


**IDENTIFICATION OF HR IMPROVEMENT INNOVATION BEST PRACTICES FOR IMPROVING THE PRODUCTIVITY OF STATE APPARATUS IN THE AUTOMATIZATION ERA**

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ARTICLE INFO	ABSTRACT
<p><b>Article history:</b></p> <p><b>Received</b> 20 January 2023</p> <p><b>Accepted</b> 14 March 2023</p>	<p><b>Purpose:</b> This paper identifies best practices for developing the productivity of the state apparatus in serving the public.</p> <p><b>Theoretical framework:</b> Studies regarding identifying state apparatus best practices in work innovation must be continuously communicated to relevant parties.</p>
<p><b>Keywords:</b></p> <p>Identification; Improvement; Innovation of the State Apparatus.</p> <div data-bbox="172 965 480 1211" style="text-align: center;">  </div>	<p><b>Design/methodology/approach:</b> Literature Review Research, we have reviewed several pieces of scientific evidence by electronically searching books and journal articles that actively discuss the issue of developing innovative state apparatus in providing public services in the technological era. We then examined the collected data under a phenomenological approach, which involves coding, evaluating, interpreting, and drawing conclusions that answer the research problem.</p> <p><b>Findings:</b> We can conclude that efforts to identify best practices for developing the human resources of the state apparatus are part of efforts to improve the quality of the work of the state apparatus, which are supported by several competencies in the form of skills and work knowledge needed.</p> <p><b>Research, Practical &amp; Social implications:</b> The state apparatus can advance public services and expedite them. For the state apparatus to be successful, they need to be supported by innovative, creative, and transformative skills and work enthusiasm toward the productivity of public services in the 4.0 revolution era.</p> <p><b>Originality/value:</b> The importance of innovation in developing public service productivity by state apparatus in technology. The state civil apparatus need to provide public services to manage self-development so that they can work to achieve excellent service to the community.</p> <p>Doi: <a href="https://doi.org/10.26668/businessreview/2023.v8i3.1067">https://doi.org/10.26668/businessreview/2023.v8i3.1067</a></p>

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## IDENTIFICAÇÃO DAS MELHORES PRÁTICAS DE INOVAÇÃO PARA MELHORAR A PRODUTIVIDADE DOS APARELHOS DO ESTADO NA ERA DA AUTOMATIZAÇÃO

### RESUMO

**Objetivo:** Este documento identifica as melhores práticas para desenvolver a produtividade do aparelho estatal no atendimento ao público.

**Estrutura teórica:** Os estudos relativos à identificação das melhores práticas do aparato estatal na inovação do trabalho devem ser continuamente comunicados às partes relevantes.

**Design/metodologia/abordagem:** Literature Review Research, revisamos várias evidências científicas através de pesquisas eletrônicas em livros e artigos de periódicos que discutem ativamente a questão do desenvolvimento de aparato estatal inovador na prestação de serviços públicos na era tecnológica. Examinamos então os dados coletados sob uma abordagem fenomenológica, que envolve a codificação, avaliação, interpretação e retirada de conclusões que respondem ao problema da pesquisa.

**Descobertas:** Podemos concluir que os esforços para identificar as melhores práticas para desenvolver os recursos humanos do aparato estatal são parte dos esforços para melhorar a qualidade do trabalho do aparato estatal, que são apoiados por várias competências na forma de habilidades e conhecimentos de trabalho necessários.

**Pesquisa, implicações práticas e sociais:** O aparato do estado pode fazer avançar os serviços públicos e agilizá-los. Para que o aparato estatal tenha sucesso, eles precisam ser apoiados por habilidades inovadoras, criativas e transformadoras e pelo entusiasmo do trabalho em direção à produtividade dos serviços públicos na era da revolução 4.0.

**Originalidade/valor:** A importância da inovação no desenvolvimento da produtividade dos serviços públicos por aparato estatal na tecnologia. O aparato civil estatal precisa fornecer serviços públicos para administrar o autodesenvolvimento, de modo que eles possam trabalhar para alcançar um excelente serviço à comunidade.

**Palavras-chave:** Identificação, Melhoria e Inovação do Aparato do Estado.

## IDENTIFICACIÓN DE MEJORES PRÁCTICAS DE INNOVACIÓN EN RH PARA MEJORAR LA PRODUCTIVIDAD DEL APARATO ESTATAL EN LA ERA DE LA AUTOMATIZACIÓN

### RESUMEN

**Propósito:** Este documento identifica las mejores prácticas para desarrollar la productividad del aparato estatal en el servicio al público.

**Marco teórico:** Los estudios relativos a la identificación de las mejores prácticas del aparato estatal en materia de innovación laboral deben comunicarse continuamente a las partes interesadas.

**Diseño/metodología/enfoque:** Revisión de la literatura de investigación, hemos revisado varias piezas de evidencia científica mediante la búsqueda electrónica de libros y artículos de revistas que discuten activamente el tema del desarrollo del aparato estatal innovador en la prestación de servicios públicos en la era tecnológica. A continuación, hemos examinado los datos recogidos bajo un enfoque fenomenológico, que implica codificar, evaluar, interpretar y extraer conclusiones que respondan al problema de investigación.

**Resultados:** Podemos concluir que los esfuerzos para identificar las mejores prácticas para el desarrollo de los recursos humanos del aparato estatal son parte de los esfuerzos para mejorar la calidad del trabajo del aparato estatal, que se apoyan en varias competencias en forma de habilidades y conocimientos de trabajo necesarios.

**Investigación, implicaciones prácticas y sociales:** El aparato estatal puede hacer avanzar los servicios públicos y agilizarlos. Para que el aparato estatal tenga éxito, necesita apoyarse en competencias innovadoras, creativas y transformadoras y en el entusiasmo laboral hacia la productividad de los servicios públicos en la era de la revolución 4.0.

**Originalidad/valor:** La importancia de la innovación en el desarrollo de la productividad de los servicios públicos por el aparato estatal en la tecnología. El aparato civil estatal necesita proporcionar servicios públicos para gestionar el auto-desarrollo para que puedan trabajar para lograr un excelente servicio a la comunidad.

**Palabras clave:** Identificación, Mejora e Innovación del Aparato Estatal.

## INTRODUCTION

The authors believe that identifying best practices to increase the human resources (HR) of the state apparatus can be carried out with various activities, such as collaborative and

mutually supportive government agencies, to increase synergy by utilizing various technological advantages (Lee & Kwak, 2012). They involve parties to improve the mentality of public services, which sometimes often hinders the running of the government bureaucracy for public service. With the law on the state civil apparatus, which among other things, aims to strengthen the authority of the duties and functions of state administrative institutions in various capacities, studies of technological innovation policies on state administration and also data on the management of the state civil apparatus can be carried out with various training and development to increase human resource competence and education that can they directly apply in providing services to the public (Prasad, 2019).

Therefore, the parties believe that with more open opportunities for cooperation and a variety of best practices, the broadest possible use of this technological application is the potential to support state administrative institutions in carrying out various tasks and functions mandated by the state constitution (Castelnovo & Sorrentino, 2018). In order to realize various agreements on cooperation and collaboration both directly and virtually, all of them are determined to work together to increase partnership and synergy in administrative governance and tasks to build the Indonesian nation. To realize the synergy and collaboration of various parties towards the development of public services in Indonesia, various best practices, which are the commitment of the state apparatus to realize public service governance jointly, build market institutions, and build apparatus resources, this study is considered essential to identify and inform various best practices which have been applied in the context of government outside Indonesia which will later make these findings applicable in the context of the development of public services by state apparatus in Indonesia (Akib et al., 2022).

The best practice in realizing an increase in the spirit of bureaucratic reform in Indonesia can be done in many ways, such as collaboration and human resource development of the state apparatus (Sudarmo, 2020). Because every best practice implementation certainly has the goal of building and advancing the quality of human resources with the spirit of bureaucratic reform in Indonesia, such as state leadership training and development practices which are usually carried out by state administration institutions but can also be carried out in various contexts such as academic contexts and policy-making which are creating innovation and synergy to give birth to a reformed state apparatus bureaucratic order. Implementing programs and activities of various institutions and governments at the central and regional levels must align with the national vision and mission through productive, oriented, and honest work (Umar et al., 2019).

The development in question is an effort to solve problems often found in the field and bring solutions by involving various elements related to developing the capacity of human resources for reliable state apparatus (Swanson, 2022). Because the goal of developing human resources for operators is fundamental, this is related to various problems faced by governance personnel administration HR governance and how to develop human resources that produce a clean, transparent, accountable, competent, and populist bureaucracy in its services along with changes and technological innovations that are increasingly impacting all sectors of business activity and also the services of the state apparatus, to build Indonesia based on various international levels, reforming the bureaucracy and utilizing digital applications in building competitiveness is very much needed, such as increasing the insights of international state apparatus through various studies. Field study visits neither in person nor virtually, this is part of best practice (Robinson, 2017).

Talking about efforts to develop the resources of the state apparatus is a commitment to the elaboration of how to distinguish a group of people who run the wheels of government and who have a significant role in completing government tasks and continuing the development that has been outlined in development planning (DiMaggio, 2019). For this development to be successful, it requires state apparatus human resources capable of more capabilities by producing a maximum performance to provide progress both in the central government apparatus and the regions. So for this, all efforts and hearth must pay attention to how to support the improvement of the quality of human resources of the state apparatus, both in theory, methods, and various fires, the point of which is how the efforts made by the state apparatus in improving the quality of performance are in line with the expectations of the constitution and the public (Kettl, 2015).

The readiness and skills of the government apparatus certainly require creative work in managing resources, including developing community potential initiatives to develop together (Serdyukov, 2017). Apparatuses must have the mentality to create a clean government with various practices free from colonialism, nepotism, and corruption and, in the end, be able to restore public trust, where recently the moral and mental shifts and commitment of the state apparatus are more directed to the rulers, not as servants of the state or public service. Best practices and breakthroughs that must be carried out are setting aside personal interests but optimizing the achievement of interests and sustainable development and improving the quality of public services, which of course, require facilities and infrastructure to support the desired governance product (Hidayah & Herachwati, 2021).

Seeing today's reality in Indonesia, where the subject of development is the apparatus, he must be able to develop his human resources by implementing a highly competent workforce system with transparency and vision (Haakenstad et al., 2022). Sharing progresses in schools in the technology sector, so it is very reasonable to present thoughts and breakthroughs in the form of best practices, the point of which is to improve public services in various government sectors with quality and are supported by resources in implementing policies through quality work products with the expected results (Bason, 2018). Various theories and regulations that accompany the increase in the resources of a state apparatus are elements of providing smoothness in government organizations. For this reason, the elements of the human resources of the state apparatus must be improved; they must be of high quality, exceeding the average public service; the latest quality must be improved so that the future that we want to build is supported by the human resources of a professional state apparatus, able to contribute all thoughts to development and good public services reliable (Swanson, 2022).

Considering law number 8 of 1974, which discusses the principal and basis of employment, and law number 43 year 1999, which also concerns the basics of employment, the status of a civil servant is a state apparatus that is obliged to carry out its duties in a professional, honest, fair and impartial manner to the people (Mendel, 2013). Therefore, improving the HR capabilities of the state apparatus must continue to be improved, both tennis capabilities, human relations capabilities, and managerial abilities, which in essence, is that all must be able to adapt to demands and changes that occur with the spirit of autonomy, independence and the era of automation, various best practices that support enforcement and the improvement of the human resources of the state apparatus must continue to be explored and studied and applied (Aपालia, 2017).

## **RESEARCH METHOD**

This study identifies the best practices for increasing the productivity of state apparatus in the era of automation-based public services (Adamczyk et al., 2021). The author believes that by identifying best practices, innovation in developing human resources for the state apparatus will achieve high productivity in an era of all technology. To expedite the discussion of this study, a series of scientific evidence excavations to support the presentation of this study were conducted electronically, which we indicated to data sources and scientific publications in the form of books and journals (Blinova et al., 2021). We analyze the data under an analogy and anthropology gymnastic approach to get answers that answer the problem with a high validity principle.



The data accident strategy includes data coding, data evaluation, data interpretation, and drawing relevant conclusions to discuss this problem. Technological innovations (Miles et al., 2018) impact the practice of public services by the state apparatus. This includes carrying out studies to identify and discuss the best practices for innovation in the development of human resources for the state apparatus in the technological era. Thus, among other things, the process of carrying out a study begins with identifying problems and searching for supporting data, as well as final reporting under the descriptive qualitative design method, also known as a critical review of study literature (Shorey & Ng, 2022).

## **RESULT AND DISCUSSION**

### **Improvement of State Civil Apparatus**

Apparatus human resources are the primary key to the success of public organizations. As an essential role in managing government institutions focused on community service, resources expected for public service apparatus capacity become the primary "goal" in the country's implementation (Destiana & Putra, 2022). It cannot be denied that the success of bureaucratic reform is determined by the role and quality of human resources in it. Apparatus resource becomes the primary key in organizational development bureaucracy. Public service apparatus has dual roles and functions in responsibility and their duties and functions. First is as a state servant who must obey and be subject to the legal provisions of the Invitation. The second is as service to society to provide maximum service and fair and reasonable (Darmi & Suwitri, 2017). According to the apparatus Law in article 6, employees are civil servants. Article 7 paragraph (1) Civil servants are appointed permanent employees by authorized and owned officials' national employment registration number. At the same time, Government Employee with an Employment Agreement is an appointed employee with a work agreement by the official above following the needs of government agencies and competencies in the field State office (Brown et al., 2017).

Efforts to increase the human resources of the state apparatus are the most critical aspects that must be carried out so that the apparatus gains excellence both in the technical field and in managerial skills in providing public services (Hidir et al., 2021). Many skills can be prepared through various training and other programs so that the state apparatus can work with high productivity for better public services. Various skills are needed to serve the public, which today is typical of jobs with technology. However, all of that is determined to facilitate and accelerate the completion of public service tasks. With the help of technology that can be used to handle communications, analyze data and use all existing potential and perform a variety of

services to the public, that is the foundation of the state apparatus (Therborn, 2016). In addition to hard skills, which are very helpful for public services, there are more, namely soft skills which are very helpful in responding to every public service. Whatever training is provided to improve, of course, must focus on increasing the competence of state apparatus to face the challenges of work in the 5.0 era, where the challenge orientation is the ability to handle complex problems with a variety of other skills, such as emotional intelligence abilities in public service orientation with the principle of flexibility, affective cognitive. All potentials, both competence and cognitive, are part of every effort to empower the state apparatus, which must be optimized so that the state apparatus can carry out all the roles and responsibilities inherent in every state apparatus (Sulaeman et al., 2021).

### **Motivation to serve public**

Referring to the motivational aspect of becoming a state apparatus, one must work with positive energy in achieving public service goals full of a noble sense of responsibility to be ready to face various challenges because that is all part of competence and also compensation in the form of being received for life and getting guarantees and other protection from employment status as a state apparatus (Denhardt et al., 2018). Career development is closely related to work and organizational commitment, which is influenced by the work performance of the state apparatus so that in the future, he will get career development which is carried out in a formal approach with statutory provisions in which the state ensures that every operator under the organization has responsibilities and qualifications and skills in serving his job doing public service. Thus, every job is undoubtedly motivated by the clear motivation to produce excellent performance. Therefore, motivation contributes to the state apparatus's occurrence in all activities based on skills and sincerity (Widarko & Anwarodin, 2022).

Thus the motivation of the state apparatus in carrying out their duties is an encouragement to each activity requested following the provisions, namely having fundamental values, a code of ethics, competence, commitment to quality of work, level of education, compliance with the law, work with professionalism and morals following the corridors of work in Indonesia (Andriani et al., 2018). The state apparatus, carrying out its duties, is also driven by the goals attached to its primary motivations, which often vary in each government agency, starting from the central government level to the public services in each region. With a work spirit from a competent, accountable service orientation, a high reality value, a sense of adaptation, and a spirit of collaboration, every state apparatus must provide the best for the community (Retnawati et al., 2018). This time following regulation number 5 of 2014

concerning the state civil apparatus and a set of codes of ordinary ethics that contain all rights and obligations so that they become a guide in acting, thinking, behaving, and carrying out tasks every day with a complete sense of responsibility. To increase work enthusiasm for quality results, the profession as a state apparatus must bind image and performance wherever they work. That, among other things, encourages and motivates every state apparatus with respect, does not discriminate but works professionally, has a high value of neutrality, has strong morality, and the spirit of the corps being fostered (Cardoso, 2014).

### **The Role of State Apparatus for Indonesia's better**

A state apparatus is a tool of the state that primarily consists of institutions, management, and staffing. It is in charge of carrying out the daily wheels of government, which include the state and government apparatus (Althusser, 2014). As servants of the state and the community, they are tasked with and responsible for administering the state and development. They must always serve and be loyal to the interests, values, and aspirations of the struggle between the nation and the state based on Pancasila and the 1945 Constitution. The State Contraption, an executive of government, is liable for planning vital stages and inventive endeavors to acknowledge social government assistance in a general fair, majority rule, and noble (Muhtadi & Perwira, 2018).

According to various sources, Indonesia will have a demographic "bonus" in 2045, roughly 23 years from now, that will continue and either contribute to or cause a disaster in various sectors. One of the extra commitments is in the economic development area, which will encounter its prime, like the maxim; in 2045, Indonesia will be superior to Brazil and China. Depending on how we prepare the current generation, which will fill that era in 23 years, the demographic bonus in 2045 will either contribute to or become even more apparent. Those between 30 and 40 are considered to have reached the productive age or the golden generation if it begins now. The paradoxical phenomenon about Indonesia can be resolved with optimism for the golden generation of 2045 (Mavridou & Laszka, 2018).

This phenomenon was described by Prof. BJ Habibie at the 2011 National Science Training in Kendari as follows: We are strong but weak, strong in anarchism but weak in global challenges, and Beautiful but flawed in our potential and prospects but sinister in our management (Therborn, 2016). Also, We are big but small, great area and population but minor in productivity and competitiveness." According to him, the reason for this is that we are afflicted with the Orientation Disease, which prioritizes images over concrete work, is oriented toward the short term rather than the long term, relies on cost-added rather than value-added, is



oriented toward the balance of payments and trade rather than the balance of working hours, and prefers shortcuts (corruption, collusion, fraud, etc.) instead of virtue and honesty, and instead of viewing power as a goal rather than a means to an end (power-centered rather than accountable/trustworthy), assume the position of power (Udas & Stagg, 2019).

It is anticipated that our golden generation, equipped with high-quality primary education, will resolve the paradox, namely the generation that will genuinely comprehend this nation: rich because it has a lot of natural resources, mainly because it has many land and many people. It is also strong enough to handle problems on a global scale, has excellent productivity and competitiveness, and has beautiful management so that the potential and prospects are also beautiful (Yadav & Swetapadma, 2016).

ASN are selected individuals whose roles are crucial to a nation's progress and development and who hold important and strategic positions. It even evolves into a regional and national development policymaker (Kurniawan et al., 2020). This is exemplified by the escalation of corruption cases that have befallen civil servants in Indonesia, even though several percent of ASN employees are caught off guard and trapped by attempts to enrich themselves with immediate results. This presents a challenge because ASN is essentially at the forefront and a pioneer in the fight against nepotism, collusion, and corruption that harms this nation. Following the mandate of the opening of the 1945 Constitution, ASN needed to be professional, free of corruption, collusion, and nepotism, free of political intervention, and able to provide public services to the community to realize Indonesia's ideals. The determination to uphold integrity, justice, and the advancement of welfare and professionalism for the benefit of this nation (Saleem et al., 2022).

To produce excellent ASN, Law No. Law No. 43 of 1999, which established Staffing Principles, was amended to become Law No.5 of 2014, which is about state civil apparatus, and Government Regulation 94 of 2021, which is about discipline for PNS. In this instance, the position of civil servants is critical because the government's smooth running and the country's development cannot be separated from the role and participation of civil servants. This is because ASN plays a massive role in the smooth running of the government and development (Beck, 2018). The functioning mechanism of the state civil apparatus is fundamental to completing government tasks and the nation's advancement. ASN is more than just a part of the state apparatus; she is also a public servant who works for the good of society and lives in the middle of it. Because ASN is the foundation of the government's efforts to carry out national development, its position and role in every government organization are significant. People and

state servants are obligated to carry out their responsibilities and render the best possible service to the community (Lodge & Hood, 2012).

The year 2045 is when Indonesia has been beneficial, entirely necessary, and significant. It should be overseen and used appropriately so the quality turns into an individual with character, a cutthroat individual, and a segment reward. Realizing Indonesia Gold 2045 will undoubtedly present significant obstacles, so accomplishing that will undoubtedly be more complex than we had hoped. In this instance, the government must ensure that the rule of law is carried out, involve all levels of society in development planning, and be honest, accountable, efficient, and just. Government must support the strategic vision of leaders and the community who can see far ahead of a good government and development-oriented for all, ensure that priorities in the political, social, economic, defense, and security fields are based on community consensus, and pay attention to the interests of the general public. Social attainability for acknowledging Indonesia Gold 2045 (Zulyadi, 2020).

In 2019 Indonesia was ranked 67th out of 125 countries in the Global Talent Competitiveness Index, with a score of 38.61. To catch up with this lag, it is necessary to prepare a generation of innovative, adaptive, and progressive Smart ASN to create a world-class bureaucracy (Lanvin et al., 2019). Smart ASNs are expected to become digital talents and leaders ready to support digital bureaucratic transformation in the era of the industrial revolution 4.0. The digital era demands the ability to take advantage of opportunities for advances in science and technology to make breakthroughs in facing the challenges of disruption in the era of the industrial revolution 4.0. For this reason, ASN, especially millennials familiar with technology, must always be thirsty for positive knowledge to increase their insights and skills wherever, whenever and in any situation. Including amid the Covid-19 pandemic, which requires ASN to work from home.

Ahmad & Watson (2020) said that during work from home, the Ministry of Administrative and Bureaucratic Reform through the Deputy for Apparatus HR had held five editions of ASN Inspiration Talks with different themes (Sipayung et al., 2022) such as thinking positively and staying productive during a pandemic, maintaining health during WFH, being productive by writing, consistency of dedication according to with the profession, and what is the vision of millennial ASN in building a world-class bureaucracy. It aims to provide enthusiasm, inspiration, and positive insight so that they are motivated to continue improving their competence and skills as ASN (Razak, 2021).

## CONCLUSION

In this concluding section, we summarize the results of a review of several kinds of literature, books, and other scientific papers, which we use as evidence for field studies that can support our findings in the study to identify best practices for innovation in developing the work productivity of the state apparatus in the digital era. Through a review of several literature sources and other scientific content, we have summarized several studies that have proven the importance of innovation in developing public service productivity by state apparatus in technology. The state civil apparatus need to provide public services to manage self-development so that they can work to achieve excellent service to the community. Likewise, in working for the state apparatus, they certainly have a goal. They are supported by high motivation, which includes the motivation to get rewards from the organizations they work for by providing the best service so that the responsibilities and tasks assigned can be easily achieved through applying several skills, understanding, and experience while studying.

Next, we find that welcoming the development of a new Indonesia requires involvement with a considerable role from the state apparatus; how do they become staff who manage governance by achieving the goals as mandated in the constitution of the Republic of Indonesia? Therefore, all government officials need self-development with various skills, knowledge, and experience so that the roles and tasks given by institutions can be carried out efficiently and achieve goals and are free from dishonest practices such as neglect of duties and dishonesty in achieving work goals in the department. Finally, we see that in the service of the state apparatus in an era that is now wholly innovative and technological, the police need a strategy and vision as leaders in society who can work to ensure the priorities of various fields of security, economic, social and cultural resilience so that Indonesia can only run. The results of the analysis of the data that we obtained from several reading sources and content studies discussed issues of developing the state apparatus's capacity to serve the public in an era of all technology and transformation. We realize that these findings have various weaknesses and limitations. Therefore we hope for criticism and suggestions, and constructive comments. We hope for the improvement of future studies.

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