Human Resource Management Strategy In Implementing Electronic-Based Government Systems (SPBE)

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Abstract

The research aims to analyze the resource management strategy in implementing SPBE for use improving the quality of public services and analyze the efforts of the West Sulawesi government in improving the quality of Electronic-Based Government System (SPBE) services as an innovative human resource management strategy in government organizations. The research method uses descriptive research with a qualitative approach. Research results in human resource management strategy in implementing SPBE are in quadrant 1 (supporting aggressive strategies), it was found that the more intense the implementation of SPBE, the more it is necessary to increase HR competency in a fair and relevant manner to their field, so that it can improve the quality of public services as indicated by an increase in the SPBE index results every year.

Keywords: Management Strategy; Human Resources; Government system

INTRODUCTION

Every organization is led and managed by humans. This means there is no organization without people. Various challenges, opportunities and threats arise from problems related to humans in managing organizations. Strategic human resource management is a process that involves using a comprehensive approach to developing human resource strategies, which are integrated vertically with business strategies and horizontally with each other (Sopiah & Sangadji, 2018). Snell in Tampubolon (2016), states that human resource management strategy results from an organizational system designed to achieve sustainable competitive advantage through the workforce.

Human Resource Management strategies need to be carried out to form quality individuals with training activities, improving skills, career development, workability, and work loyalty to achieve competitive advantage (Noor Al-Jedaiah & Albdareen, 2020)(Arshad, Azhar, & Khawaja, 2014). Human Resource development strategies are not only through education or training but there are many ways to develop them.

According to Islam, the development of human resources is meant to build people individually and in groups so that they can carry out their functions as servants of God and his caliph to build and prosper the world according to the concept that has been set by God's SWT. The concept is based on the view that humans in Islam are the caliphs of God on earth (Zainal et al, 2020).

Humans as creatures created with their strengths and weaknesses are expected to be able to utilize and help each other. Human resource management will continue to develop by advances in civilization, technology and legislation in countries around the world. The government will also have greater intervention in managing human resources to protect the interests of the organization and the needs of employees so that they are not treated arbitrarily by the leadership (Zainal et al, 2020), A wise leader will always try to place employees according to the capabilities and competencies of each employee. Leaders are required to be able to place the right people in the right positions or "*the right man in the right place"*.

Placing someone according to their expertise is one of the characteristics of Islamic professionalism. Organizational leaders need to always train how to determine, nurture and develop employee potential. The identification step can be carried out by observing, paying attention and observing employee attitudes and behaviour (Zainal et al., 2020). This process is one of a series of human resource management strategies that continue to develop and are adapted to the needs of the organization.

Strategic management in the government sector is a strategy selection policy that is implemented to achieve the government's vision and mission by analyzing the current and future situation and conditions of the country. Strategic management is generally applied more in business-oriented companies (*profit-oriented*), but it is still very rare to find strategic management concepts for social/non-profit-oriented government areas (*social-oriented*). However, that does not mean that the public sector is not suitable for application in entrepreneurial management. The government sector can also implement strategic management to achieve its goals, and one of them is by developing information technology resources to facilitate sectors related to public services (Sopiah & Sangadji, 2018).

The implementation of the Human Resources Management Strategy in the government environment aims to optimize the use and management of information technology for the State Civil Service as the spearhead of public services. The government's efforts to utilise information and communication technology in the process of implementing government management in government agencies to improve public services are by implementing*e-Government* which is stipulated through Presidential Regulation of the Republic of Indonesia Number 95 of 2018 concerning Electronic-Based Government Systems (SPBE).

Before the Electronic Based Government System (SPBE) was implemented, public service conditions were generally dominated by manual and unautomated processes. Characteristics of public services before SPBE was implemented, including:

1. Manual processes: Public services are generally carried out through manual processes that involve filling out forms, collecting physical documents, physical queues, and direct interaction with service personnel. This often takes time and has the potential to cause errors in data processing.
2. Time and place limitations: Public services are only available during certain working hours and are limited to certain physical locations, such as service offices or city hall. People need to come directly to these locations to access public services, which can hinder accessibility for those who live in remote areas or have physical limitations.
3. Long queues: Limited time and space often result in long queues at public service offices. This queuing process can take up valuable time for the public, resulting in inconvenience and delays in receiving services.
4. Limited information: Communities may face difficulties in getting appropriate information about the requirements, procedures or status of public services they need. Information is often spread across various physical locations and is poorly organized.
5. Potential for fraud and corruption: Manual processes that involve many stages can increase the risk of fraud and corruption. Non-transparency of administrative processes and document handling can provide opportunities for unethical practices.

In this condition, the implementation of SPBE aims to overcome these obstacles by utilizing information technology. SPBE enables public services to be more efficient, faster and transparent through the use of computerized applications and systems. This includes the implementation of electronic forms, digital delivery of documents, around-the-clock online access, and electronic monitoring of service processes. Thus, SPBE aims to improve the quality and accessibility of public services and reduce the potential for unethical practices.

Referring to Presidential Regulation of the Republic of Indonesia Number 95 of 2018, the government is trying to build SPBE management in an integrated and holistic manner, but implementation at the regional government level is still not synchronized, so it is important to introduce a strategic management approach in implementing SPBE at the regional government level, especially for service purposes. public. Based on data obtained from the official national SPBE website, all regional governments in Indonesia are competing to build SPBE, in both provincial and district/city governments. However, after the provincial and district/city governments built SPBE, various problems arose in its management, including when each agency set its data collection code, determined its data format, created its own data centre, held *bandwidth* individually, using a computer program with a closed architecture and/or non-operable with other systems, and so on.

PROBLEM FORMULATION
1. How does the human resource management strategy in implementing SPBE for us improve the quality of public services?
2. What are the West Sulawesi government's efforts to improve the quality of Electronic Based Government System (SPBE) services? as an innovative human resource management strategy in government organizations?

RESEARCH PURPOSES
1. To know the human resource management strategy in implementing SPBE for use to improve the quality of public services.\
2. To find out the West Sulawesi government's efforts to improve the quality of Electronic Based Government System (SPBE) services as an innovative human resource management strategy in government organizations.

RESEARCH METHODS

Based on the presentation of the problem and research objectives, the researcher used descriptive research with a qualitative approach. The use of qualitative methods is based on the assumption that the data obtained will be more complete, deeper and more reliable and that all events will be revealed in a social context. Data about a person's beliefs, habits, mental attitudes and culture can be expressed unequivocally. Qualitatively, the aim is to find out or describe the

reality of the events being studied, making it easier for the author to obtain objective data to know and understand human resource management strategies that utilize the implementation of SPBE at the designated research location.

In this interview method, the informants who will be interviewed in this research are as follows:

1. Head of Service Divisione-*Government* The Department of Communication, Informatics, Coding and Statistics in West Sulawesi Province as a key informant to obtain information about the implementation of SPBE and its influence on human resource management strategies within the West Sulawesi provincial government.

2. *Center for Digital Society* (CfDS) Gadjah Mada University is an institution that has signed an MoU and PKS with the Sulawesi provincial government to create a master plan document/SPBE master plan which includes, among other things, creating a master plan for the human resource management sector, assistance in preparing risk management, data management, asset management, management knowledge & service management. CfDS is an institution that is committed to presenting studies and information to the wider community and stakeholders in Indonesia to create an innovative, productive and influential digital society in Indonesia.

3. Internal Stakeholders, including: Service Secretary; Head of Government Informatics Applications Division; Head of Public Information and Communication; Head of Civil Service and General Subdivision; Head of Public Information and Communication Section; Head of Infrastructure and Technology Section; Head of Data Management and Application Development Section; and Head of Service Sectione-*Government*.

4. External Stakeholders, including Regional Secretary; Head of the Regional Development Planning, Research and Development Agency; Head of Personnel and HR Development Agency; ICT Training and Development Center; Center for Human Resources Development and Communication and Informatics Research (BPSDMP Kominfo) West Sulawesi.

5. *Focus Group Discussion* (FGD) which will be held 3 (three) times including FGDs with stakeholders both internal and external and all the Communications, Information, Coding and Statistics Services in West Sulawesi.

Apart from being analyzed qualitatively, the results of this research will also be used by SWOT analysis. SWOT analysis is the systematic identification of various factors to formulate a company strategy. This analysis is based on logic that can maximize power (*Strength*) and chance (*opportunities*) but at the same time can minimize weaknesses (*weakness*) and threats (*threats*) (Rangkuti, 2015).

To test the validity of this research data, researchers used the triangulation method. Triangulation in credibility testing is defined as checking data from various sources in various ways and at various times (Sugiyono, 2013).

DISCUSSION

Adjustments to human resource management strategies in efforts to accelerate SPBE in West Sulawesi province are continuously and continuously encouraged, especially in increasing ICT human resource competency. Researchers carry out analysis using the method strengths, *Weaknesses, Opportunities, Threats* (SWOT) so that strengths can be identified that can be maximized into opportunities, and simultaneously minimize weaknesses so that they can anticipate various obstacles that exist in the human resource management strategy for SPBE succession within the West Sulawesi provincial government.

The condition of human resources in the e-government sector of the Communications, Informatics, Coding and Statistics Department can be described from the results of the Focus Group Discussion (FGD) and interviews with the head of the e-government sector as well government *Chief Information Officer* (GCIO) West Sulawesi provincial government, Muhammad Ridwan Djaffar, S.Ip., M.Si., to identify external and internal factors within the West Sulawesi provincial government. Based on the results of the FGD and interviews obtained analysis of internal factors in the implementation of an Electronic Based Government System (SPBE) as a human Resource Management strategy within the government of West Sulawesi Province, by looking at the internal environment, produces:

1. Strength (*Strength*):
a. The existence of Governor Regulation Number 9 of 2018 concerning Electronic-Based Government Systems;
b. Have certified ICT human resources;
c. The SPBE Coordination Team and the West Sulawesi Province Internal Assessor Team have been formed;
d. A guidebook for digital transformation and SPBE OPD evaluation has been prepared;
e. It is. Opening opportunities to participate in training for employees;
f. There is integrated and distributed internet access to all OPD buildings and Office Homes.

2. Weakness (*Weakness*):
a. Limited budget allocation for employee competency development training;
b. There is still a lack of competent human resources;
c. *Mind set* digital government administration is still weak;

d. Does not yet have an SPBE Master Plan;
e. It is. Lack of digital literacy stakeholders SPBE organizer.

After identifying internal factors related to SPBE implementation as a Human Resource Management strategy within the government of West Sulawesi Province, based on the results of the agreement in*Focus Group Discussion* (FGD), a rating and weight to each of the internal factors have been determined, then summarized into a matrix internal *Factor Analysis Summary* (IFAS) which is explained in table 20.

Table 20.*Internal Factor Analysis Summary* (IFAS)

No	Internal Strategy Factor Analysis (IFAS)	Rating				Weight	Score
		4	3	2	1		
POWER(S)							
1	Gubernatorial Regulation No.9 of 2018	4				0,12	0,48
2	Have certified ICT human resources	4				0,13	0,52
3	The SPBE Coordination Team and the West Sulawesi Province Internal Assessor Team have been formed	4				0,12	0,48
4	A Guidebook for Digital Transformation and Evaluation of SPBE OPD has been prepared		3			0,08	0,24
5	Open opportunities to participate in training for employees			2		0,05	0,10
6	There is integrated and distributed internet access to all OPD buildings			2		0,05	0,10
Amount						0,55	1,92
WEAKNESS (W)							
1	Limited budget allocation for employee competency development training			2		0,08	0,16
2	There is still a lack of competent human resources				1	0,12	0,12
3	The digital mindset of government administration is still weak			2		0,08	0,16
4	Does not yet have an SPBE Master Plan				1	0,12	0,12
5	Lack of digital literacy among SPBE organizing stakeholders		3			0,05	0,15
Amount						0,45	0,71
Total Internal Factors						**1,00**	**2,63**

Source: Processed data, 2023

Based on the results of calculating the IFAS matrix in Table 19, the total strength score is 1.92, and the total weakness score is 0.71, so the total IFAS value is 2.63. These results indicate that the strength of implementing SPBE-based human resource management strategies within the West Sulawesi provincial government still occupies a strategic position that is strong enough to continue to be developed because strength factors are superior to weakness factors.

Meanwhile, analysis of external factors in the implementation of the Electronic Based Government System (SPBE) as a human Resource Management strategy within the government of West Sulawesi Province, by looking at the external environment, produces:

1. Chance (*Opportunities*):
a. Rapid investment in West Sulawesi as an IKN supporting area;
b. High public interest in information needs;
c. Increased electronification of regional transactions;
d. Many online training and education offers;
e. It is. Increased absorption of technology into government systems.
2. Challenge (*Threat*):
a. The rapid development of information technology;
b. Demands for speed of service from the public;
c. Community demands for quality public services;
d. The breadth of the area coverage;
e. It is. High crime rate (*cybercrime*)

After identifying external factors in the form of opportunities and threats related to the implementation of an Electronic Based Government System (SPBE) as a human Resource Management strategy within the government of West Sulawesi Province, and the results of the agreement in *Focus Group Discussion* (FGD) to assign ratings and weights to each external factor, then summarized into a matrix*External Factor Analysis Summary* (EFAS) which is explained in table 21.

Table 21.*External Factor Analysis Summary* (DELETE)

No	External Strategy Factor Analysis (EFAS)	Rating				Weight	Score
		4	3	2	1		
OPPORTUNITY (O)							
1	Rapid investment in West Sulawesi as an IKN-supporting area			2		0,09	0,18
2	High public interest in the need for information	4				0,13	0,52
3	Increased electronification of regional transactions		3			0,08	0,24
4	There are many online training and education offers		3			0,12	0,36
5	Increased absorption of information technology into government systems			2		0,10	0,20
Amount						0,52	1,50
THREAT (T)							
1	The rapid development of information technology			2		0,13	0,26
2	Demands for speed of service from the public		3			0,05	0,15
3	Community demands for quality public services			2		0,12	0,24
4	Wide area coverage		3			0,05	0,15
5	High crime rate (*cybercrime*)			2		0,13	0,26
Amount						0,48	1,06
Total External Factors						**1,00**	**2,56**

Source: Processed data, 2023

Based on the results of calculating the EFAS matrix in Table 21, the total opportunity score is 1.50, and the total threat score is 1.06, so the total EFAS value is 2.56. These results indicate that the opportunity for implementing SPBE in the West Sulawesi provincial government environment is mainly due to the high public interest in the need for information and also still occupies a fairly strategic position because the number of opportunity scores is greater than the number of threat scores.

Reviewing the information that has been developed previously, an alternative strategy for the SWOT matrix of human resource management strategies in the West Sulawesi provincial government is obtained, which can be seen in Table 22.

Table 22. SWOT Analysis Matrix for the Implementation of SPBE-based HRM Strategy within the West Sulawesi Provincial Government

	Strength (*Strength*)	Weakness (*Weakness*)
IFAS DELETE	1. Gubernatorial Regulation No.9 of 2018; 2. Have certified IT HR; 3. The SPBE Coordination Team and Internal Assessor Team for West Sulawesi province have been formed; 4. A Guidebook for Digital Transformation and Evaluation of SPBE OPD has been prepared; 5. Opening opportunities to participate in training for employees; 6. There is integrated and distributed internet access to all OPD buildings.	1. Limited budget allocation for employee competency development training; 2. Limited HR Competency; 3. The digital mindset of government administration is still weak; 4. Does not yet have an SPBE Master Plan; 5. Lack of digital literacy of SPBE organizing stakeholders;

chance (*opportunity*)	Strategy S-O	W-O strategy
1. Rapid investment in West Sulawesi as an IKN supporting area; 2. High public interest in information needs; 3. Increased electronification of regional transactions; 4. Many online training offers from BNSP certified LSPs; 5. Increased absorption of information technology into government systems.	1. Utilizing authority through Gubernatorial Regulations to supervise the electronification of regional transactions, the absorption of technology into government systems, and the high level of public interest in information needs; 2. Utilize existing investments to fulfil SPBE supporting infrastructure; 3. Utilize the SPBE Coordination Team, Internal Assessor Team and the Digital Transformation and SPBE OPD Evaluation guidebook to guarantee the quality of public services and ensure that the objectives of implementing the SPBE evaluation are achieved optimally.	1. Increase the digital literacy of SPBE organizer stakeholders to face the increasing electronification of regional transactions and the high level of public interest in the need for information; 2. Take advantage of online training offers to increase the number of BNSP-certified HR competencies; 3. Prepare the SPBE Master Plan as an implementation and budgeting guide to optimize the absorption of information technology into government systems.
Threat (*Threath*)	Strategi S-T	W-T strategy
1. The rapid development of information technology; 2. Demands for speed of service from the public; 3. Community demands for quality public services; 4. The breadth of the area coverage; 5. High crime rate cyber (*cybercrime*).	1. Take advantage of internet access to cover wide coverage areas; 2. Utilize certified human resources to meet the speed demands of public services.	1. Provide budget allocation for employee competency development training to face rapid technological developments and provide quality public services; 2. Improve data security systems to address high crime rates (*cybercrime*).

Source: Processed data, 2023

After identifying internal and external factors which constitute strengths and weaknesses as well as opportunities and threats in implementing SPBE-based human resource management strategies within the West Sulawesi provincial government, using SWOT matrix analysis several alternative strategies were obtained as follows:

1. SO Strategy:
a. Utilizing authority through Gubernatorial Regulations to supervise the electronification of regional transactions, the absorption of technology into government systems, and the high level of public interest in information needs;
b. Utilize existing investments to fulfil SPBE supporting infrastructure;
c. Utilize the SPBE Coordination Team, Internal Assessor Team and the Digital Transformation and SPBE OPD Evaluation guidebook to guarantee the quality of public services and ensure that the objectives of implementing the SPBE evaluation are achieved optimally.

2. WO Strategy:
a. Increase the digital literacy of SPBE organizer stakeholders to face the increasing electronification of regional transactions and the high level of public interest in the need for information;
b. Take advantage of online training offers to increase the number of BNSP-certified HR competencies;
c. Prepare the SPBE Master Plan as an implementation and budgeting guide to optimize the absorption of information technology into government systems.

3. ST Strategy:
a. Take advantage of internet access to cover wide coverage areas;
b. Utilize certified human resources to meet the speed demands of public services.

4. WT Strategy:
a. Provide budget allocation for employee competency development training to face rapid technological developments and provide quality public services;
b. Improve data security systems to address high crime rates cyber (*cybercrime*).

Based on evaluation*Internal Factor Analysis Summary* (IFAS) and external *Factor Analysis Summary* (EFAS) which was carried out on SPBE-based human resource management strategies in the West Sulawesi provincial government which resulted in a total IFAS score of 2.63 with a total strength score of 1.92 (73%) and a total weakness score of 0.71 (27%), while the total EFAS value is 2.56 with a total opportunity score of 1.50 (58.59%) and a total threat score of 1.06 (41.41%).

Based on the results of the assessment of internal factors and external factors, the number of strengths and weaknesses for the (X) axis is then reduced, and the number of opportunities and threats for the (Y) axis is reduced. Then the value of X = (S-W) = (1.92 - 0.71) = 1.9, and the value of Y = (O-T) = (1.50 - 1.06) = 0.44. Thus, the second number is obtained, namely the X-axis = 1.9 and the Y-axis = 0.44.
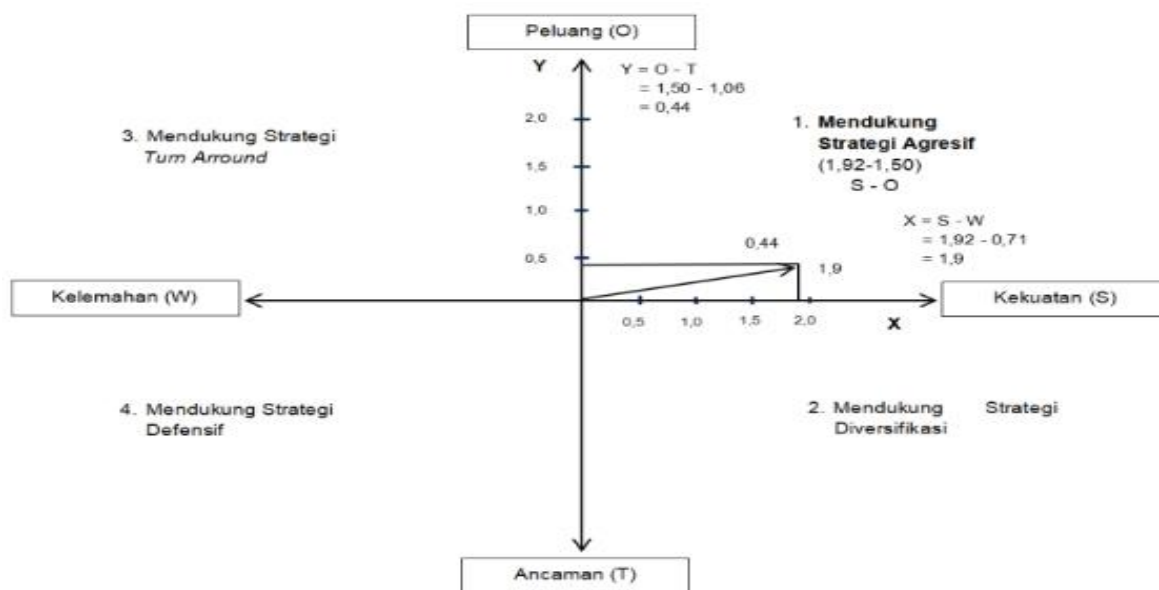

Figure 16. SWOT Diagram AnalysisSPBE-based human resource management strategy in the province of West Sulawesi, 2022

The results of the SWOT diagram analysis of the SPBE-based human resource management strategy in Figure 16 show that the implementation of the SPBE-based human resource management strategy within the West Sulawesi provincial government is positive.Results of data analysis on the SWOT diagramSPBE-based human resource management strategy in the West Sulawesi provincial government in figure 16, obtained coordinates 1.9; 0.44, which is in quadrant 1, namely aggressive strategy, which is a strategy that supports aggressive growth policies (*Growth Oriented Strategy*). These results show that the West Sulawesi provincial government has strong internal strength and can continue to develop by taking advantage of all existing opportunities to realise an integrated and comprehensive electronic-based government system to achieve high-performance bureaucracy and public services.

Based on the analysis of the SWOT diagramwhich has been explained in Figure 16, suggests that the SPBE-based human resource management strategy within the West Sulawesi provincial government is to increase the digital literacy of SPBE organizer stakeholders to deal with the high level of electronicization of regional transactions and public interest in information needs, increase ICT HR competency by utilizing offering training both online and/or offline to increase the number of competent and certified ICT human resources as well as the utilization of certified human resources to meet the speed demands of public services.

The forms of supporting aggressive strategies used in efforts to optimize SPBE-based human resource management strategies within the West Sulawesi provincial government are shown, among others:

1. Intensive recruitment

The West Sulawesi provincial government carries out active and selective recruitment looking for intensive human resources to occupy important and strategic positions within the provincial government by targeting new graduates or experienced candidates to increase the quality and quantity of human resources available to meet task needs and increasingly complex work.

2. Increased training and development of human resources

The West Sulawesi provincial government is developing a more aggressive and structured employee training and development program by regularly providing technical guidance regarding the technical use of applications that support the implementation of SPBE. Apart from that, encourage leaders to take leadership training so that the digital mindset of leaders is more open.

3. Use of innovative technology

The provincial government utilizes innovative technology to increase productivity and efficiency in human resource management, including the use of the Personnel Management Information System (SIMPEG) and e-Kinerja which assists

the human resource management team in monitoring performance and managing human resource data more effectively and efficiently.

4. Open dissemination of information

The provincial government provides open and transparent access to information about policies, goals and organizational developments to all employees to increase employee trust and involvement, allowing them to provide useful input, suggestions or criticism for the organization.

5. Promotions and awards

The provincial government consistently awards and promotes employees who excel and meet certain criteria. This is done to increase employee motivation and morale, as well as assist in maintaining good employee loyalty and retention within the provincial government.

The aggressive strategy implemented by the West Sulawesi provincial government is in line with the 6 (six) ASN management strategies known as the 6P strategy put forward by the HR apparatus division of the Ministry of PANRB, which consists of strengthening work culture and employer branding, accelerating and increasing the capacity of apparatus human resources, improving performance and reward systems, talent and career development, strengthening technology and analytical platforms, as well as position structuring, planning and procurement.

Deputy for Human Resources at the PANRB Ministry, Alex Denni, in the ASN Core Values & Employer Branding Talkshow Session 2, which was broadcast live on the PANRB Ministry's YouTube channel, stated that the acceleration of human capital architecture for the state civil apparatus (ASN) must continue to be carried out. Implementing the 6P strategy to realize good governance requires a significant change in the mindset of each ASN.

ASN's human capital architecture is designed to accelerate change in government agencies. This acceleration requires changes in mindset and leadership, processes and systems, as well as output, service and work culture. ASN must realize that they are public servants and serve the country. ASN performance output will be reflected in the satisfaction of the people served, both in the form of satisfaction and physical output. Apart from that, the point of strengthening work culture includes the principles and code of ethics contained in Law no. 5/2014 concerning ASN and its derivative regulations. There are at least 13 principles for implementing policies, seven principles, 15 basic values, and 12 codes of ethics that must be adhered to by ASN. President Joko Widodo established AKHLAK (Service Oriented, Accountable, Competent, Harmonious, Loyal, Adaptive, Collaborative) as ASN's core values which summarize all basic values, and become the basis for ASN in carrying out its duties based on Pancasila to achieve the vision and mission of Advanced Indonesia.

Based on researchers' observations, the SPBE-based human resource management strategy within the West Sulawesi provincial government is already better, especially as ASN management already has standard and clear standards regulated by the central government. However, in practice, it returns to each regional policy in its implementation because each region has autonomy in organizing and implementing human resource management to the characteristics, needs and challenges that exist in their respective regions. The adaptive strategy obtained from the SWOT analysis is recognized by researchers as being by the existing conditions within the West Sulawesi provincial government with the continued increase in the SPBE index, which means that the quality of public services is improving with the implementation of human resource management strategies that are appropriate or suited to regional needs.

CONCLUSION

Based on the research results, it was concluded that;

1. Results of SWOT analysis of human resource management strategy in implementing SPBE is in quadrant 1 (supporting aggressive strategies), it was found that the more intense the implementation of SPBE, the more it is necessary to increase HR competency in a fair and relevant manner to their field so that it can improve the quality of public services as indicated by an increase in the SPBE index results every year.

2. Based on the efforts made by the West Sulawesi government to improve the quality of Electronic Based Government System (SPBE) services, Several approaches have been found that have been implemented as strategic innovations for human resource management in government organizations, namely: bureaucratic reform and reorganization, increasing flexibility in HR management, organizational and management changes, increasing investment in capacity and capability development. *human capital,* and development partnership (partnership).

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