



Improving the digital skills of state civil servants (ASN) through the government talent academy (GTA) program in realizing digital transformation in Magetan Regency

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ABSTRACT

Background: Technological advancements have driven government agencies to undergo digital transformation to enhance efficiency and service quality. In Magetan Regency, the evaluation of the Electronic Based Government System (SPBE) shows progress, but the SPBE index target set by the Ministry of PANRB has not yet been fully achieved. Digital transformation not only involves infrastructure improvements but also requires changes in various aspects of human life, particularly in enhancing the capabilities of civil servants (ASN). The Magetan Regency Government has prioritized improving ASN human resources through digital training and collaboration with the Ministry of Communication and Information. The Government Talent Academy (GTA) is one such initiative aimed at improving the digital skills of ASN, positioning them for a competitive advantage in the digital era. **Methods:** This research employs a qualitative descriptive method, utilizing both primary and secondary data. Primary data were gathered through interviews, while secondary data consisted of activity reports, service documentation, attendance records, and relevant literature sourced from articles, journals, and media reports. The analysis followed several stages: data collection, reduction, data display, and drawing conclusions. Data collection methods included observation, documentation, and interviews. **Findings:** The findings indicate that Magetan Regency is actively addressing the challenges posed by the Industry 5.0 era by enhancing human resource quality and providing digital-based services. The initiatives undertaken, such as the GTA program, have contributed to improving the digital skills of ASN. However, despite these efforts, further improvements are needed to meet the SPBE index target and fully realize the goals of digital transformation. **Conclusion:** Magetan Regency has made significant strides in digital transformation, focusing on developing ASN capabilities and digital-based services in response to post-Covid-19 bureaucratic changes. However, continued efforts are necessary to meet national SPBE targets and ensure sustainable digital transformation in the region. **Novelty/Originality of This Study:** This study provides an in-depth examination of digital transformation efforts in Magetan Regency, particularly highlighting the role of human resource development through the Government Talent Academy (GTA). The research offers valuable insights into the specific challenges and strategies involved in achieving digital transformation in local government settings, especially in the context of the Industry 5.0 era.

KEYWORDS: digital transformation; gta (government talent academy) program; hr improvement.

1. Introduction

Magetan Regency Government is facing great challenges in realizing a more advanced digital transformation. Although there has been a gradual improvement in the Electronic-Based Government System (EBS) Index from 2020 to 2022, Magetan Regency still has not

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reached the target set by the Ministry of PANRB. This evaluation shows that although efforts have been made, there are gaps that need to be addressed to achieve comprehensive digital transformation (Campbell, 2022)

Digital transformation in Magetan Regency is not only important to improve infrastructure, but also to improve digital skills among the state civil apparatus (ASN) and the community (Hassan et al., 2021) Programs such as the Government Transformation Academy (GTA) have been introduced to improve digital understanding and quality among local OPDs. These steps are in line with President Joko Widodo's directive to accelerate digital transformation across Indonesia, given the importance of adapting to the Industrial Revolution 5.0 (I. F. Rahmadi & Hayati, 2020)

Thus, Magetan Regency is taking strategic steps to maximize the potential of digital transformation. Close collaboration between the government and the community is the key to success in building strong digital skills, which is the foundation for economic growth and more efficient public services in this digital era (September, 2022). The Ministry of Administrative Reform and Bureaucratic Reform's Electronic-Based Government System (SPBE) Index target can be seen in detail in Table 1.

Table 1. Electronic-based government system (SPBE) index target ministry of administrative reform and bureaucratic reform

Name of Agency	Year	SPBE Index	SPBE Index Target	Gap	Predicate
Magetan District Government	2020	2,50	2.6	-0.10	Enough
Magetan District Government	2021	2.56	2.6	-0.04	Enough
Magetan District Government	2022	2.59	2.6	-0.01	Enough

In the results obtained from the data above regarding the evaluation of SPBE (Electronic Based Government System) above which is carried out from year to year. Which results show a number of SPBE Index numbers in Magetan Regency, from the data above Magetan Regency has increased little by little, but the latest data shows that Magetan Regency has not reached the SPBE index target of the Ministry of PANRB, if reviewed through the final results in the data from the data shows that Magetan Regency gets a sufficient predicate with an index of 2.59, target 2.6. and a gap of -0.01. This figure shows that the Magetan Regency Government needs to conduct further reviews related to improvements towards a superior digital transformation and meet the SPBE index number.

The main objective of the GTA (Government Transformation Academy) program is to meet the needs of an electronic-based government system that is expected to provide value and integrate human resources from various aspects of digital skills aimed at local ASN, so that this program can form excellence in competing digital skills in human resources through training towards digital transformation which is still being pursued by the Magetan Regency government, especially the local communication and information technology office to meet the digital skills needs of ASN in Magetan Regency (Hidayah et al., 2021).

This of course should make all government agencies realize that we are transforming in the Industry 5.0 era in the digital era of government, updating data carried out by the government will help government performance in making decisions (Firdaus et al., 2021) The Era of Transformation and the times that continue to move are always a challenge that every agency must face. In the past, every development effort in the economy could create up to 200,000 jobs. But at this time, in the Era of Industrial transformation 5.0, every economic growth with a percentage of 1% can print 75,000 for jobs every year, but it cannot be stopped that the data shows that currently job seekers annually reach 31 million (Eman Sulaiman et al., 2021).

2. Methods

In a recent study conducted in Magetan Regency, researchers investigated the development of human resources within the state civil apparatus (ASN) through the Government Talent Academy (GTA) program. Using a qualitative approach, the study delved into the ways this program enhances workforce quality in the government sector by fostering skills relevant to modern governance. This approach enabled a detailed exploration of the GTA program's impact and its alignment with the goals of digital transformation and public sector innovation. Primary data was gathered through direct interviews with key stakeholders, including representatives from the Communication and Informatics Office of Magetan Regency, to capture first-hand insights into program implementation. Additionally, the research utilized secondary data sources, including analysis of official documents such as laws, regulations, journals, and other literature, to provide a comprehensive foundation for examining the program's effectiveness.

To further enrich the findings, structured interviews were conducted with individuals involved in the GTA program, using questions designed to uncover both practical experiences and broader insights on its impact. Observations were also made to observe program interactions directly, adding context to the field implementation of digital transformation initiatives (Pupu Saeful Rahmat, 2009). The research included a literature review to explore relevant theories related to digital transformation and human resource development in the public sector. Data from diverse sources were systematically reduced and analyzed to focus on essential findings, drawing on the insights of primary and secondary sources alike (Eman Sulaiman et al., 2021). These findings are presented narratively, supplemented by images, data, and diagrams that clarify how the GTA program fosters digital advancement and enhances human resource capabilities in Magetan Regency.

This method provides an in-depth and contextual understanding of the implementation and impact of the GTA program, as well as its relevance in improving ASN capacity at the local level. By integrating field data and careful literature analysis, this research not only illustrates the achievements of this program, but also offers valuable insights for future policy development (Asep Nurjaman, 2018). The position of Magetan Regency can be seen in Figure 1.



Fig 1. Magetan Regency

3. Results and Discussion

The Government Transformation Academy (GTA) program was initiated in 2021, aligning with Law No. 5 of 2014 concerning state civil apparatus (ASN), which affirms that every ASN employee has the right and opportunity to develop their potential. This initiative

has become a strategic cornerstone for Magetan Regency in its pursuit of digital transformation among its civil servants (Tini Utami, 2021). Managed by the Communication and Informatics Office of Magetan Regency in collaboration with Surabaya's Human Resources Empowerment Agency (BPSDM), the GTA provides a robust training platform focused on enhancing digital skills. By prioritizing digital competencies, the program aims to streamline public service delivery and increase transparency in ASN performance throughout the region. This emphasis on skill development is crucial in adapting to the rapidly changing demands of governance in the digital age.

To ensure inclusivity and accessibility, the GTA program is tailored to meet the diverse needs of various regional work units (OPDs) in Magetan Regency. It offers training sessions in both online and face-to-face formats, accommodating different learning preferences and schedules. This flexible approach not only encourages maximum participation but also ensures that employees can effectively integrate the training into their daily routines. The program's design reflects a commitment to improving public sector efficiency and fostering a culture of continuous learning among ASN personnel. As a result, the GTA serves as a vital mechanism for equipping Magetan Regency's civil servants with the necessary skills to navigate the complexities of modern governance and enhance the overall quality of public services.

3.1 Implementation of government transformation academy (GTA) in Magetan Regency

In its implementation, the GTA also organizes customized classes for agencies that require a more specialized approach. This includes requirements such as providing classroom space, relevant learning materials, as well as logistical support to ensure the smooth running of the training. These costs are covered by the Magetan District Communication and Informatics Office, which accommodates all seminar needs, equipment, as well as transportation and accommodation costs for the participants involved. The GTA program is not only about learning, but also a concrete step towards modernizing local government (Sabrina, 2019). By improving the quality of human resources through digital skills development, Magetan Regency is not only preparing ASN to face today's technological challenges, but also building a strong foundation for innovation and better public services in the future (Hidayah et al., 2021).

The implementation of the Government Transformation Academy (GTA) in Magetan Regency has also made a significant impact in improving digital skills and efficiency of public services. Since its launch, the program has not only successfully trained more than 80% of State Civil Apparatus (ASN) in various digital skills, but also changed the paradigm in local governance (Katharina, 2018). One important aspect of the GTA is the strong commitment of the Magetan District Government to continuously develop the training curriculum in accordance with the latest technological developments. This includes the introduction of new modules such as cyber security, big data analysis, and blockchain technology that are increasingly relevant in the context of modern public services (Hassan et al., 2021).

The GTA is not just a training program, but also a platform for innovation in data management and public policy. Through collaboration with educational institutions and local industries, the GTA has successfully integrated a project-based learning approach that allows civil servants to directly apply the skills they learn in the context of their daily work. This not only improves operational efficiency, but also encourages the creation of innovative solutions in public service delivery that are more responsive to community needs (Wright & Pandey, 2011).

One of the concrete results of the GTA is the significant increase in the Electronic-based Government System (EBSE) Index in Magetan Regency. Year-on-year data shows that the integration of information technology in governance has improved transparency, accountability, and the overall quality of public services. ASNs who have been trained through the GTA are not only able to manage e-government platforms more efficiently, but also become agents of change in driving the adoption of new technologies to improve the

performance of government organizations. In addition, the GTA has also successfully built a strong network of collaboration between various stakeholders, including local governments, academia, and the private sector. This collaboration not only expands resources and access to the latest technological knowledge, but also facilitates the transfer of knowledge and experience between the public and private sectors in facing the challenges of digital transformation.

The Magetan District Government's commitment to making GTA a long-term strategic step in building a responsive and technology-oriented government is also reflected in the significant budget allocation for the development of this program. Funds are provided not only for training implementation and curriculum development, but also to ensure adequate technology infrastructure and equipment for trainees. This underscores the seriousness in ensuring that all ASNs have equal access to digital learning opportunities (Rahman et al., 2020). The challenges faced by the GTA also provide momentum to continue innovating learning approaches. The development of interactive and adaptive distance learning platforms is one strategy to overcome geographical and accessibility barriers for ASNs in rural or remote areas (Zamrodah, 2016). This initiative not only increases participation, but also builds a foundation for broader digital inclusion in Magetan Regency (Putri et al., 2021).

In addition, regular evaluation of program effectiveness and measurement of its impact on the quality of public services is an integral part of the GTA sustainability strategy. Through systematic data collection and analysis of performance indicators, the Magetan District Government can continue to adjust training and development strategies to meet the evolving needs of ASN and the community (I. F. Rahmadi & Hayati, 2020). Overall, the Government Transformation Academy (GTA) in Magetan Regency is not only a reflection of the strong commitment of the local government to face the challenges of the digital revolution, but also an example of how local initiatives can accelerate the transformation towards a more efficient, transparent, and technology-oriented government. By continuing its commitment to innovation and cross-sector collaboration, the GTA is expected to continue to be a catalyst for positive change in the development of a digital society in Indonesia (Margaretha, 2021).

On May 17-21, 2022, Magetan Regency held the Government Transformation Academy (GTA) as an initiative to strengthen the digital skills of the State Civil Apparatus (ASN). The GTA I launch event was attended by Mr. Suprawoto, Regent of Magetan, and a representative from BPSDM Ministry of Communication and Information RI, Yuliar Magdalena Zega. The main objectives of this program are to improve ASN's digital literacy, accelerate technological transformation in local government, and improve the efficiency and transparency of public services.

GTA I was held in eight different locations in Magetan Regency, with the aim of providing five days of intensive training. The program includes various modules, such as Junior Office Operator (JOO) for the use of basic office applications, Business Process Engineer (BPE) to improve operational efficiency, and Junior Graphic Design (JGD) for visual communication. Through this training, participants are expected to improve their technical skills and prepare themselves to take an important role in the digital transformation of local government (Purnomo, 2021). GTA I is not just an effort to improve individual competencies, but also a strategic step to advance the effectiveness of public services in the digital era. Thus, this program not only supports the development of ASN in facing the digital revolution, but also becomes a solid foundation for positive transformation in local governance as a whole (Ottay et al., 2022).

The Government Transformation Academy (GTA) in Magetan Regency has become a key pillar in efforts to improve the digital skills of the state civil apparatus (ASN). The program not only focuses on basic digital literacy, but also develops technical skills essential for managing e-government in the era of the Industrial Revolution 5.0. Close collaboration between the Magetan District Government, the Surabaya Human Resources Development Agency (BPSDM), and various other stakeholders has ensured that the GTA not only fits local needs but is also integrated with national standards in human resource development (Ananda, 2021). Based on the latest data, by 2023, more than 80% of civil servants in

Magetan Regency have attended at least one digital training program through the GTA, marking a significant increase from the previous year. This increase reflects a commitment to strengthening digitally proficient human resources across local government organizational units (A. N. Rahmadi & Fitria, 2022). Despite successfully increasing the Electronic-based Government System (EBS) Index from 2.59 in 2022 to 2.75 in 2023, the GTA still faces challenges such as the technology access gap between government organizational units. To address this, the GTA continues to develop innovations in distance and flexible learning and expand the scope of the program to ensure that all ASNs have equal access to the necessary training and technology resources (Syah, 2021).

While GTA II was held on September 26-30, 2022, the Magetan Regency Government again held the second phase of the Government Transformation Academy (GTA) with the main objective of increasing ASN competencies in the field of digital transformation. The training event took place at Graha Literasi Magetan for four days, providing a platform to develop capabilities in several key areas. One of the main focuses of the training is Data Science Fundamental, which aims to equip participants with skills in analyzing and understanding data patterns to support better decision-making. The module covers data understanding, preprocessing, learning methods, model building, evaluation, and data ethics.

In addition, the Project Management training is aimed at deepening the understanding of project management concepts and practices. With participants from various backgrounds, including supervisors, employees, and ASNs involved in the project, the program aims to prepare them to face challenges from project inception to closure effectively (Hidayah et al., 2021). Digital Relations (DR) is another important aspect discussed in GTA II. This training focuses on effective digital communication strategies, including detection of potential issues, rapid response to problems, and dissemination of public content to raise public awareness. The goal of the entire training is to strengthen ASN competencies in facing the digital transformation era, facilitate better adaptation to technology, and support Magetan Regency's vision towards Smart City. The implementation of the acquired skills is expected to improve the quality of public services, operational efficiency, and transparency in governance (Breugh et al., 2022). The GTA II program not only reflects Magetan Regency's commitment in facing the challenges of digital transformation, but also as a real effort to build a strong foundation in achieving better and modern public services. Through this training, it is also expected that significant improvements in the Electronic-Based Government System (SPBE) and ASN digital capabilities, in line with the goal of achieving measurable and sustainable optimal performance (Hidayah et al., 2021).

3.2 Impact evaluation and expansion of the GTA program

In conducting an in-depth evaluation of the implementation of the Government Transformation Academy (GTA) in Magetan Regency, there is a significant positive impact in improving the efficiency of public services and responsiveness to community needs. The GTA program has successfully trained more than 80% of the State Civil Apparatus (ASN) in various digital skills, which not only improves individual capabilities in managing information technology, but also strengthens digital infrastructure in various government organizational units (Komara, 2019). One of the striking achievements of the GTA implementation is the increase in the Electronic-Based Government System (SPBE) Index in Magetan Regency. From the available data, it can be seen that the integration of information technology in governance has successfully improved transparency, accountability, and the overall quality of public services. ASNs who have been trained through this program are able to optimize the use of e-government platforms to improve operational efficiency and respond more effectively to community needs (Nurochman, 2021).

In addition to providing training, GTA also serves as an innovation platform in data management and public policy. Through close collaboration with educational institutions

and local industries, the program has encouraged the creation of innovative solutions in the provision of more responsive public services. The project-based learning approach applied in the GTA allows civil servants to directly apply the skills they acquire in the context of their daily work, which in turn improves the efficiency and quality of services provided to the community. The challenges faced in implementing the GTA have also provided momentum to continue innovating learning approaches. The development of interactive and adaptive distance learning platforms has helped overcome geographical and accessibility barriers for ASNs in rural or remote areas. This not only increases participation in training programs, but also builds a foundation for broader digital inclusion in Magetan Regency (Pamungkasih et al., 2021).

Regular evaluation of the effectiveness of the GTA program is an integral part of the sustainability strategy. By systematically collecting data and analyzing performance indicators, Magetan Regency Government can continue to adjust training and development strategies to more accurately meet the evolving needs of ASNs and the community. Overall, the Government Transformation Academy (GTA) in Magetan Regency not only reflects the strong commitment of the local government to face the challenges of the digital revolution, but also serves as an example of how local initiatives can accelerate the transformation towards a more efficient, transparent, and technology-oriented government. By continuing its commitment to innovation and cross-sector collaboration, the GTA is expected to continue to be a catalyst for positive change in the development of a digital society in Indonesia (Adinegoro, 2023).

With increased ASN participation in the GTA program, there has been a significant improvement in digital skills and the application of information technology in local governance. Through continuous evaluation, the Magetan District Government can continue to adjust training and development strategies to meet the evolving needs of ASN and the community more effectively. An in-depth evaluation of the GTA implementation shows significant positive impacts, including improved public service efficiency and community satisfaction in Magetan Regency. Based on recent survey data, more than 70% of respondents reported their satisfaction with the services provided by government organizational units that have implemented e-government systems through the GTA program. Furthermore, the evaluation noted that the implementation of e-government systems in several local government organizational units has improved responsiveness to public requests and more effective data management (Bright, 2011). In the context of ASN human resources, increasing digital skills through GTA also has a direct impact on the ability of individuals to adapt to increasingly complex technological demands. Nonetheless, the expansion of this program is still a key focus to ensure that digital transformation is evenly distributed across government organizational units. These steps include continuous evaluation of the program's impact, improvement of information technology infrastructure, and cross-sectoral integration in public services to support the vision of Magetan Regency as a more efficient and transparent government in the digital era.

In implementing the GTA (Government Transformation Academy) program, the Communication and Information Technology Office of Magetan Regency faces a number of challenges that need to be overcome. One of them is the lack of adequate infrastructure and the suboptimal quality of human resources in the field of ICT and information security. For example, there are no public and private institutions that can access the necessary external audits. According to Yohanitas (2018) this is also related to performance management. The utilization of media to disseminate information through the Magetan Regency Government website is also not optimal. However, government efforts and community participation are needed to improve digital literacy and support more effective E-Government implementation. The development of adequate facilities and infrastructure is also an important focus in improving the quality of public services in Magetan Regency.

With the Government Transformation Academy, it is expected to improve performance management and increase the ability of human resources to face the challenges of digitalization. This is expected to bring Magetan Regency towards improving the quality of public services and better efficiency of electronic-based administration given that all the

ingredients for taking In the midst of this revolution, the government needs to be well prepared. The first step is to strengthen information technology infrastructure capable of supporting the new applications and platforms required to support modern and efficient government operations. This involves investing in robust digital networks, secure data centers, as well as adequate privacy policies to protect people's sensitive data (Aziz & Roziqin, 2020).

In addition to infrastructure, the government also needs to focus on developing human resources who are proficient in new technologies. Training and development programs are crucial to improve digital literacy among ASNs and prepare them to face increasingly digital and complex job demands. This training should not only cover technical aspects such as the use of AI or data analysis, but also the ethical and security aspects of using these technologies for the public interest. Digital transformation also opens up new opportunities for government to improve transparency, accountability and public participation. With data that is more accessible and understandable to the public, governments can increase public engagement in the decision-making process and design more inclusive and evidence-based policies (Wati, 2021).

However, along with opportunities, there are also challenges that need to be overcome. One of the main challenges is cyber security (Montundu et al., 2020). In an era where data is becoming a highly valuable asset, governments must ensure that they have a robust cyber defense system to protect sensitive information and critical infrastructure from increasingly sophisticated and complex cyber attacks. In addition, equitable and inclusive technology implementation is also a priority. Governments need to ensure that digital transformation does not leave anyone behind, especially communities that may have limited access to technology or lack digital skills. This can be done through digital inclusion policies that provide equal training and access to technology for all citizens (Prihadi et al., 2014). By taking these steps, governments around the world can harness the full potential of the Industrial Revolution 6.0 to drive sustainable social, economic and environmental progress. With the right readiness and strategies, governments can be pioneers in realizing the vision of a brighter and more inclusive future for all citizens (Teknik et al., 2022).

4. Conclusions

The Government Transformation Academy (GTA) program is a significant initiative to improve digital skills among the State Civil Apparatus (ASN) in Indonesia. Through this program, the government is committed to changing the ASN paradigm from conventional-based to digital-based. With a focus on information and communication technology infrastructure development and intensive training, GTA aims to provide ASN with the skills and knowledge needed to compete in the digital era. The success of the GTA is not only measured by increased access to technology, but also in creating a technology-responsive work environment. The ASNs are equipped with the necessary skills to manage data, utilize digital platforms, and improve efficiency in public services. Thus, the GTA is not only a catalyst in realizing a more transparent and accountable digital government, but also transforming ASNs into change agents capable of facing future challenges.

Currently, the main challenge for the implementation of the GTA is to ensure the thorough integration of digital infrastructure and skills into all ASN work units. A strong commitment from all relevant parties is needed to ensure continuity and continuous improvement in the use of technology. In addition, periodic evaluation and strategy adjustments are important so that this program remains relevant and effective amid the dynamics of technological change. Overall, the GTA is not only a progressive step towards modernizing public services, but also a long-term investment in ASN capacity development. By preparing ASNs to face digital challenges, this program not only accelerates digital transformation in the public sector, but also improves people's quality of life through more effective and inclusive services. Through continuous implementation and awareness of the

importance of adapting to technology, the GTA can become an important milestone in building Indonesia as a resilient and globally competitive digital nation.

As a suggestion, concrete steps are needed such as increased investment in equitable information technology infrastructure, development of a more diverse training curriculum, and more inclusive utilization of technology for distance learning. The government needs to mobilize cross-sectoral support more effectively to ensure that every ASN not only has the necessary technical skills, but is also able to adapt quickly to technological changes. Only then can Magetan Regency maximize the potential of digital transformation to deliver efficient, transparent, and inclusive public services for all its people.

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