

REFORMASI BIROKRASI DAN DIGITALISASI LAYANAN PUBLIK: KAJIAN PUSTAKA ATAS HAMBATAN STRUKTURAL, BUDAYA ORGANISASI, DAN KAPASITAS ASN DALAM MANAJEMEN PEMERINTAHAN NEGARA

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Abstract

Bureaucratic reform and the digitalisation of public services have been on the Indonesian government's strategic agenda for more than two decades, yet progress remains hampered by complex, multidimensional challenges. This article aims to conduct a systematic literature review of structural barriers, organisational culture and the capacity of the Civil Service (ASN) in the context of bureaucratic reform and the digitalisation of public services in Indonesia. The research method employed a literature review approach. The findings reveal three key conclusions: (1) structural barriers include the fragmentation of more than 27,000 government applications lacking interoperability, sectoral self-interest creating a 'silo bureaucracy', limitations in ICT infrastructure, and political interference in the management of the Civil Service which undermines the merit system; (2) organisational cultural barriers, including a mindset amongst civil servants of seeing themselves as "rulers" rather than "servants", resistance to change, the illusion that digitalisation merely shifts manual processes to applications without improving business processes, and low levels of inter-agency collaboration; and (3) a capacity gap amongst civil servants, with only 38.69 per cent expected to possess optimal digital competencies by 2025, despite the launch of the 2026 Civil Servant Profiling Programme (ProASN) to objectively map competencies. This article concludes that bureaucratic reform and the digitalisation of public services are not merely technological projects, but rather socio-technical transformations requiring a holistic approach that links structural, cultural and human capacity dimensions within a single outcome-based intervention framework.

Keywords: bureaucratic reform, digitisation of public services, structural barriers, organisational culture, civil service capacity, Electronic-Based Government System (SPBE), public administration, Talent Management System, Civil Service Profiling, Indonesia Emas 2045.

Abstrak

Reformasi birokrasi dan digitalisasi layanan publik telah menjadi agenda strategis pemerintahan Indonesia selama lebih dari dua dekade, namun capaiannya masih terhambat oleh tantangan multidimensi yang kompleks. Artikel ini bertujuan untuk melakukan kajian pustaka sistematis atas hambatan struktural, budaya organisasi, dan kapasitas Aparatur Sipil Negara (ASN) dalam konteks reformasi birokrasi dan digitalisasi layanan publik di Indonesia. Metode penelitian menggunakan pendekatan kajian pustaka (literature review). Hasil kajian mengungkapkan tiga temuan utama: (1) hambatan struktural berupa fragmentasi lebih dari 27.000 aplikasi pemerintah tanpa