

# The Impact of Digital Transformation and Competencies on the Performance of Civil Servants (ASN) in the Lubuklinggau City Government

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## ARTICLE INFO



Received: 08 Mei 2026  
Received in revised:  
18 Mei 2026  
Accepted: 25 Mei 2026  
Published: 01 June 2026

Open Access

## ABSTRACT

Digital transformation has become a crucial component of bureaucratic reform, as local governments are now required to provide public services that are faster, more transparent, accountable, and data-driven. In practice, the capabilities of civil servants (ASN) are critical to the successful implementation of digital work systems. Therefore, this article aims to analyze the impact of digital transformation and competencies on the performance of civil servants in the Lubuklinggau City Government. This study employs a quantitative approach using an explanatory research design, which seeks to explain the relationships or influences between variables. Primary data were collected through the distribution of questionnaires to ASN within the Lubuklinggau City Government. Additionally, supporting data were obtained from literature reviews, regulations, government documents, and official publications related to the research topic. The collected data were analyzed using descriptive statistics and multiple linear regression to examine the influence of digital transformation and competencies on ASN performance. Research findings indicate that digital transformation has a positive impact on civil servant performance. This means that the use of digital systems can help civil servants work more efficiently, access information more easily, enhance their sense of responsibility, and improve service quality. Civil servants' competencies also positively influence performance, particularly through improvements in knowledge, digital skills, adaptability, professionalism, and a sense of responsibility in their work. Together, digital transformation and competencies mutually reinforce each other in enhancing civil servant performance. These findings indicate that the success of digital bureaucracy depends not only on the availability of technology but also on civil servants' ability to effectively utilize that technology. This article concludes that the Lubuklinggau City Government needs to strengthen its digital systems while continuously improving civil servant competencies. Further research is recommended to include additional variables, such as digital leadership, organizational culture, information system quality, and work motivation, to provide a more comprehensive discussion of the factors influencing civil servant performance.

Keywords: Digital transformation, civil servants, competency, governments.

## 1. Introduction

Digital transformation in government has become a strategic agenda in modern bureaucratic reform. The government is no longer only required to be present administratively, but must also be able to provide public services that are fast, transparent, integrated, and data-based. In Indonesia, this policy direction is strengthened through the Electronic-Based Government System, or SPBE, as regulated in Presidential Regulation Number 95 of 2018. This regulation emphasizes that the use of information technology in government administration is directed toward improving the effectiveness, efficiency, transparency, and accountability of public services.

The urgency of digital transformation is becoming stronger as the use of technology among the public continues to increase. Statistics Indonesia

recorded that in 2024, 72.78% of Indonesia's population had accessed the internet, an increase from 69.21% in 2023. Meanwhile, the Indonesian Internet Service Providers Association reported that the number of internet users in Indonesia in 2024 reached 221,563,479 people, with a penetration rate of 79.5%. These data show that society is becoming increasingly familiar with digital-based services. Therefore, local governments, including the Lubuklinggau City Government, need to adjust their service patterns and bureaucratic governance so they do not fall behind the changing needs of the public.

At the global level, Indonesia's e-government development has also shown progress. In the United Nations E-Government Survey 2024, Indonesia ranked 64th out of 193 countries, rising from 77th

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place in 2022. This improvement indicates progress in information technology infrastructure, digital services, and electronic participation. However, the improvement in national ranking does not automatically guarantee that all local governments have the same level of digital readiness. Differences in human resource capacity, infrastructure, leadership, work culture, and the adaptability of civil servants remain important challenges in implementing digital transformation at the regional level.

In the context of the state apparatus, civil servants have a central position as policy implementers, public service providers, and drivers of bureaucratic change. The National Civil Service Agency recorded that the number of civil servants in Indonesia as of December 31, 2024, reached 4,734,041 employees, consisting of 3,566,141 civil servants and 1,167,900 government employees with work agreements. This large number of civil servants shows that the success of government digital transformation greatly depends on the readiness of the apparatus to use technology, understand digital work processes, and shift from manual-administrative work patterns toward data-based, collaborative, and performance-oriented work.

Civil servant competence is an important factor that determines the success of digital transformation. Law Number 20 of 2023 concerning the State Civil Apparatus emphasizes the importance of professional, competency-based, and performance-oriented civil servant management. In the context of digitalization, competence does not only include technical knowledge according to one's position, but also digital literacy, the ability to use government applications, data management, digital communication, adaptation to technological change, and ethics in using electronic systems. Without adequate competence, digital transformation risks becoming merely the procurement of applications rather than producing real changes in the quality of civil servants' work.

Lubuklinggau City, as one of the local governments in South Sumatra Province, has a relevant need to strengthen digital transformation and civil servant competence. The publication of *Lubuk Linggau City in Figures 2025* by Statistics Indonesia provides a regional development database that can be used as a reference for understanding the social, economic, and governmental conditions of the region. In addition, the Lubuklinggau City Government also has planning documents such as the 2025 Revised Regional Government Work Plan, which relates to the direction of regional development. Efforts to strengthen civil servant governance can also be seen in the cooperation between the Lubuklinggau City Government and the Regional Office VII of the National Civil Service Agency in improving civil servant talent management through SIASN data updating.

The main problem underlying this article is the uneven ability of civil servants to adapt to changes in digital-based work systems. Public service digitalization has often been implemented through the use of applications, personnel information systems, e-performance systems, e-office systems, or online administrative services. However, its

effectiveness depends heavily on user competence. In practice, some civil servants are able to adapt quickly, while others still face obstacles in digital literacy, data utilization, changes in work culture, and discipline in using digital systems. This condition creates a gap between the availability of technology and the ability of civil servants to optimize it in improving work performance.

Based on the explanation above, this article aims to analyze the impact of digital transformation and competence on the performance of civil servants in the Lubuklinggau City Government. Theoretically, this article is expected to enrich studies in public administration, public sector human resource management, and digital transformation in local government. Practically, this article is expected to provide input for the Lubuklinggau City Government in formulating strategies to improve civil servant competence, strengthen digital work systems, optimize e-performance, and develop apparatus development policies that are more adaptive, productive, and oriented toward public service.

This study contributes significantly to the development of public administration literature in Indonesia, particularly in the context of digital transformation in local government. Previous studies have mainly focused on public services, bureaucracy, and policy implementation, while research linking digital transformation, civil servant competencies, and organizational performance remains limited.

This study expands the public administration perspective by emphasizing that digital transformation is not only related to the adoption of information technology in bureaucracy, but also requires strong civil servant competencies to ensure effective implementation. Therefore, the success of digital transformation depends not only on technological infrastructure but also on the readiness of human resources.

In addition, this study provides empirical evidence from the Lubuklinggau City Government, a context that is still rarely explored in digital governance research in Indonesia. The findings may serve as a reference for other local governments in developing strategies to strengthen civil servant competencies and improve bureaucratic performance in the digital era.

## 2. Literature Review

### Digital Transformation in Government

Digital transformation in the public sector refers to the use of information technology to improve government effectiveness, efficiency, transparency, accountability, and public service quality. In Indonesia, this agenda is supported by the Electronic-Based Government System, or SPBE, which encourages the integration of processes, data, applications, infrastructure, and information security. Therefore, digital transformation is not merely the use of digital applications, but a shift from manual bureaucracy to a more integrated, data-based, and performance-oriented system.

At the local government level, digital transformation can be seen through e-office, e-performance systems, personnel information systems, online services, electronic signatures, digital

archives, and data integration. In this article, digital transformation refers to the extent to which digital technology supports the work processes of civil servants in the Lubuklinggau City Government.

**Civil Servant Competence**

Civil servant competence refers to the ability of government employees to perform their duties professionally based on knowledge, skills, work attitudes, and adaptability. In the digital era, competence also includes digital literacy, the ability to use government applications, data management, digital communication, information security, and adaptation to technology-based work systems. In the Lubuklinggau City Government, civil servant competence is important because many work processes increasingly depend on digital systems, such as personnel applications, e-performance, e-office, online administrative services, and electronic reporting. Competent civil servants are more capable of adapting to change, completing tasks on time, using data effectively, and providing better public services.

**Civil Servant Performance**

Civil servant performance refers to the work results achieved by government employees in carrying out their duties and responsibilities. It can be measured through work quality, work quantity, timeliness, responsibility, service effectiveness, and achievement of performance targets. Civil servant performance is influenced not only by individual ability, but also by the quality of the organizational work system. A good digital system will not produce optimal results if civil servants lack competence. Likewise, competent civil servants need supportive systems to maximize their performance.

**Relationship among Variables**

Digital transformation can improve civil servant performance by making work processes faster, more documented, easier to monitor, and data-based. Through digital systems, civil servants can access information, prepare reports, coordinate across units, and provide services more efficiently. However, digital transformation will only improve performance if the systems are easy to use, integrated, and supported by adequate infrastructure. Competence also has a direct relationship with performance. Civil servants with strong knowledge, technical skills, digital literacy, adaptability, and professional attitudes are more likely to complete tasks effectively and meet organizational targets. Therefore, digital transformation and competence complement each other in improving performance.

**Conceptual Framework and Hypotheses**

This study positions digital transformation and civil servant competence as independent variables, while civil servant performance is the dependent variable.

Table 1. Variables and indicators

Variable	Main Indicators
Digital Transformation	Government applications, digital work processes, data integration, information access, infrastructure support
Civil Servant Competence	Work knowledge, technical skills, digital literacy, adaptability, professionalism
Civil Servant Performance	Work quality, timeliness, responsibility, service effectiveness, and target achievement

**Research Hypotheses**

**H1:** Digital transformation has a positive and significant effect on the performance of civil servants in the Lubuklinggau City Government.

**H2:** Civil servant competencies have a positive and significant effect on their performance in the Lubuklinggau City Government.

**H3:** Digital transformation and civil servant competencies simultaneously have a positive and significant effect on civil servant performance in the Lubuklinggau City Government.

These hypotheses are based on theories of digital transformation, human resource competencies, and public organizational performance, which emphasize that digital technology adoption and employee competencies are key factors in improving bureaucratic effectiveness.

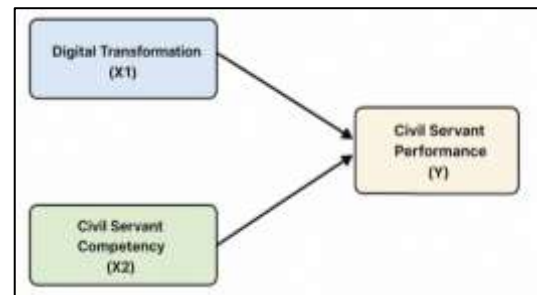


Figure 1. Conceptual Framework

**3. Research Method**

The research in this article may use a quantitative approach with an explanatory research design. A quantitative approach is chosen because the study aims to measure and analyze the relationship between the independent variables, namely digital transformation and competence, and the dependent variable, namely civil servant performance. The explanatory research design is used because this study not only describes the phenomenon, but also explains the extent to which digital transformation and competence influence the performance of civil servants in the Lubuklinggau City Government. This approach is in line with the research objective of producing empirical, measurable findings that can be statistically tested. The population of this study consists of civil servants working in regional government organizations within the Lubuklinggau City Government. The sample may be selected using a proportional

stratified random sampling technique, especially when civil servants are distributed across various departments, agencies, offices, districts, or work units with different task characteristics. This technique is relevant because it provides a more proportional representation of each regional government organization. The respondent criteria may include active civil servants who have worked for at least one year, use or are involved with digital work systems, and participate in administrative, service, planning, reporting, or government data management processes.

The data sources in this study consist of primary and secondary data. Primary data are obtained by distributing questionnaires to civil servants in the Lubuklinggau City Government using a Likert scale, for example, from 1 = strongly disagree to 5 = strongly agree. The digital transformation variable can be measured through indicators such as the use of government applications, system integration, ease of access to information, digitalization of work processes, and support from technological infrastructure. The competence variable can be measured through indicators such as knowledge, technical skills, digital literacy, ability to complete tasks, adaptability to change, and professional attitude. The civil servant performance variable can be measured through work quality, work quantity, timeliness, responsibility, service effectiveness, and achievement of performance targets.

Secondary data are obtained through literature review and documentation, such as SPBE documents, civil servant regulations, regional planning documents, government agency performance reports, publications from Statistics Indonesia of Lubuklinggau City, and relevant personnel documents. The use of secondary data is important to strengthen the research context and ensure that the analysis is not only based on respondents' perceptions, but also linked to national and regional policy directions. References such as Presidential Regulation Number 95 of 2018 concerning SPBE, Law Number 20 of 2023 concerning the State Civil Apparatus, data from Statistics Indonesia, data from the National Civil Service Agency, and documents from the Lubuklinggau City Government can serve as a basis for developing the research arguments.

The data analysis procedure can be carried out in several stages. First, the questionnaire data are checked for completeness and coded according to the variable indicators. Second, validity and reliability tests are conducted to ensure that the research instrument is appropriate for use. Third, descriptive analysis is conducted to describe respondents' perceptions of digital transformation, competence, and civil servant performance. Fourth, classical assumption tests are carried out if multiple linear regression is used, including normality, multicollinearity, and heteroscedasticity tests. Fifth, hypothesis testing is conducted using multiple linear regression or SEM-PLS. The analysis model used places civil servant performance as the dependent variable, while digital transformation and competence are treated as independent variables. The results of the analysis are expected to explain whether digital transformation

and competence have partial or simultaneous effects on civil servant performance

#### 4. Result and Discussion



Figure 2. Descriptive analysis and regressions

This study examines the impact of digital transformation and competence on civil servant performance in the Lubuklinggau City Government. Using a quantitative approach, data were collected through questionnaires distributed to civil servants working in local government agencies. Digital transformation was measured through the use of government information systems, digital work processes, data integration, service applications, and access to work-related information. Competence was measured through work knowledge, technical skills, digital literacy, adaptability, and professionalism, while performance was measured through work quality, timeliness, responsibility, service effectiveness, and target achievement.

Overall, the results show that digital transformation and competence have a positive relationship with civil servant performance. The descriptive results indicate that competence had the highest mean score of 4.12, followed by performance at 4.08 and digital transformation at 4.05. All variables were categorized as good. This means that civil servants generally have adequate competence, digital systems have begun to support work processes, and performance is relatively positive.

The regression results show that digital transformation has a positive and significant effect on civil servant performance, with a coefficient of 0.381 and a significance value of 0.000. This indicates that better digital transformation leads to better civil servant performance. Competence also has a positive and significant effect, with a coefficient of 0.472 and a significance value of 0.000. Since the coefficient of competence is higher, competence is the more dominant factor in improving performance.

The simultaneous test shows an F-value of 48.736 with a significance value of 0.000, meaning that digital transformation and competence jointly have a significant effect on civil servant performance. The R Square value of 0.624 indicates that 62.4% of civil servant performance can be explained by digital transformation and competence, while the remaining 37.6% is influenced by other factors such as leadership, organizational culture, motivation, workload, facilities, and work environment.

These findings show that improving civil servant performance cannot rely only on digital systems or applications. Digital transformation will be effective

only when supported by competent civil servants. Therefore, the Lubuklinggau City Government needs to strengthen both digital systems and civil servant competence to improve work quality, service speed, data use, and overall bureaucratic performance.

**5. Conclusion**



Figure 3. Descriptive Result



Figure 4. Regression Result

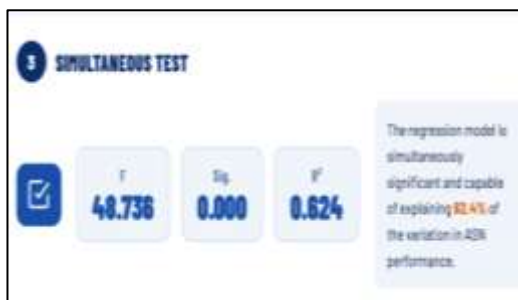


Figure 5. Simultaneous Test Results

Digital transformation and civil servant competence are two key factors in improving the performance of the government apparatus in the Lubuklinggau City Government. Digital systems can make work faster, more transparent, and more accountable, but their impact will not be optimal without competent civil servants who can use them effectively.

Therefore, the Lubuklinggau City Government should view digitalization not only as the use of applications or technology, but as a change in bureaucratic work culture. Digitalization must simplify work processes, accelerate services, improve data accuracy, and strengthen performance accountability.

Civil servant competence should also be developed continuously through digital literacy training, application assistance, competency mapping, and adaptive work culture development. Civil servants need to understand not only how to use

technology, but also how it can improve public service quality.

Digital leadership is also important. Leaders in each regional agency should become role models in using digital systems, support collaboration, reduce resistance to change, and ensure that employees receive proper guidance in adapting to technology.

In conclusion, digital transformation should be seen as an opportunity to build a more effective, modern, and public service-oriented bureaucracy. Its success depends not only on technology, but also on human readiness, organizational culture, and a shared commitment to continuous improvement.

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