

THE EFFECT OF THE EFFECTIVENESS OF THE IMPLEMENTATION OF SMART STATE CIVIL APPARATUS (ASN) ON BUREAUCRATIC REFORM IN THE ERA OF DISRUPTION 4.0 IN THE REGIONAL CIVIL SERVICE AGENCY OF BANTEN PROVINCE**Indah Pusparani, Ayuning Budiati, Rina Yulianti**

Universitas Sultan Ageng Tirtayasa, Indonesia

Email: 7775210020@untirta.ac.id, ayuningbudiati55@gmail.com, rina.yulianti@untirta.ac.id

Abstract

Along with the running of the wheels of government in Indonesia, there are many developments that occur in various aspects, one of which is in government, economy, development and politics. Originally in the old order era, the new order until the reform there were many changes that accompanied the journey of this country, both happy and sad changes. The type of research used in this study is quantitative research. Quantitative research methods are one type of research whose specifications are systematic, planned and clearly structured from the beginning to the making of the research design. Based on the results of research and discussion on How Much the Effect of the Effectiveness of Smart ASN Implementation on Bureaucratic Reform in the Era of Disruption 4.0 in the Regional Civil Service Agency of Banten Province, it can be concluded that the Effect of the Effectiveness of Smart ASN Implementation on Bureaucratic Reform in the Era of Disruption 4.0 in the Regional Civil Service Agency of Banten Province has an influence of 64.7%, while the remaining 35.5% where the rest is influenced by other variables that are in The study was not analyzed further

Keywords: Smart Civil Apparatus, Bureaucratic Reform, Era of Disruption**INTRODUCTION**

Along with the running of the wheels of government in Indonesia, there are many developments that occur in various aspects, one of which is in government, economy, development and politics (Saleha, Pamungkas, Sukmawati, & Sukoco, 2022). Originally in the old order era, the new order until the reform there were many changes that accompanied the journey of this country, both happy and sad changes. Everything that clashes with the welfare of many people is always closely associated with government (Khusaini, 2019). The government in this country began in the colonial period which carried out a rotation of Western-style government, many things were done by the colonial government at that time. One of them is to form a regional government, regional government is not made for free, but is formed to increase the political capacity of the local community what else for the benefit of developing regional administration democracy. Indirectly, this regional government also gave

How to cite:	Indah Pusparani, Ayuning Budiati, Rina Yulianti (2024) The Effect of the Effectiveness of the Implementation of Smart State Civil Apparatus (ASN) ON Bureaucratic Reform in the Era of Disruption 4.0 in the Regional Civil Service Agency of Banten Province, (06) 06, https://doi.org/10.36418/syntax-idea.v3i6.1227
E-ISSN:	2684-883X
Published by:	Ridwan Institute

rise to bureaucratic governance. It is certain that the bureaucracy functions to facilitate and optimize the running of the wheels of government.

Civil Servants (PNS) act as planners, implementers, and supervisors of the implementation of public duties of government and national development through the implementation of professional public policies and services, free from political intervention, and clean from corruption, collusion, and nepotism. Bureaucracy is an instrument of the government to realize efficient, effective, fair, transparent and accountable public services. This means that to be able to carry out government functions properly, bureaucratic organizations must be professional, responsive, aspirational to the various demands of the community served.

Government bureaucracy changes along with the times, it must always change for the better. Transformation in the government bureaucracy is considered an obligation that must be carried out in various scales and complexities (Sepriano et al., 2023). Especially when we connect this transformation with the development of technology and information, with the emergence of the industrial revolution era 5.0. If we look back at history, the first era of the industrial revolution began in 1784 which was characterized by mechanized production using water and steam power. Then it developed into the second industrial revolution in 1870 which was marked by the start of mass production based on the division of labor, and the third industrial revolution in 1969 which was characterized by the use of electronic and information technology for production automation. 234 years have passed since the beginning of the first industrial revolution, in 2018 known as the era of the industrial revolution 4.0. This is a time where the industry will focus more on automation, assisted by information technology in the implementation process. In this era, human involvement in industrial processes may be reduced. The industrial revolution 5.0 is marked by five technologies that are the main pillars in developing digital-ready industries, namely the Internet of Things, Big Data, Artificial Intelligence, Cloud Computing and Additive Manufacturing (Savitri, 2019).

One of the priorities of bureaucratic reform of the Government of Indonesia until 2024 is to realize the competence of world-class State Civil Apparatus (ASN). The mandate of Law No. 5/2014 concerning the State Civil Apparatus outlines the implementation of policies and management of the State Civil Apparatus (ASN) carried out based on the principles of professionalism, proportional, accountable, and effective and efficient so that bureaucratic performance improvement can be achieved (Mulyadi, Dwisasti, & Rahmanasari, 2023). To realize this, the government through the Ministry of State Apparatus Empowerment and Bureaucratic Reform (Kemenpan-RB), has launched the development of "SMART ASN" 2024. This is the foundation for improving the quality of public services, especially in the digital era and the industrial revolution 5.0. Making civil servants ideal and competitive in the era of globalization is a public demand and a target that must be achieved. Three main targets to realize SMART ASN in 2019, namely: First, ASN Planning, by opening the formation / qualification of ASN in accordance with the direction of national development and regional potential. Second, the procurement of civil servants that is transparent, objective and fairness to restore public trust while capturing the best sons and daughters of the nation. Third,

Improve professionalism, namely improving competence, qualifications and performance as mandated by the ASN Law.

The existence of the state civil apparatus / civil servants in the era of bureaucratic reform and revolution 5.0 has a strategic position, because the smooth or bad or bad administration of government and public services depends very much on the competence possessed and mastered by civil servants. Along with the conditions where the use of technology then becomes a global lifestyle, there is a phenomenon of characteristic gaps in performance, where the workforce from among the younger generation who grew up with all technology, collaborated with the previous generation in different eras. Data from the State Civil Service Agency related to the number of civil servants by age group is known that civil servants from the younger generation called the millennial generation or generation Y who have occupied the formation as civil servants. The millennial generation is an agile individual in utilizing digital technology, the hope is that with the advantages of their competency characteristics, they can improve their performance as civil servants and participate in providing public services in a modern way, to improve organizational performance achievements (Pekei, 2016).

The Banten Provincial Government continues to encourage the implementation of bureaucratic reforms, one of which is through the Banten Provincial Regional Apparatus Forum. Bureaucratic reform implemented by the Banten Provincial Government has a vision of realizing a world-class government. The accompanying mission is to form / perfect laws and regulations in order to realize good governance, strengthen and organize and strengthen the organization, governance, apparatus human resource management, supervision, accountability, quality of public services, mindset and culture, develop effective control mechanisms, manage administrative disputes effectively and efficiently (Danim, 2012).

The reforms carried out by the Banten Provincial Government, in addition to fulfilling the programs launched by the government, also aim to create a professional government bureaucracy with adaptive characteristics, integrity, high performance, free from KKN, able to serve the public, neutral, prosperous, dedicated and holding the basic values of the state apparatus code of ethics. The main targets to be achieved from the bureaucratic reform program are to realize a clean and corruption-free government, collusion and nepotism, improving the quality of public services to the community, increasing the capacity and accountability of bureaucratic performance.

The target of developing the competence of employees of the State Civil Apparatus (ASN) of Banten Province refers to the *road map* of the Smart ASN program which is targeted to be realized in 2024. As conveyed by the Deputy for Human Resources of the Ministry of State Apparatus Empowerment and Bureaucratic Reform, Setiawan Wangsaatmaja explained the criteria for *Smart ASN 2024* (website of the Ministry of PAN and RB, August 19, 2019), namely must have competencies: integrity, a high sense of nationalism, professional, global insight, understanding IT and foreign languages, *hospitality*, *networking*, and *entrepreneurship* (Hasibuan, 2012). At the same time, the position competency standards required for each state civil apparatus/civil servant were also established by the Minister of State Apparatus Empowerment and Bureaucratic Reform in

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2017 through the Regulation of the Minister of PAN and RB No.38 of 2017 concerning Competency Standards for State Civil Apparatus Positions.

In Banten Governor Regulation Number 20 of 2023 concerning *the Road Map for Bureaucratic Reform of the Banten Provincial Government for 2023 – 2026*. Article 1 Paragraph 9 states that the *Bureaucratic Reform Road Map* hereinafter abbreviated as RMRB is an operational form of the Grand Design of Bureaucratic Reform (GDRB) which is prepared and carried out for a period of 3 (three) years and is a detailed plan for the implementation of bureaucratic reform from one stage to the next for three years with clear annual targets ((H.), 2011).

In order to realize good and clean governance, the Banten Provincial Government is committed to improving the quality of bureaucratic reform implementation. This is in line with central government policy in order to increase bureaucratic capacity. In this regard, the Government has issued Presidential Regulation Number 81 of 2010 concerning the *Grand Design of Bureaucratic Reform 2010-2025* which is divided into three periods of *the national Bureaucratic Reform Road Map*, namely the *Bureaucratic Reform Road Map* for 2010-2014, 2015-2019, and 2020-2024. The results of the evaluation of the Ministry of PANRB regarding the implementation of areas of change in bureaucratic reform in Banten Province are as contained in the table below.

Table 1 Achievements of Bureaucratic Reform in 2018-2022

No	Years	N	Category
1	2018	55,08	CC
2	2019	60,12	B
3	2020	61,12	B
4	2021	63.1 1	B
5	2022	66.1 1	B

Data Source: KemenpanRB Evaluation Results, 2018-2022

Based on the data above, the achievement of the bureaucratic reform index with predicate B, the implementation of bureaucratic reform in Banten Province shows an increase in value from year to year. Although there is still an evaluation of the implementation of bureaucratic reform in the Banten Provincial Government, the purpose of this evaluation is to assess the progress of the implementation of the bureaucratic reform program in order to achieve the target of realizing a clean and accountable bureaucracy, a capable bureaucracy, and a bureaucracy that is able to provide excellent public services (Mardiasmo, 2016). In addition, this evaluation also aims to provide suggestions for improvements in order to improve the quality of bureaucratic reform within the Banten Provincial Government.

The progress of the implementation of bureaucratic reform of the Banten Provincial Government in 2018-2022 can also be seen in the results of the evaluation by the ministry of State Apparatus Empowerment and Bureaucratic Reform in the table below:

Table 2 Bureaucratic Reform Index in Banten Provincial Government

No	Assessment Components	Frekuensi	Score		
			2020	2021	2022
Leverage Components					
1	Fulfillment	20	17,3	17,5	17,6
2	Results Between Areas of Change	10	5,67	6,58	6,72
3	Reform	30	8,47	9,52	10,3
Total Components		60	31,4	33,7	33,7

Data Source : Results of the 2022 RB Implementation Evaluation of the Ministry of Forestry

The results of the leverage component show that the Banten Provincial Government has made efforts to realize better governance through continuous improvement marked by increased value in the leverage component. However, in the leverage component in 2021 and 2022 (Nomor, 81AD), there is a similarity in value, this shows that the leverage component is stable in determining components.

Table 3 Bureaucratic Reform Index in Banten Provincial Government

No	Assessment Components	Frekuensi	Score		
			2020	2021	2022
Result Components					
1	Financial Performance Accountability	10	7,59	7,61	7,7
2	Quality of Public Services	10	8,53	8,47	9,14
3	Free and Clean Government Free of KKN	10	8,93	6,42	8,43
4	Organizational Performance	10	4,64	6,93	6,48
Total Yield Components		40	29,7	29,4	31,7
Bureaucratic Reform Index (Leverage+Results)		100	61,1	63,1	66,1

Data Source : Results of the 2022 RB Implementation Evaluation of the Ministry of Forestry

The results of the evaluation show that the Banten Provincial Government has strived to realize better governance through continuous improvement marked by increased value in the leverage and result components. However, the Banten Provincial Government needs to increase better efforts in implementing bureaucratic reforms.

The problem of bureaucratic reform of the Banten Provincial Government is based on the results of the Evaluation of the Implementation of Bureaucratic Reform by the Ministry of PanRB. However, there are several things that still need to be considered to optimize the bureaucratic reform program. Among them, the *Road Map* has not been equipped with a voluntary *quick win*, and change agents do not have a real and sustainable change action plan, so they have not been able to show results in driving changes in the scope of the organization, socialization and internalization of work culture have been carried out massively, but the level of employee understanding of bureaucratic reform and work culture has not been measured has been internalized to all employees, has not been carried out a comprehensive policy mapping followed by follow-up in an effort to eliminate policies that are obstructive and disharmonious comprehensively, OPD regional officials have not fully conducted a satisfaction survey on the services provided to the community to measure the extent of the effectiveness of the services provided (Sedarmayanti, 2018).

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Furthermore, the results of the intermediate areas of change in the Banten Provincial Government, as many as 10 intermediate results have been measured by *leading sector* agencies, with the following details :

Table 4 Results Between Areas of Change in Banten Provincial Government

No	Intermediate Results	Scala	Score 2021	Score 2022	Data Source
1	System Merit	0-400	309,5	321,5	KASN
2	Professionalism ASN	0-100	46,46	31,29	BKN
3	Implementation SPBE	0-5	3,15	3,03	Kementerian PAN RB
4	Quality of Procurement Management of Goods and Services	0-100	47,78	64,5	LKPP
5	Quality of Public Services	0-5	3,66	3,99	Ministry of PAN RB
6	Maturitas SPIP	0-5	3	3	BPKP
7	Capabilities APIP	0-5	3	3	BPKP
8	Compliance with Public Service Standards	0-100	73,95	67,18	Ombudsman RI
9	Quality of Records Management	0-100	76,82	77,36	ANRI
10	Law Reform	0-100	-	77,2	Ministry of Law and Human Rights

**Data Source : Basil Evaluation of the Implementation of Bureaucratic Reform in 2022
KemenpanRB**

When compared to the previous year, there were several improvements in the quality of intermediate results, namely the Merit system assessment. The quality of procurement management of goods and services, the quality of public services and the quality of records management. However, the professional State Civil Apparatus (ASN), SPBE implementation and compliance with Banten Provincial Government public service standards have decreased from the results of the 2021 assessment. Furthermore, the Banten Provincial Government has obtained a good legal reform assessment result of 77.20, which means it has a good one.

In this case, it is also necessary to know that agencies also need to prioritize *Smart ASN* because this is a necessity in facing changes in the industrial revolution 4.0. However, this solution can get stuck in an essentialist mindset, that is, the meaning of the urgency of *Smart ASN* that is present without the basis of certain objective conditions. Of course, this reflects that *Smart ASN* in Banten provincial bureaucratic reform is still running less effectively. Epistemologically it is quite problematic because the optimism that the government is trying to build has not had a deep impact on the implementation of *Smart ASN* and has only become a discourse. With the context and background described above, the idea of *Smart ASN* needs to be re-examined (Agastia, 2014). Therefore, it is necessary to conduct this research to explore the roots of the *Smart ASN* idea, explore aspects that are still lacking in the *Smart ASN* concept which is associated with talent management as the basis for ASN career development. If you can fully understand *Smart ASN*, including the advantages and disadvantages of the idea, it can be used as a basis for choosing the right steps in determining the direction of HR reform policy in the bureaucratic reform of the Banten provincial government, which is certainly relevant to the era of the industrial revolution 4.0.

But in this case , the smart ASN that the author wrote does not refer to technology, but *the smart* ASN that the author initiated, namely how employees are obedient, professional and wise in making a decision at work so that they can understand what the boss ordered to do immediately, so it needs *smart* ASN who has a dexterous spirit at work. Based on the issues mentioned above, which can be a *research gap* and become the basis and reason for this research to be carried out with the main problem "The Effect of the Effectiveness of the Implementation of *Smart* State Civil Apparatus on Bureaucratic Reform in the Era of Disruption 4.0 in the Regional Civil Service Agency of Banten Province. The purpose of this study is to find out how much influence the implementation of the Smart State Civil Apparatus has on bureaucratic reform at the Regional Civil Service Agency of Banten Province.

RESEARCH METHOD

The type of research used in this study is quantitative research (Sugiyono, 2020). Quantitative research methods are one type of research whose specifications are systematic, planned and clearly structured from the beginning to the making of the research design. Quantitative research methods, as proposed by (Sugiyono, 2013). namely, Research methods based on the philosophy of positivism, are used to examine certain populations or samples, data collection using research instruments, quantitative / statistical data analysis, with the aim of testing hypotheses that have been set. The author conducted research conducted in one of the Regional Apparatus Organizations, namely at the Regional Civil Service Agency of Banten Province, precisely in the Central Government Area of Banten Province, Sukajaya, Curug, Serang City, Banten 42171. At the data collection stage that has been determined based on the limits of research problems that have been previously set, the data collection techniques used are observation, questionnaire, and documentation

RESULTS AND DISCUSSION

Table 5 Interpretation of Correlation Coefficients

Correlations			
		Implementation Effectiveness SMAR ASN	Bureaucratic Reform
Implementation SMART ASN	Pearson Correlation	1	,589**
	Sig. (2-tailed)		,000
	N	74	74
Bureaucratic Reform	Pearson Correlation	,589**	1
	Sig. (2-tailed)	,000	
	N	74	74

** , Correlation is significant at the 0.01 level (2-tailed).

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Based on the significant value of Sig. (2-tailed), from the output table above, it is known that the value of Sig. (2-tailed) between the Effectiveness of SMART ASN (X) implementation and bureaucratic reform (Y) is $0.000 < 0.05$ which means there is a significant correlation between the variable of Effectiveness of SMART ASN Implementation and the variable of bureaucratic reform.

Table 6 Determination Coefficient Test

Model Summary			
Model	R	Adjusted R Square	Std. Error of the Estimate
1	,589 ^a	,647	,338

a. Predictors: (Constant), Implementation Effectiveness SMAR ASN

Source : Data processed SPSS v.25

The coefficient of determination is used to determine the level of diversity of the dependent variable Y (Bureaucratic Reform) caused by the difference in the independent variable X (Effectiveness of the Application of *SMART* ASN), the magnitude of the coefficient of determination is the square of the value of the correlation coefficient. Based on the results of the analysis using the SPSS version 25 computer program, the R-Sq value (Coefficient of determination) was obtained at 64.7%. This shows that Bureaucratic Reform is 64.7%. While the remaining 35.3% was influenced by other variables that were not studied in this study.

Table 7 Test t

Model	Coefficients ^a			t	Sig.
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta		
1 (Constant)	11,111	6,292		1,766	,082
Effectiveness of SMART ASN Implementation	,753	,122	,589	6,190	,000

a. Dependent Variable: Bureaucratic Reform

The results of the t test show that the variable Effectiveness of SMART ASN Implementation has a tcount of 6.190 while ttable at a significant level of 5% with $n-2=72 = 1.666$ shows that $t_{count} > t_{table}$ $6.190 > 1.666$). This means that H_a is accepted and H_o is rejected. With the conclusion that the Effectiveness of SMART ASN Implementation has a positive influence on Bureaucratic Reform.

Based on the results of research on the Effectiveness of Smart ASN Implementation on Bureaucratic Reform in the Era of Disruption 4.0 at the Regional Civil Service Agency of Banten Province, the respondents' responses have a very good response seen from the implementation of openness in terms of processes, so it is important in realizing bureaucratic reform.

The State Civil Apparatus (ASN) is one of the most important assets in the administration of a country, especially now that the world is facing an era of technological disruption until the emergence of the Industrial Revolution 4.0. ASN is an important part of

government bureaucratic reform so that ASN has *tupoksi*, this of course can be supported by the *Smart ASN* program, namely ASN must have integrity, have a high sense of nationalism, professional, have a global outlook, understand technology / information and foreign languages, *hospitality*, *networking*, and *entrepreneurship*.

In the bureaucratic reform agenda, *Smart ASN* is targeted to be achieved in 2024. The achievement of *Smart ASN* 2024 is also in line with the formation of the values of the 2024 State Civil Apartur, namely 1) ethics, 2) strategic thinking, 3) collaborating, 4) making firm decisions, 5) innovating, and 6) working thoroughly. To realize *Smart ASN*, Kemenpan RB and regional levels have 6P strategies, namely 1) planning, 2) recruitment and selection, 3) capacity building, 4) performance appraisal and rewards, 5) promotion, rotation and career, and 6) welfare improvement. These strategies are intertwined with each other and have the same urgency. The digital era as it is today demands capacity in utilizing opportunities for scientific and technological progress to create new innovations in facing the challenges of the industrial revolution 4.0. *Smart ASN* who has the ability to master technology will push the Banten provincial government system to a bureaucracy that is in line with the spirit of the industrial revolution 4.0. All types of public services can be held digitally based and integrated in such a way that public services become more optimal. Specifically, millennial civil servants who are familiar with technology must take a position that is always hungry for knowledge to improve insight and skills anywhere, anytime, and any situation.

Furthermore, the Industrial Revolution 4.0 gave birth to disruptions that attacked all fronts. Not only the business world, but also happens in the bureaucratic world. Governments around the world are trying to create value using disruptive technologies and strategies. Disruption is getting stronger in the era of the industrial revolution 4.0. The external environment of the bureaucracy has changed a lot, but the bureaucracy actually stutters against these changes. Even though the presence of various technologies and *artificial intelligence* forces citizens to operate and apply in various fields including bureaucracy. If manual and conventional methods are maintained, it will only hamper public services. Therefore, in various government information and statements circulating on news portals, efforts to digitize the bureaucracy are needed. In this case, the meeting point of *Smart ASN* with the industrial revolution 4.0 becomes relevant. For current and future public services, mastery of information technology has become an inherent obligation in the role of civil servants.

The industrial revolution 4.0 is a phase of major change facing the world today. The Industrial Revolution 4.0 is a change in the mechanism of production of goods and services characterized by a number of characteristics, namely the use of *the Internet of Things* (IoT) and Cyber Physical Production System (CPPS) in the production process of both goods and services. The Industrial Revolution 4.0 has changed people's lifestyles to be fast-paced. This is also the case in the field of public service. People want public services that are practical, responsive and aspirational. By paying attention to the dynamics and development of the Industrial Revolution 4.0, there are several values that can be adopted by the bureaucracy in building its bureaucratic culture, namely effective and efficient work processes; integrated big data-based services; work and information processes with information technology platforms

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that are real time; coordination, collaboration and communication, both vertically, horizontally, internally and externally as well as ease of access to information.

Institutionally, BKN has launched at least six strategic steps in realizing Smart ASN, namely 1) Recruitment of Civil Servant Candidates (CPNS) using CAT, 2) Development of career patterns, 3) competency development, 4) career development, 5) promotion through open selection, and 6) Succession Plan (BKN, 2019). These strategies have basically been stated in the Minister of Agriculture Regulation Number 38 of 2017 concerning ASN Position Competency Standards. The work situation is open to the birth of a variety of ideas relevant to the conditions of the industrial revolution 4.0 which are contingent. The situation can always change very quickly. Thus, a culture of innovation can be built through the production of these ideas, so that bureaucracy does not stutter against every change it faces. This culture of innovation can support the idea of *Smart Work* as an advanced mode of work to ward off bureaucratic inertia due to resistance to transition work patterns

From the description above, the Effect of the Effectiveness of Smart ASN Implementation on Bureaucratic Reform in the Era of Disruption 4.0 in the Regional Civil Service Agency of Banten Province is very supportive in an institution so that an important factor, namely the Effectiveness of Smart ASN Implementation, shows a fairly positive influence in Bureaucratic Reform. In addition, judging from the coefficient of determination, it can be seen that, it turns out that the level of an outcome is 64.7%, while the remaining 35.5% where the rest is influenced by other variables which in this study are not analyzed further.

Although from the results of hypothesis testing, it has been proven that the influence of the Effectiveness of Smart ASN Implementation on Bureaucratic Reform in the Era of Disruption 4.0 in the Regional Civil Service Agency of Banten Province is quite good, the influence has not shown an optimal number. This shows that the Effect of the Effectiveness of Smart ASN Implementation carried out in bureaucratic reform is still not maximum, concrete steps need to be taken in order to improve the Effectiveness of Smart ASN Implementation on Bureaucratic Reform in the Era of Disruption 4.0 in the Regional Civil Service Agency of Banten Province.

CONCLUSION

Based on the results of research and discussion on How Much the Effect of the Effectiveness of Smart ASN Implementation on Bureaucratic Reform in the Era of Disruption 4.0 in the Regional Civil Service Agency of Banten Province, it can be concluded that the Effect of the Effectiveness of Smart ASN Implementation on Bureaucratic Reform in the Era of Disruption 4.0 in the Regional Civil Service Agency of Banten Province has an influence of 64.7%, while the remaining 35.5% where the rest is influenced by other variables that are in The study was not analyzed further. This influence arising from effectiveness means that it is caused by the quantity dimension where the value is very relatively good, so this shows that the theory used by the author from Hasibuan, (2012) has good criteria in answering an anxiety in work.

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