

**ASSESING CIVIL SERVICE AGILITY AHEAD TO WORK FROM ANYWHERE
(Study at: Education, Youth and Sports Office of Bali Province 2022)**

Ni Kadek Amrita Kirana Dewi and I.B. Teddy Prianthara
Magister Management, Undiknas Graduate School-Denpasar, Bali

<http://doi.org/10.35409/IJBMER.2022.3422>

ABSTRACT

This study aims to determine the level of agility of the State Civil Administration or Civil Servant (ASN) of Education, Youth And Sports Office (Disdikpora) of Bali Province in welcoming Work From Anywhere, the extent to which Disdikpora is prepared to realize ASN agility, and what are the challenges faced by Bali Disdikpora in welcoming WFA. The design used in descriptive analytic qualitative by using a cross sectional study design. The selection of informants was done by purposive sampling. The informants in this study included the criteria for structural officials and 3 staff within the Department of Education, Youth and Sports of the Province of Bali. Data analysis technique, namely: data reduction, data display, and verification. The results of the study show that: 1) the level of agility of the Disdikpora ASN in Bali Province can be said to be adequate, 2) the readiness of the ASN Disdikpora agility can be said to be adewquate and 3) the challenges faced by Disdikpora is the existence of an immigrant generation who is not familiar with the use of information technology so that the absorption of information delivery related to applications and performance support devices is experiencing problems.

Keyword: Civil Servant, Agibility, Work from Anywhere.

1. INTRODUCTION

In today's era of globalization, competition is becoming increasingly competitive. This fact demands competitive advantage which is measured one of them through organizational performance. ("Industry 4.0: A Korea Perspective," 2018) identifies the challenges of industry 4.0 as follows; 1) information technology security issues; 2) reliability and stability of production machines; 3) lack of adequate skills; 4) reluctance to change by stakeholders; and 5) the loss of a lot of work due to turning to automation. The results of the study indicate that one of the challenges of industry 4.0 today is the lack of adequate skills in other words that competence is needed in facing the challenges that exist today.

Bureaucratic revitalization through e-governance offers an alternative strategy to change work patterns and bureaucratic behavior. The government's good will to implement e-governance in the era of the industrial revolution 4.0 is a determining factor in its implementation. Then the Government's policy through the Making Indonesia 4.0 roadmap, apparently still faces obstacles, especially the lack of adequate human resources (HR) in the managerial aspect of site management (Aceh, 2019).

ASN is the nation's best asset and guarantee in running the government in the future. For this reason, it is very important for ASN to always develop themselves, continue to learn, continue to work hard, continue to innovate, continue to increase capacity and positive competitiveness, and continue to expand the network (Humas Menpan RB, 2020). Today's organizations have formed

many agile teams to make an improvement towards a new paradigm of life change. The new paradigm that perceives change as an opportunity to respond, exploit, and obtain benefits is known as agility (Sharifi and Zhang, 2001) in (Raharso, 2018). Agile is becoming a global organizational trend to increase the market capitalization of organizations. An agile organization shows how agile thinking is applied to every aspect such as innovation. Agile bureaucracy will show the accountability of its work.

In the A Diagnostic Study of The Civil Service in Indonesia report issued by the Asian Development Bank (Booth, 2021), one of the findings that should be highlighted is the low level of professionalism in many government institutions, both at the central and regional levels. This is partly due to the low skills and competence of civil servants. the number of ASN at the Department of Education, Youth and Sports of Bali Province is 6,062 people, and this number is the highest among other Regional Work Units (SKPD) in the Bali Provincial Government. With the large number of human resources owned by the Bali Provincial Office of Education, Youth and Sports, it becomes a challenge how to manage employees so that they can face the disruption of the 4.0 era and readiness to be agile as a challenge for today's ASN.

According to previous research conducted by Rulinawaty, et al (Ethics & Employees, 2020) that the factors that affect Agile HR, one of which is a flexible work environment. Advances in technology and digital allow an employee to work anytime and anywhere, without having to be limited in time and not having to come to the office. This certainly provides convenience for several parties such as working mothers and workers who live in suburban areas. Things like reducing the need to commute in heavy traffic every day and providing employees with a variety of jobs so they don't get bored just doing one job at a time. In line with this, research conducted by Hartanto & Sanica, 2021, in government offices in terms of employees is able to carry out a Work from everywhere work system so that the Work from everywhere work system can be implemented as a new normal form.

According to (Dhita & Amrynudin, 2022) WFA policy requires a comprehensive study, considering that this policy can change the pattern and order of government administration. Looking at the condition of Indonesia, WFA's policy will face challenges such as leadership, geographical conditions, and public skepticism. Therefore, government readiness is needed in terms of digital infrastructure, human resources, data sources, organization and work procedures and regulations. The government can make Brazil a benchmark for successful countries in implementing WFA. Commission II of the DPR RI through the legislative function needs to encourage the government to prepare a comprehensive study using Cost-Benefit Analysis in formulating policies and mapping ASN positions with the WFA working system in the discussion of the ASN Bill.

This study seeks to explore in depth related to the discourse on the daily lives of researchers working at the Department of Education, Youth and Sports of the Province of Bali and tries to open up other perspectives that are different from previous research. Based on this background explanation, the researcher wants to examine the level of agility of ASN in the Disdikpora environment of Bali Province in the step of realizing Work from Anywhere

2.METHODS

The design used in descriptive analytic qualitative by using a cross sectional study design. In this study, the location was determined purposively, namely at the Bali Province Youth and Sports

Education Office. In this study, the type of data used is qualitative data. The data collection technique used is semi-structured interview technique or in The Depth Interview. The selection of informants was done by purposive sampling. The informants in this study included the criteria for structural officials and 3 staff within the Bali Province Youth and Sports Education Office. The data analysis techniques used are: data reduction, data display, and conclusion drawing/verification. In testing the validity of the data in qualitative research, it includes credibility, transferability, dependability, and confirmability tests.

3. RESULTS

This research was conducted at the Bali Province Youth and Sports Education Office. The research informants are the Head of the Bali Provincial Youth and Sports Education Office, the Head of the General and Personnel Sub-Section of the Bali Youth and Sports Education Office, and 3 staff within the Bali Province Youth and Sports Education Office. The results of the interview found information related to the level of agility of ASN in the Bali Province Youth and Sports Education Office and how the readiness of the Bali Province Youth and Sports Education Office in welcoming Work From Anywhere.

ASN Disdikpora Bali Province strives to keep abreast of technological developments to support SPBE in completing work quickly and effectively. As stated by S1, one of the staff in the Bali Province Disdikpora Secretariat when asked about the impact of using Information Technology in facilitating his work. Link to interview results <https://youtu.be/RA1gsYPN76I>

As stated by P2 as the Head of the General and Personnel Sub-Section, that Disdikpora has implemented IT-based services. interview results link <https://youtu.be/yBfZyCObxNY> The same thing was conveyed by S2 that Disdikpora used technology significantly. Interview results link <https://youtu.be/SZpoX5JPsdQ>

However, an interesting statement was expressed by one of the S3 ASN as one of the ASN in the General Section who works as Archives Manager when asked a question about understanding technology. Link to interview results <https://youtu.be/HnqLognGduw>

The same thing was conveyed by P3 who works as the Head of Administration at SMKN 1 Mas Ubud regarding the understanding of technology in his work environment. Interview results link <https://youtu.be/xE0eIZuoNuY>

However, the researchers found that there was good teamwork within the Disdikpora Bali Province. As expressed by S3 who feels that there is someone who can help his work when he is required to understand technology. Link to interview results <https://youtu.be/HnqLognGduw>

The same thing was conveyed by S2 that colleagues are able to provide knowledge transfer if they experience obstacles in their work. Interview results link <https://youtu.be/SZpoX5JPsdQ> The informant also added that the existence of training or socialization could also contribute to the continuity of his work.

S1 as a computer administrator who is used to dealing with applications in the Bali Province Disdikpora said that he felt a bit difficult when he had to transfer his knowledge to other people because it was usually constrained by the age gap of the users themselves. Link to interview results <https://youtu.be/RA1gsYPN76I>. In relation to the gap, P2 said that the immigrant generation was an obstacle in delivering applications to users. Link to interview results <https://youtu.be/yBfZyCObxNY>. An interesting statement was conveyed by S3 when the author asked about the obstacles experienced in understanding technology. Link to interview results

<https://youtu.be/HnqLognGduw>.

Regarding the public services provided by the Bali Province Education and Youth Office, the Head of the Bali Province Youth and Sports Education Office (P1) assesses that public services are feedback on the ASN learning process in order to be able to provide the right information to the public. Link to interview results <https://youtu.be/WqcOvLOT3II>.

This is in line with what was conveyed by S1 that the Bali Province Disdikpora has met service standards supported by the use of several applications that provide convenience for the community and teachers. Link to interview results <https://youtu.be/RA1gsYPN76I>.

The Head of the General and Personnel Sub-Section (P2) also felt that the service improvement from Disdikpora was able to provide feedback on the continuity of teaching and learning activities. Interview results link <https://youtu.be/yBfZyCObxNY>.

With regard to ASN agility at the Bali Provincial Youth and Sports Education Office, the Head of the Bali Provincial Youth and Sports Education Office considers that agility is a learning process in an institution or organization as part of the implementation of work in order to be able to anticipate the times. Apart from that in terms of the level of ASN agility, the Head of the Bali Provincial Youth and Sports Education Office added that the agility level at the Bali Provincial Youth and Sports Education Office was adequate. Link to interview results <https://youtu.be/WqcOvLOT3II>. In line with this statement, a staff member from the Finance department said that the work environment is integrated with each other so that it has an impact on job success. Interview results link <https://youtu.be/SZpoX5JPsdQ>. From the statement submitted by S1 that he is used to working systematically so that the completion of the work can be completed. ASN Disdikpora are also used to doing analysis in advance in completing work according to the work flow. Link to interview results <https://youtu.be/RA1gsYPN76I>. The same thing was conveyed by S2 regarding how the techniques were applied when doing work that had never been done. Interview results link <https://youtu.be/SZpoX5JPsdQ>.

Regarding the readiness of the ASN of the Bali Province Youth and Sports Education Office regarding the readiness to face the Work From Anywhere discourse, the Head of the Youth and Sports Education Office said that the ASN of the Bali Province Youth and Sports Education Office was ready to welcome Work From Anywhere. Link to interview results <https://youtu.be/WqcOvLOT3II>. In line with this statement, the Head of the General and Personnel Sub-Section (P2) stated that the application of working from anywhere and anytime (flexible working) had been implemented within the Youth and Sports Education Office since before the pandemic. Interview results link <https://youtu.be/yBfZyCObxNY>. Master's readiness to face flexible working was also expressed by the fact that he is used to working outside office hours so that the work can be completed according to the target. interview results link <https://youtu.be/SZpoX5JPsdQ>. An interesting statement was expressed by S3 who is in charge of the correspondence section about his readiness to face Work From Anywhere, he found it difficult when he had to deal with technology. link to interview results <https://youtu.be/HnqLognGduw>. The same thing was conveyed by P3 as the KTU of SMKN 1 Mas Ubud that the human resources they have are not ready to face Work From Anywhere. Interview results link <https://youtu.be/xE0eIZuoNuY>.

4. DISCUSSION

4.1 Agility Level of ASN Disdikpora Bali Province

The agile approach is not only able to accelerate development for the organization, but also creates a new generation of potential and skilled. In-depth interviews were conducted with informants to measure ASN's agility and challenges in facing Work From Anywhere. To further confirm the results of this study, researchers have used source triangulation and time triangulation techniques, namely by interviewing ASN in the Bali Province Youth and Sports Education Office during office breaks. According to (Dyer & Shafer, n.d.), there are three main aspects that need to be cultivated in humans to become an agile person, including: proactive, adaptive, and generative.

From the results of research conducted on the level of agility of ASN in the Department of Education, Youth and Sports of Bali Province, when associated with the research above, it is in line with the results of interviews with researchers with S1, S2, and S3 informants who stated that they had the determination to learn new things if they were required to. to know this as a demand from their work which is an inseparable part of the responsibilities that are carried out as an ASN. Besides that, the existence of knowledge sharing to achieve the completion of a job also supports the performance of ASN within the Bali Province Youth and Sports Education Office.

4.2 Readiness of the Bali Province Disdikpora in Realizing ASN Agility

Orientation and focus on talent development is a pillar in the transformation of work culture. Awareness of the importance of inculcating values, building character, and developing competencies that are relevant to the principles of agility are fundamental factors for the creation of an agile and agile organization (Sakitri, 2021). From research conducted by (Bourton et al., 2018), that to create an agile personality can be done by leaders and employees with the following steps: 1) Performing fast shifting movements, 2) Seeing from a different point of view, 3) Questioning the actions and decisions that are being taken Asking yourself questions will make you more open and create a more resilient and positive mentality, 4) Working with a team is essential for leaders in an agile organization.

The results of the study indicate that ASN Disdikpora from the aspect of teamwork or work relations are able to work well together in adapting new habits. This can be seen from the informants who do not hesitate to ask other colleagues when they encounter difficulties. In terms of information technology, Disdikpora has prepared applications that support the performance of ASN such as E-Asset, E-Kepeg, and E-Dupak so that ASN can work quickly.

4.3 Challenges Faced by Bali's Disdikpora in Welcoming Work From Anywhere (WFA)

According to research conducted (Dhita & Amrynudin, 2022) WFA policy for ASN will certainly change the pattern and order of government administration. Therefore, careful preparation is needed even though this policy is an 'advanced policy' of the work system that is currently running. Readiness that needs to be considered by the government include: First, digital infrastructure. E-government supporting facilities/infrastructure such as BTS (Base Transceiver Station), fiber optic, satellite, server, firewall and bandwidth that can meet the needs of e-government implementation, it is important to be well prepared in advance as a condition for the implementation of the WFA policy. Second, human resources (HR). ASN must be ready to change the work order from manual to digital. This of course requires no simple preparation. ASN must be ensured to have adapted to the digital work system. Third, organization and work procedures. There needs to be a new formula that is used as a minimum standard in the implementation of

WFA for ASN such as attendance mechanisms, performance appraisal systems, employee quality control, monitoring and evaluation and other matters relating to changes in WFA work patterns. In addition, work culture and leadership are also things that need to be prepared to minimize resistance (resistance) to changes in organizational culture. Fourth, data sources. In order for decision-making and public services to be optimal, it is necessary to be prepared from the government to ensure that the data held between Ministries/Institutions/OPD both at the Central and Regional levels can be shared properly without any more difficulties in obtaining data, data asynchronous, or other types of data. which differ from one agency to another so that it cannot be processed further. Fifth, regulation. The government needs to prepare a legal basis for implementing WFA policies. Currently the existing regulations in support of WFA are based on PermenPANRB No. 8 of 2021 concerning the Civil Service Performance Management System which regulates the ASN performance management system which consists of performance planning; implementation, monitoring and development of performance; performance assessment; follow-up, and ASN performance information system. In addition to the PermenPANRB, the supervision of ASN performance is based on PP No. 24 of 2021 concerning Civil Servant Discipline and Regulation of the Head of BKN No. 6 of 2022 concerning the Implementation of PP No. 24 Year 2021.

From the results of the study, there are several phenomena that challenge the implementation of Work from Anywhere within the Bali Provincial Youth and Sports Education Office, including:

1) ASN Capabilities in Adapting New Habits

According to research conducted by (Sabahi & Sanai Dashti, 2016) explains that employees who have job dexterity have a positive attitude towards learning and self-development, good problem-solving skills, comfortable with change, have new ideas and new technologies, ability to generate innovative ideas and are always ready to accept new responsibilities.

The results of the study show that there are still civil servants who are not ready to deal with technology so that knowledge sharing is needed so that work can be completed. This can be seen from the results of the researcher's interview with the doctoral informant who admitted that he was grateful to be placed in the correspondence section because in completing his work he was always assisted by colleagues. If the work must be done outside the office, it will be difficult to do it if the ASN does not understand the use of technology.

2) Minimum Standards for WFA Implementation

From the results of research conducted (Dhita & Amrynudin, 2022) that the organization and work procedures. There needs to be a new formula that is used as a minimum standard in the implementation of WFA for ASN such as attendance mechanisms, performance appraisal systems, employee quality control, monitoring and evaluation and other matters relating to changes in WFA work patterns. In addition, work culture and leadership are also things that need to be prepared to minimize resistance (resistance) to changes in organizational culture.

3) Geographical Aspect

From the research conducted, according to the informant that WFA can be done anywhere and anytime so that the work can be carried out and its completion is not hampered and disturbed. However, it is necessary to pay attention to the area where the employee lives in relation to internet connectivity and other communication services so that the completion of the work is not completed

According to research conducted by (Dhita & Amrynudin, 2022), many areas in Indonesia are still in the blank spot status. So that the implementation of e-government in the region becomes impossible. Based on data compiled from (One, 2021) it was recorded that there were still 9,113 blank spot areas in the 3T area (Lastest, Outermost and Foremost).

5.CONCLUSION AND RECOMMENDATIONS

Based on the results of the research above, several conclusions can be drawn. The conclusions are presented as follows:

- 1) The level of ASN Disdikpora Bali Province can be said to be adequate. Agility provides space for ASN to collaborate between humans so that it opens up opportunities for the development of agility values to achieve organizational goals as well as skilled task execution and there is control in its implementation. Correct interpretation of the position of ASN in assigning tasks also supports the agility of ASN.
- 2) Readiness of ASN Disdikpora agility can be said to be adequate. Seen from the application and adequate infrastructure to accelerate the completion of work. Besides that, there is positive feedback from users on public services provided by Disdikpora into a learning process that affects the sustainability of the organization.
- 3) The challenge faced by Disdikpora in welcoming Work From Anywhere is that there are immigrant generations who are not familiar with the use of information technology so that the absorption of information delivery related to applications and performance support devices is experiencing problems. The readiness of the existing human resources to make this policy needs to be studied further. In addition, the formation of traditional work patterns must be reformed with the existence of an all-digital work pattern that forces ASN inevitably to immediately leave the conventional work style. In addition, it should be noted that there are areas that are still not ready to connect to the internet so that the completion of work does not become hampered when they have to work remotely.

Based on the results of the research above, several conclusions can be drawn. The conclusions are presented as follows:

- 1) Based on the results of these studies, there are still problems that have not been resolved so that the researchers put forward some suggestions, namely as follows: Disdikpora Bali Province should conduct an internal evaluation related to ASN capabilities in the field of information technology through efforts to make IT skills a requirement for promotions or periodic salary increases so that ASN capabilities can be proven based on individual abilities
- 2) Disdikpora Bali Province should cooperate with other organizations or institutions such as the Office of Communication and Information Technology, STIKOM to conduct a training related to ASN understanding regarding the use of computer hardware and some basic software commonly used as a means of supporting work.
- 3) Disdikpora Bali Province cooperates with the Regional Personnel Agency of Bali Province to recruit employees who are still technologically stuttering to be placed in positions that are in accordance with their capacity so that they do not make ASN feel difficult and burdened with the work they have.

REFERENCES

- Aceh, kue tradisional khas. (2019). No TitleEAENH. *Ayan*, 8(5), 55.
- Bali, J., & Bali, M. (2022). *Kebijakan Transformasi Jabatan dan Urgensinya pada Pemerintah Provinsi Bali*. 3(April), 1–14. <https://doi.org/10.51172/jbmb>
- Bali Prov. (2020). *No Title*. <https://www.baliprov.go.id/web/bali-siap-terapkan-sistem-pemerintahan-berbasis-elektronik-spbe/>
- Booth, A. (2021). A Diagnostic Study of the Civil Service in Indonesia. In *Bulletin of Indonesian Economic Studies* (Vol. 57, Issue 2). <https://doi.org/10.1080/00074918.2021.1956406>
- Bourton, S., Lavoie, J., & Vogel, T. (2018). Leading with inner agility. *McKinsey Quarterly*, 2018(2), 61–71.
- Dhita, A., & Amrynudin, K. (2022). *Wacana Kebijakan Work From Anywhere (Wfa) Bagi Asn*.
- Dyer, L., & Shafer, R. A. (n.d.). With People WORKING PAPER S ERIES Dynamic Organizations : Achieving Marketplace And Organizational Agility With People. *Marketplace*.
- Enam Poin Pidato Visi Indonesia yang Disampaikan Jokowi - Nasional *Tempo.co*. (n.d.). Retrieved November 7, 2021, from <https://nasional.tempo.co/read/1224614/enam-poin-pidato-visi-indonesia-yang-disampaikan-jokowi>
- Etika, T., & Pegawai, K. (2020). *Birokrasi : Transformasi Etika Kerja Pegawai Negeri Sipil dan Budaya Organisasi Birokrasi di Indonesia kerajinan*. 12, 692–714.
- Hartanto, R., & Sanica, I. G. (2021). Menakar Work From Everywhere Di Era New Normal. *E-Jurnal Ekonomi Dan Bisnis Universitas Udayana*, 10(06), 537. <https://doi.org/10.24843/eeb.2021.v10.i06.p04>
- Industry 4.0: A Korea perspective. (2018). *Technological Forecasting and Social Change*, 132, 40–45. <https://doi.org/10.1016/J.TECHFORE.2017.11.005>
- MANUSIA:, T. P. S., Human Capital Theory, Human Investment Theory, Human Development Theory, Sustainable Development Theory, P. C. D. T., & Afid. (2016). [Author Name] 1. 1–16.
- Miles, M. B., Huberman, A. M., & Saldaña, J. (2018). *Qualitative data analysis: A methods sourcebook*. Sage publications.
- Raharso, S. (2018). Membangun Agilitas Organisasi Melalui Budaya Organisasi Dan Berbagi Pengetahuan. *Matrik : Jurnal Manajemen, Strategi Bisnis Dan Kewirausahaan*, 139. <https://doi.org/10.24843/matrik:jmbk.2018.v12.i02.p06>
- Satu, B. (2021). *No Title*. <https://www.beritasatu.com/archive/866653/akhir-2022-12548-wilayah-blank-spot-bakal-dituntaskan>
- Sujarweni, V. W. (2015). *Metodologi penelitian bisnis dan ekonomi*.
- Suryanto, A., Si, M., Sudrajat, A., & Suwarno, M. Y. (2021). *Manajemen ASN Outlook* (Issue February). <https://www.bppdapwi.com>
- Syonten G.R.I. Hindom, S. A. (2022). No Title. *Sistem Work From Anywhere (WFA) Bagi ASN Sebagai Sistem Kerja Yang Humanis Dan Dinamis Menjawab Tantangan Era VUCA Yang Ditruptif #BKN Work From Anywhere*. <https://www.bkn.go.id/sistem-work-from-anywhere-wfa-bagi-asn-sebagai-sistem-kerja-yang-humanis-dan-dinamis-menjawab-tantangan-era-vuca-yang-ditruptif-bkn-work-from-anywhere/>
- Tangkas, B. (2021). *Birokrasi Agile untuk Akuntabilitas Kebijakan Publik : Implementasi Kebijakan Pedagang Kaki Lima di Indonesia*. 564(Icas 2020), 108–116.
- The World Bank. (2002). *The E-Government Handbook for Developing Nations Advisory Board. Information For Development Program, November*, 41.

Tzortzaki, A. M., & Mihiotis, A. (2014). A Review of Knowledge Management Theory and Future Directions. *Knowledge and Process Management*, 21(1), 29–41.
<https://doi.org/10.1002/kpm.1429>

Wardani, N. A., Hidayah, S., & Handayani, S. B. (2021). Pengaruh pembelajaran organisasi dan kemampuan teknologi informasi terhadap kinerja pegawai dengan manajemen pengetahuan sebagai variabel mediasi (Studi Empiris Pada Pegawai Pt. Pos Indonesia (Persero) Cabang Ngawi). *Jurnal Ekonomi Manajemen Dan Akuntansi*, 2008(50), 69–82.