ASN is to face digital transformation and provide strategic recommendations for future improvements.

This study is expected to provide an overview of the obstacles and opportunities in advancing the human resources of the digital-based State Civil Apparatus in Central Sulawesi and also play a role in improving the quality of e-Government implementation in Indonesia.

The purpose of this research is first to find out why the Digital-Based Development of Human Resources of the State Civil Apparatus at BPSDM Central Sulawesi has not been effective. second, how to implement E-Government and Digital technology in human resource development in BPSDM Central Sulawesi Province.

II. Literature Review

1. Previous Research

The research conducted by [3] regarding competency-based human resource training and development at PT Pembangunan Jawa-Bali Kota Surabaya provides significant insights, although there are several limitations: The scope of the research is limited to one organization only, but a comparative study with other organizations is needed to understand the practice of competency-based HR training in various contexts. Limited View: Only consider the management point of view. Of course, it takes the perspective of employees, instructors, and customers for a broader understanding of the effectiveness of training.

Cost-Benefit Considerations: There is no detailed analysis of the costs and benefits of the training program. Return on Investment (ROI) analysis and productivity improvement can help organizations make strategic decisions related to Human Resource (HR) development. Conditional Aspects: It is necessary to investigate factors such as company culture, leadership, and industry situations that affect the success of training.

The analysis of training needs has not been discussed in detail, but involving various parties in this procedure can support the preparation of more focused and effective programs.

2. E-Government at BPSDM Central Sulawesi Province

e-government is a term used to refer to the use of information technology by government agencies to provide information and services to the public digitally [7]. This concept involves several different types of interactions.

1. The relationship between the government and citizens (Government to Citizen / G-to-C) aims to increase community involvement and make it easier for them to get the latest information about government policies.
2. The relationship between the government and the business world, known as Government to Business, aims to facilitate business activities by increasing interaction and communication to accelerate its economic processes.

3. Government to Government (G2P) relations aim to facilitate cooperation and improve the smooth exchange of information between government agencies and improve operational efficiency.
4. The relationship between Government and Employees (G2E) is an effort to improve employee performance and welfare by utilizing digitalization technology in terms of employee career management such as medical care and job promotions and employee rotation.
5. The relationship between the government and non-profit institutions such as NGOs and political parties in order to support the management of the institution to achieve goals that are in accordance with its functions and provide permits.

E-Government is increasingly important in line with the need for openness of government and the development of the times that continue to develop rapidly. The intention is to improve the quality of public services by utilizing information and communication technology [8] In the realm of public services, e-Government offers a number of benefits such as a public information network that can be accessed at any time, more affordable transaction costs through a paperless system, and smoother interaction between the government and the business world. The implementation of E-Government can also improve communication relationships between government agencies to improve public facility services and ensure openness and efficiency in carrying out government duties.

The central government strongly supports the implementation of e-government at the regional level, including in Central Sulawesi Province, in order to improve the quality of public services and the efficiency of government administration. Based on its policies and strategies in the development of e-government issued by the Ministry of Communication and Information Technology in 2002, there are six main strategies in the preparation of e-government.

1. Developing a reliable and affordable service system is important with the establishment of a reliable and trusted information portal and equitable distribution of communication networks.
2. The overall arrangement of the system and the work process of the request includes preparing human resources to adjust the dir to information technology.
3. Utilizing information technology optimally to improve the security of public transaction services and present information comprehensively.
4. The role of business in the development of digital government is increasing so that public services are not only fixated on the responsibility of the government.
5. Improving the ability of human resources at the central and regional levels and increasing the level of digital literacy of the community.

The importance of developing e-Government in Central Sulawesi to improve the skills of civil servants in the Human Resources Development Agency (BPSDM) through a digital-based approach cannot be underestimated. The top-down approach by local governments led by Regents/Mayors has proven to be effective in encouraging the implementation of e-Government by enabling faster and more targeted decision-making on information technology. The G-to-G system aims to improve efficiency between governments; G-to-C to improve public services; and G-to-B to accelerate the growth of economists

The implementation of e-Government in Central Sulawesi also participates in supporting the development of human resources for civil servants (ASN). At BPSDM Central Sulawesi, the use of digital technology is part of efforts to modernize the ASN training and development system by including the use of the Learning Management System (SMP), along with a distance training program based on information technology to prepare ASN to face the challenges of the industrial revolution 4.0 and improve services to the community. With the presence of e-Government, the maintenance and improvement of the career of the State Civil Apparatus can be taken care of more efficiently, including in terms of job transfers, promotions, and performance assessments based on digital technology.

To achieve the desired digital transformation by successfully realizing these goals, it is important for local governments to involve all parties such as ASN (State Civil Apparatus), the local business

community, and the community as a whole in supporting efforts to improve digital literacy and the use of information technology in various aspects of public services in the Central Sulawesi region.

3. Human Resource Development

Organizations use various resources as “inputs” to produce products or services. These resources include funds or capital, personnel, operational techniques or tactics, technology to speed up the production process, and others. Human resources, also known as human resources (HR), are the most important part of the different types of resources [19].

Human resources (HR) are defined in two senses, according to [24]. In the first sense, human resources include work or services that can be provided during the production process. In another sense, HR reflects the quality of effort given by a person in a certain time to produce goods and services. In the second sense, human resources include individuals who are able to work to provide the business or service. This third methodological training then allowed some people to work as personnel managers in the manufacturing industry. Being able to work is defined as the ability to carry out economic activities, which means producing goods or services to meet the needs or needs of society. To achieve organizational goals, human resources are essential. According to [2]. “Human resources are very important organizational assets, so their roles and functions cannot be replaced by other resources”, and [25] stated that “human resources are the only resources that have intellect, feelings, desires, skills, knowledge, encouragement, power, and work (ratio, taste, and karsa).

According to [4], “human resource management, abbreviated as MSDM, is a science or way of managing the relationships and roles of resources (workforce) owned by individuals efficiently and effectively and can be used optimally so that the common goals of the company, employees and society are achieved”. Then [15] explained that “human resource development is the science or way of how to manage the relationships and roles of resources (manpower) This marks the beginning of Human Resource Management (HRM) operations. According to [13], MSDM is “the process of human management, through planning, recruitment, selection, training, development, incentivization, career, safety and health as well as maintaining industrial relations until termination of employment to achieve company goals and improve the welfare of stakeholders. interests”. According to [4], “human resource management, abbreviated as MSDM, is a science or way of managing the relationships and roles of resources (workforce) owned by individuals efficiently and effectively and can be used optimally so that the common goals of the company, employees and society are achieved”. Then [14] explained that “human resource development is the science or way of regulating the relationship and role of resources (energy On the other hand, Wendell French describes development as the selection, retrieval, use, and maintenance of human resources owned by an organization or institution [10].

According to Budiarti [5] “human resource development is an effort to improve the technical, theoretical, conceptual, and moral abilities of employees in accordance with the needs of the job or position through education and training.” In addition, according to [18] “human resource development is an effort to improve the quality or ability of human resources through the process of planning, education, training, and management of the workforce or human resources.” In HR development operations, strong coordination between all work units is very important to achieve these goals. “Every organization, regardless of its form, will always strive to achieve the goals of the organization in question effectively and efficiently,” said [16]. Furthermore, according to [20], human resource development is an institutional capacity development because it is also seen in terms of individual capabilities, organizations and systems. Developing human resources or employees greatly affects the performance and efficiency of an organization. This means that the organization’s human resources must be fully educated and trained. To develop a human resource training and development program, [6]states that the following steps are followed:

- a) Needs analysis: This is a way to find problems that will arise in the future or in the present.

- b) The preparation of development objectives and training—also known as training and development objectives—is to ensure that the training and development program conforms to established guidelines and can be reviewed immediately if there are any errors.
- c) Program Content: A list of materials to be delivered during training and development is included in the program content. In addition, the methods that will be used to deliver relevant material are also explained. Businesses can find out what kind of training and development their employees need to improve efficiency and productivity through this needs analysis process.
- d) Training and development evaluation: An evaluation of training and development programs should be carried out to ensure that the goals that have been set are actually achieved.

In addition, to know if the application is working well or it is best not to use it. [23]:

1. Formal development Development is driven by rapid change and competition to meet the needs of the organization and help employees by improving capabilities, skills, and endurance at no additional cost and increasing profitability in the long run.
2. Informal learning can be done by employees according to their own goals. Teachers can develop and improve the competence of their students by teaching various topics related to the following topics.

The emerging threat field will be highly related to this problem. [22] states that the employee development method is carried out through:

1. Workplace: Coaching is the process of giving instructions and feedback from superiors or colleagues; Assignment committees offer specific employees the opportunity to enrich their work by providing them with broader experience, prospects, and expertise; And job rotation is the practice of moving an employee from one position to another.
2. Outside of the Workplace via:
 - a) Educational programs and degree additions;
 - b) Human relationship training that is not specifically related to job skills; and
 - c) Case study.

Meanwhile, according to [11]), there are four ways that can be done to improve HR (Human Resources) competence:

1. Learning (Learning/Learning): To improve HR competencies, it is important to encourage a continuous learning process. This can be achieved in a variety of ways, such as attending formal education, reading books, attending seminars or conferences, or even self-study with online help. People are tasked with gaining new understanding and knowledge about the work and the needs of the industry.
2. Training: Training is a more pragmatic approach to improving employee competence. Training can be in the form of formal programs organized by companies or educational institutions, or on-the-job training. The purpose of training is to improve the technical and non-technical skills required for a particular job. Training can include things like communication skills, time management, technical expertise, and others.
3. Development (development): Human resource development is a long-term effort to improve a person's potential and abilities. It involves more comprehensive and strategic methods to improve an individual's knowledge, attitudes, and skills. Leadership development programs, mentoring, special projects, or additional empowerments are some examples of development that aims to improve an individual's knowledge and experience.

4. Education: Education is essential to improve HR competencies. This can include formal education such as a bachelor's degree, education, or professional certifications that are relevant to the individual's field of work. Education may also include executive courses or educational programs specifically designed to improve understanding of concepts, theories, and practices relevant to a particular job or industry.

Regulation of State Administrative Institutions [20]. The types of competency development offered to ASN employees are as follows: 1. Competency Development Education, which includes formal education in accordance with laws and regulations. In determining who are the civil servants who will participate in the PPK learning task, the HR work unit must consider the competency development plan. This must be done to ensure that the plan that has been set has been established.

2. This Type of Competency Development Training Consists of Two Types of Training:

- A. Classical and non-classical training: This is face-to-face learning in the classroom with reference to the curriculum and is carried out through various paths: 1) Leadership, structural, or management training; 2) Training for specific purposes at the national level; 3) Technical training; 4) Functional training; 5) Training related to socio-cultural competence; 6) Seminars or conferences; 7) Workshop or training location; 8)
- B. Nonclassical Training: This type of training is work and/or learning practices outside the classroom, such as the exchange of civil servants with private employees; internships or work practices; benchmarking or travel studies; distance training; Coaching; mentoring; elimination of bad properties; tasks related to priority programs; electronic revenue; independent learning/self-development; team building; and other options to meet the peace.
- C. Supervision: 1) The work unit responsible for supervising the implementation of human resources affairs provides input on all results of the implementation of ASN competency development. 2) The work unit mentioned in letter a reports the results of periodic monitoring to LAN every semester through the ASN Competency Information Development system.

One of the goals of human resource development is to provide workers with the knowledge and skills necessary to adapt to the changing circumstances and demands of a technologically advanced workplace. The ability to use the latest technology, along with other abilities acquired through education and training, is one of the hallmarks of human resource development. To ensure that employees' knowledge, skills, and capacities align with their job expectations, organizations must engage in human resource development. This is intended to improve and overcome the lack of our ability to carry out tasks more effectively in accordance with the advancement of science and technology used by the organization by carrying out these development activities [12].

This shows that one of the steps that companies must take is to develop human resources to help every employee become an important part of the team. The concept of human resource development serves as a useful foundation for handling opportunities and overcoming difficulties faced by companies.

III. Material and Method

This study investigates the development of human resources (HR), especially digital-based civil servants at the Central Sulawesi Human Resources Development Agency (BPSDM). This study uses a qualitative approach and a descriptive approach. Data were collected through observation, interviews, and study documentation. Patterns, trends, and relationships are identified through thematic analysis.

1. Informant Selection

This research involved employees from BPSDM Central Sulawesi Province who were directly involved in the development of digital-based ASN human resources. Participants were selected

through a purposive sampling method based on certain criteria, such as having a minimum of 3 years of work experience at BPSDM Central Sulawesi Province, being involved in the development of e-government programs, and being willing to participate in this research.

2. Materials or Instruments

The researcher serves as the main instrument for data collection in this project. They support data collection using observation sheets and interview guides, as well as checklists created based on literature studies and consultations with experts in e-government and human resource development.

1. Data Collection

Data Collection Procedure

- a. In-depth interviews: Interviews were conducted with BPSDM employees of Central Sulawesi Province who are involved in the development of digital-based ASN human resources. Interviews are semi-structured and follow pre-prepared guidelines to ensure relevant topics are covered in depth.
- b. Observation: Direct observation was carried out to see firsthand the practices and activities related to the development of digital-based ASN human resources within the BPSDM of Central Sulawesi Province. This process is assisted by a pre-prepared observation sheet for observation.
- c. Documentation study: Analysis of documents such as reports, policies, and publications related to the development of digital-based ASN human resources in BPSDM Central Sulawesi Province was also carried out. These documents are explained to obtain supporting information relevant to the research topic

2. Research Design

This study applies a qualitative approach with a case study design. The qualitative approach was chosen to gain a deeper understanding of the development of digital-based ASN human resources in BPSDM Central Sulawesi Province. Case study designs are used to explore the phenomenon in a real-life context, providing a more comprehensive insight.

3. Qualitative Data Analysis

This study uses a thematic analysis method to analyze the qualitative data collected. This method is used to identify, analyze, and report patterns or themes that appear in the data. The thematic analysis process includes several stages, including:

- a. Transcription and coding: Interviews are transcribed in detail, while observation and documentation data are coded according to the answers.
- b. Identify key themes: Key themes are identified based on patterns or trends emerging from the encoded data.
- c. Theme review and refinement: Themes that have been identified are reviewed and refined to ensure accuracy and consistency.
- d. Drawing conclusions and verification: Themes that have been used as a basis for drawing conclusions and verifying findings.

Through this thematic analysis approach, this study reveals various practices, challenges, and opportunities in the development of digital-based ASN human resources in BPSDM Central Sulawesi Province. It is estimated that these findings can provide useful insights and recommendations for the development of e-Government in the province.

IV. Results and Discussion

1. Why the Development of Digital-Based State Civil Apparatus Human Resources at BPSDM Central Sulawesi has not been effective

1. Learning

Based on the results of research on digital-based learning strategies applied to improve the competence of state civil servants at BPSDM Central Sulawesi, it is implemented in the form of digital learning, among others, there is an LMS program. Each ASN has a target per year that must be 20 JPL (Lesson Hours). Face-to-face learning model for ASN, structural and technical competency development. Technical, for example, training in the procurement of goods and services, anti-corruption extension at each OPD. There is that. Learning strategies via LMS, via zoom. It's an online form. There is also face-to-face learning. There is also a combination of the two (hybrid).

Competency Training for Administrative Participation, for echelon 4 for supervisors, and CPNS is called Basic Training (Latsar). For Latsar BPSDM Central Sulawesi handles all OPDs throughout Central Sulawesi. Even Untad has also been handled and other areas. It depends on whether the party in need asks or cooperates with us.

Learning strategies are online, face-to-face. Online learning turns out to be effective in providing knowledge and understanding, there are also disadvantages of online learning. Some only see the photos, some are left to sleep. So far, it seems that face-to-face is indeed more effective, because it is easy to control.

The level of effectiveness of online resources in supporting the independent learning process for ASN in Central Sulawesi, the online training of the participants in the test, has also proven to be effective Most of the tests are good or passed. It is also proven that hybrids, who pass are generally 30%. This means that distance learning passes an average of 30%.

ASNs who have completed training are followed until they apply the skills obtained during training in the office, it turns out that they pass, meaning competent. The test is also (for those who work in the office) online. It turned out that they did pass. This means that independent learning for ASN takes place with the guidance of BPSD instructors, which turns out to be quite effective. It seems that learning using digital media is increasingly needed or needed here because it has proven to be effective.

BPSDM Central Sulawesi has not yet facilitated apparatus to participate in digital learning independently, BPSDM does not have a program to assist ASN to learn independently. Even so, I am sure that every ASN strives to improve their digital skills independently. It can be seen in activities in the office. Especially the millennial generation and gen-Z are very easy to adopt digital developments, including in the field of learning.

The challenges faced by ASN in accessing digital learning materials, such as online modules, learning videos, or other sources are more on the hard factor of being used. For example, equipment that is still very limited, wifi signals that are not strong and especially in remote areas, the signal is always disrupted. Overcoming it requires institutional involvement of the Regional Government to help and seriousness in updating the ability by accessing the learning materials.

Digital technology is able to accelerate the process of increasing ASN knowledge compared to traditional learning methods, as we experienced here, indeed very quickly increasing ASN knowledge. Today's digital technology has prepared various interesting education and training features so that ASN can easily understand. In addition, of course, digital technology makes it easier for ASN to access media and learning materials. Of course, digital technology also has weaknesses as stated above. The following authors present research findings based on research analysis:

Table 1. Findings Based on the Author's Analysis of the Learning Dimension.

Learning Dimension		
1	Digital-Based Learning Strategies	1. Online: Learning through LMS and platforms like Zoom.

		2. Face-to-Face: In-person learning in the classroom. 3. Hybrid: A combination of online and in-person learning
2	Independent Learning	ASN is encouraged to learn independently using digital materials such as online modules, videos, and other materials. This learning is monitored through competency tests conducted online
3	Effectiveness of Online Resources	Digital technology accelerates the learning process of civil servants compared to traditional methods, but requires adequate infrastructure support

Source : Prepared by the author in 2024.

2. Training

How effective is digital-based training in improving technical and non-technical skills of ASN in BPSDM Central Sulawesi, based on the results of research Now all training seems to be directed towards digital ASN who millennials seem to be really interested in digital learning. While the previous age liked face-to-face.

The most appropriate type of digital training to improve ASN’s competence in facing job challenges in the digital era based on research results The appropriate type of training seems difficult to determine. But it can be said that from time to time training with digital learning seems to dominate the way to handle the improvement of ASN competencies. These efforts have been made from now on. Its effectiveness is expected to be improved from time to time by displaying more interesting digital learning methods, besides of course the material and the party who brings it are also impressive. All of this is done so that the students can adopt the knowledge given and then apply it to their respective fields of duty.

BPSDM measures the success of digital-based training in improving ASN skills, Every training we carry out we always conduct pre test and post test. From there, we can see the success of digital-based training. Another effective way is to conduct an online competency test. For digital training like this, usually the participants are serious, because of the competencies related to their profession and of course related to their careers. In fact, it is not uncommon after 3 or 6 months of training, the students are contacted for a test by answering questions posed online. This is to measure their technical competition in the field.

factors that affect the participation of ASN in actively participating in digital training, ASN is active in training if it concerns their profession and their career, for example promotion, promotion, or filling a vacancy. Therefore, digital-based training is now made to solve such things.

BPSDM overcomes technical obstacles that arise during the digital training process, Technical obstacles usually concern signals. Overcome together with the district/city government. Obstacles to the seriousness of the participants. Yes, there was a term for passing or not passing. But generally they are serious. The following authors present research findings based on research analysis:

Table 2. Findings Based on the Author’s Analysis of the Training Dimension.

Training Dimension		
1	Digital-Based Effectiveness Training	○ Digital Training: Technical and non-technical training is carried out digitally, for example training on the procurement of goods and services and anti-corruption extension training. ○ Success Measurement: The success of the training is measured through pre-test and post-test, as well as competency tests held 3 to 6 months after the training to apply skills in the field.
2	ASN Participation in Digital Training	○ ASN is generally more active in participating in training if it is related to their profession and career, such as promotions or positions. ○ Influencing Factors: Factors that affect active participation are the relevance of training to the career and self-development of ASN.
3	Technical Challenges	○ Technical Constraints: The main problems faced during the training are unstable internet signals and inadequate hardware. This obstacle is overcome by collaborating with the district/city government to improve the internet network.

Source : Prepared by the author in 2024.

3. Development

The digital-based development program at BPSDM Central Sulawesi can help state civil servants increase their long-term potential based on the results of BPSDM research in accordance with the name is the human resource development agency. From the name, of course, it is clear that this institution owned by Pmeda Central Sulawesi seeks to increase the potential of ASN resources, especially through training, workshops, seminars and others. Considering that in the future the challenges of the development of the times are so strong, especially digital challenges in the era of the industrial revolution 4.0, of course they cannot be stopped. In this context, BPSD seeks to increase

the long-term capacity of ASN Central Sulawesi Regional Government by striving for digital learning. Nowadays, learning is still quite balanced between digital and face-to-face or a mixture of both. But it is imagined that in the coming years, learning by using digital learning media may be prominent. It is also imagined that in the future digital learning will also develop so that it will be more interesting and more accessible to ASN in order to update their competencies from time to time. In fact, the use of AI will be used to the maximum to be used as a medium to improve ASN competencies in the long term.

Regarding guidance and technology-based projects that can support the career development of civil servants in Central Sulawesi based on the results of research It is inevitable, nowadays various programs of the Central Sulawesi Regional Government are present along with the accompanying technology. The activity involved activities in the structural and functional realms. This is a consequence of the development of digital technology, Rev. Industry 4.0. Well, in that context, BPSDM Central Sulawesi is trying to keep up with these technological developments. BPSDM apparatus that handles various activities related to improving the competence of ASN human resources of the Central Sulawesi Regional Government are also sought to improve their theoretical and technical abilities in accordance with their fields. That way, the projects that must be managed by the Central Sulawesi Civil Servants that include digital technology can be handled and the work is effective, all can take place as they should.digital technology helps in providing career development opportunities for civil servants, especially in terms of leadership and management, It is starting to be seen now, that digital technology can help an ASN to get career opportunities. Nowadays, many government programs use digital technology that can be used by civil servants to work effectively. For example, WFH seriously and well will of course arouse leaders to pay attention to an ASN. Many ASNs come to the office at 07.15, go home at 17.00 but do nothing. Meanwhile, there are ASNs with mastery of digital technology who perform WFH with maximum performance. So that the future of ASN's career is determined by his mastery of digital technology, not in the form of his physical presence in the office but low performance.

The role of digital-based mentoring programs in the development of soft skills and ASN leadership, BPSDM does not have a mentoring program. We only focus on Education and training.

The influence of ASN's involvement in digital projects on improving their professional experience, Oh yes, various programs that are included in the Central Sulawesi Regional Government today that use digital technology. As a result, ASN is spurred or forced to know and follow the development of digital technology. They are also required to work using digital technology. Thus, it can be said that the professional experience of ASN is greatly influenced by digital technology. The following authors present research findings based on research analysis:

Table 3. Findings Based on the Author’s Analysis of the Development Dimension.

Development Dimension		
1	Technology-Based Career Development	○ ASN Career Opportunities: Mastery of digital technology is the key to ASN career development. ASN who are proficient in using digital technology and work productively in the WFH (Work From Home) model can get leadership attention and better career opportunities. ○ Digital Mentoring: Although BPSDM does not yet have a formal digital mentoring program, ASN

		skill development through digital training has provided benefits to soft-skills and leadership.
2	The Impact of Digital Projects on the Professional Experience	○ The participation of civil servants in digital technology-based projects within the Central Sulawesi Regional Government encourages the improvement of civil servants' professional experience and forces them to continue to follow technological developments.

Source : Prepared by the author in 2024.

4. Education

digital-based education, including professional certification, helps civil servants at BPSDM Central Sulawesi improve their competence in public service based on research results For now, digital-based education and training have begun to be carried out. Even as stated earlier, education and training using digital methods continue to take place and are starting to seem to dominate. This is due to several advantages, for example: cheap, massive, participants do not need to leave the place, do not require consumption and accommodation from the organizers, etc. Of course, there are disadvantages: for example, it depends a lot on internet devices, such as signals, tools such as laptops where these tools may be available in many regions, and so on.

the participants who are fostered through digital-based education and training, the competency test is always carried out after education and training. As a result, the participants made serious efforts to participate in the activity even though the supervision was lax. But there still seems to be a problem. In each competency test, the graduation rate is still around 35%. This means that it still needs hard work from BPSDM Central Sulawesi as the organizer to increase the graduation rate.

Furthermore, related to formal education, it supports the development of digital-based ASN human resources in Central Sulawesi based on the results of research. This means that those who have higher formal education are easier to understand or given a rational understanding in the context of the implementation of this digital learning. Well, in formal education, there are more decisive variables. Namely, the millennial generation and Gen-Z are easier to understand and apply through the digital learning format provided, when compared to the older generation. They are not many who have taken digital technology seriously. Although it must be admitted that there are still those whose literacy level in digital technology is good.

The use of online certification programs to improve ASN competencies, online certification is now widely carried out. It is not even an exaggeration to say that all certifications that take place in the Central Sulawesi Regional Government are now online. That way, the improvement of ASN competencies is indeed starting to be dominant using on-line technology digital-based formal education programs are able to produce civil servants who are ready to face the challenges of the industrial revolution 4.0, formal education carried out on a digital basis is what is needed now. ASN who come from Education quickly mastered the technology applied, so that it is very important for our ASN Industrial Revolution 4.0 to be active and participate in it.

The local government supports ASN to continue formal education through digital platforms, Nowadays online-based education that stands out is the Open University (UT). The local government

strongly supports its ASN to participate in S1-S2- and S3 Education. Online-based education has the advantage of being able to work while studying. It’s just that it must be admitted that not many civil servants take advantage of this online education. Maybe they are not used to it. The following authors present research findings based on research analysis:

Table 4. : Findings Based on the Author’s Analysis of the Education Dimension.

Educational Dimension		
1	Digital-Based Education	○ Professional Certification: Online-based certification is starting to dominate ASN competency improvement programs in Central Sulawesi. Formal education through digital platforms, such as the Open University (UT), is fully supported by the local government. ○ Challenges: One of the challenges in digital education is the lack of participation of civil servants because they are not used to the online education format.
2	Formal Education Programs	○ Digital-based formal education helps ASN be better prepared to face the challenges of the Industrial Revolution 4.0 era. Civil servants who have a formal education background are more likely to understand digital concepts and adapt to technology-based learning

Source : Prepared by the author in 2024.

2. Implementation of E-Government and Digital technology in human resource development in BPSDM Central Sulawesi Province

To support the implementation of digital-based human resource development in BPSDM Central Sulawesi, several essential technological infrastructures are needed such as a stable internet connection, studio rooms to record learning materials, and adequate audio-visual devices. Not only that, the use of laptops that are constantly updated is also important to stay in line with technological developments. Teaching staff who are proficient in the field of digital technology are also a key factor, coupled with financial support from all aspects to ensure the continuity of digital learning programs.

The strategy of the Human Resources Development Agency (BPSDM) in integrating digital technology is to conduct continuous socialization to all State Civil Apparatus (ASN) and related parties. The socialization aims to introduce the importance of digital technology in learning procedures and competency development. After the socialization, BPSDM will provide digital training in stages so that ASN can get used to the new approach. This training is carried out periodically to strengthen the use of digital technology in training and capacity building activities.

However, there are some risks involved in this digital procedure; For example, if there is a rejection from the Regional Government (Pemda) in districts and cities that are not fully ready to accept the digital change, BPSDM seeks to overcome this problem by constantly conducting intensive

socialization activities and explaining that digitalization is part of the policy regulated by applicable laws. local to improve the quality of internet services.

A number of trainings have been successfully held online, including training for functional and structural personnel as well as technical such as training on the procurement of goods and services. In addition, corruption prevention training involving various OPDs was also carried out boldly, providing easy access for ASN in various regions. Leadership and management training to improve ASN soft-skills in strategic positions has also used a digital platform that accelerates the competency development process.

Broadly speaking, the application of digital technology in BPSDM Central Sulawesi has shown significant progress. Although there are still some obstacles, such as limited infrastructure and device readiness, efforts continue to be made to ensure the smooth integration of this technology. With its strategy gradually and continuous monitoring, BPSDM is committed to continuing to improve the competence of ASN digitally in the future.

The author's findings are based on data analysis of the Digital Technology Implementation Dimension:

To support the digital program at the Day Manusa Resource Development Agency (BPSDM), the necessary technological infrastructure consists of several key elements that must exist and be fulfilled properly: first of all, the existence of a stable and strong internet connection is very important because this will ensure the smoothness and convenience of the online learning process; In addition, it is also necessary to have hardware such as laptops and audio-visual devices to support effective teaching optimally. Teachers who have an understanding and expertise in digital technology are also very important in implementing this program because they play an important role in supporting widely applied digital learning procedures.

However, it should be noted that there are some risks involved in the digitization procedure; among them is disapproval that can arise from the Regional Government (Pemda) at the district/city level. To overcome this problem, BPSDM consistently organizes socialization and provides clarification on the importance of digitalization in improving ASN qualifications. It is hoped that with this approach, the support and seriousness of the local government can increase, so that the steps to advance digital-based human resources will be successful.

V. Conclusion

1. The Development of Digital-Based Human Resources of the State Civil Apparatus at BPSDM Central Sulawesi can be concluded based on the results of the research:

In the learning dimension, the strategies implemented include the use of a Learning Management System (LMS) platform, face-to-face, and a combination of the two (hybrid), which provides a head start in teaching methods. Independent learning is encouraged by utilizing digital and video modules, while competency evaluation is carried out through online tests. The effectiveness of online resources has proven to be faster in increasing ASN knowledge than traditional methods, although adequate infrastructure support is urgently needed, especially in remote areas.

In the training dimension, digital-based training includes technical and non-technical aspects, where success is measured through pre-test, post-test, and competency evaluation after training. ASN tends to be more active in participating in training relevant to their profession and career development. However, technical challenges such as weak internet signals are often my

In addition, in the development dimension, ASNs who master digital technology have better career opportunities, with involvement in technology-based projects being essential to improve their professional experience. Involvement in digital-based local government projects encourages civil servants to continue to keep up with technological developments that support their performance. Lastly, digital-based education, including professional certification, is increasingly dominating due to cost and time efficiency and accessibility without interfering with the work of civil servants. However, challenges related to technology infrastructure still need to be overcome. Overall, this

study shows that the integration of digital technology in the entire learning, training, and education process of civil servants not only supports the improvement of individual competencies, but also contributes to the efficiency of public services. Therefore, further attention and support from the government and relevant stakeholders is needed to optimize the potential of the approach

2. Implementation of E-Government and Digital technology in human resource development in BPSDM Central Sulawesi Province

The development of digital-based human resources at BPSDM Central Sulawesi requires adequate infrastructure, such as stable internet connections, the latest audio-visual devices, and laptops, as well as teaching staff who are skilled in digital technology. BPSDM implements a strategy of continuous socialization and gradual digital training to prepare the State Civil Apparatus (ASN) to face new approaches. Despite facing challenges such as resistance from local governments and technical constraints, BPSDM seeks to overcome these problems through cooperation and monitoring. Overall, the application of digital technology in BPSDM shows significant progress and commitment to improving ASN competencies in the future.

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