

Research Article

# The Readiness of Digital Bureaucracy in the Transformation of Public Services in Sorong City Is Reviewed from the Capacity and Digital Literacy of ASN

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**Abstract.** This study aims to analyze the readiness of the digital bureaucracy in transforming public services in Sorong City, focusing on the capacity and digital literacy of the State Civil Apparatus (ASN). The research uses a mixed-methods approach with a sequential explanatory design, in which quantitative data are collected through questionnaires and analyzed descriptively and correlatively, and then deepened with qualitative data through in-depth interviews. The study's results show that the Sorong City Government's digital bureaucracy is in the early stages of implementation and has not been optimal. ASN capacity and ASN digital literacy are positively related to the readiness of the digital bureaucracy, but they remain at a sufficient, fundamental level. The transformation of digital public services has increased the efficiency of certain services. However, this improvement has not been evenly distributed due to limited human resources, system integration challenges, and a bureaucratic work culture. The study's implications emphasize the importance of strengthening civil servants' capacity and digital literacy as a prerequisite for the successful transformation of digital public services. The limitation of this study is in use of correlation analysis, which does not explain causal relationships. Further research is recommended to use a more comprehensive analytical approach and expand the scope of the research area.

**Keywords:** Civil servant capacity; Digital bureaucracy; Digital literacy; Public service transformation; Sorong City

## 1. Introduction

Digital transformation has become a national strategic agenda in an effort to improve the quality of governance and public services in Indonesia. The government, through various policies, such as the Electronic-Based Government System (SPBE) and the National Digital Transformation Roadmap, encourages the integrated use of information and communication technology (ICT) in all government bureaucratic processes (Ministry of PANRB, 2018). Bureaucratic digitalization is not only seen as a modernization of work tools but also as an instrument of structural reform to realize an effective, efficient, transparent, and community-oriented government (World Bank, 2016). However, the success of the public sector's digital transformation is primarily determined by bureaucratic readiness, especially the capacity and digital literacy of state civil servants (ASN), the leading actors in public service delivery.

At the regional level, implementing digital transformation policies faces various challenges, especially in areas outside Java Island and eastern Indonesia. Sorong City, as one of the centers of economic and government growth in Southwest Papua Province, has a strategic role in the implementation of regional public services. The Sorong City Government has begun to adopt various digital applications and systems in administrative, planning, and staffing services. However, the readiness of the digital bureaucracy is determined not only by the availability of infrastructure and applications, but also by organizations' and civil servants' ability to manage, operate, and use digital technology effectively. (Heeks, 2006). Therefore, the concept of digital bureaucracy readiness is crucial for assessing the extent to which regional bureaucracies can carry out digital-based public service transformation in a sustainable manner.

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The phenomenon observed in Sorong City indicates a gap between policy and practice in the implementation of digital bureaucracy. On the one hand, local governments have adopted a digital system and followed the national SPBE policy. However, there are still various problems, such as low system utilization by ASN, reliance on manual processes, and uneven digital literacy across regional apparatus. Some digitally based public services have not operated optimally due to limited technical capacity among civil servants and a lack of understanding of ethics, security, and digital work culture. This condition reflects the implementation gap, the incompatibility between the design of digital transformation policies and local bureaucracies' ability to implement them effectively (Heeks, 2006). This gap could hinder the primary goal of public service transformation: improving service quality and community satisfaction.

Theoretically, this research draws on e-government and public-sector capacity-building theories. The e-government theory explains that the success of the application of technology in government is influenced by the alignment between technology, organization, and human resources factors (Heeks, 2006). Meanwhile, capacity building theory emphasizes that bureaucratic capacity includes the ability of individuals, organizations, and institutional systems to carry out government functions effectively (Grindle, 1997). In this research, digital bureaucratic readiness is understood as a condition in which civil servants have adequate digital capacity and literacy to support the transformation of public services. ASN capacity relates to competence, skills, and experience in using digital technology, while digital literacy encompasses the ability to understand, evaluate, and use digital information responsibly (Gilster, 1997). The relationship between these concepts shows that the capacity and digital literacy of civil servants are the main prerequisites for the success of digital-based public service transformation.

Several previous studies have examined the readiness of digital bureaucracy and the digital literacy of civil servants, but they still have limitations. Research by Nurmandi and Kim (2015) emphasizes that the implementation of e-government in Indonesia remains constrained by limited capacity among bureaucratic human resources, particularly in the regions. Furthermore, a study by Pratama (2019) found that civil servants' digital literacy significantly affects the quality of digital public services. However, it did not specifically link digital literacy to the readiness of the bureaucracy as a whole. Meanwhile, research by Indrajit (2020) focuses more on the policy and infrastructure aspects of SPBE, without delving deeply into the dimensions of ASN capacity and digital literacy as implementation actors. Thus, there is a research gap in the form of a lack of empirical studies that integrate ASN capacity and digital literacy as determinants of digital bureaucratic readiness, especially in the context of local governments in the eastern region of Indonesia.

The selection of Sorong City as the research locus is based on several strategic considerations. First, Sorong City is a developing city with a high level of ASN heterogeneity, both in terms of educational background and work experience, so it is interesting to study in the context of digital bureaucratic readiness. Second, as the gateway to the Southwest Papua region, Sorong City has increasingly complex public service demands and requires effective digital transformation. Third, there is still limited empirical research on the readiness of digital bureaucracy in eastern Indonesia, making Sorong City a relevant and valuable locus for academic and practical contributions. The research focuses on the ASN of the Sorong City Government because ASN is the leading implementer of digital transformation policies and plays a key role in determining the quality of public services.

Based on this description, the problem of this research is formulated in the following significant questions: How is the readiness of the digital bureaucracy in the transformation of public services in Sorong City reviewed from the capacity and digital literacy of the state civil servants' apparatus? This question is expected to describe the current state of digital bureaucratic readiness and identify the factors that affect it. Thus, the title of the proposed research is: Digital Bureaucratic Readiness in the Transformation of Sorong City Public Services Reviewed from the Capacity and Digital Literacy of the State Civil Apparatus.

## 2. Literature Review

### Public Sector Capacity Building Theory – Merilee S. Grindle

The public sector capacity-building theory proposed by Grindle emphasizes that government capacity is a key factor in determining the effectiveness of public policy implementation. Grindle (1997) defines capacity as the ability of individuals, organizations, and institutional systems to carry out government functions effectively and sustainably. Capacity building is not limited to improving the technical skills of the apparatus, but also includes strengthening organizational structures, work processes, leadership, and policy environments that support bureaucratic performance.

In the context of digital transformation, this theory is relevant because digitizing public services requires significant changes to how bureaucracies operate. Civil servants are required to have adaptive skills to technology, understand the digital system, and be able to integrate technology in the public service process. Grindle (1997) asserts that without adequate individual and organizational capacity, bureaucratic reforms, including digital transformation, tend to fail in implementation. Thus, ASN capacity is the foundation of digital bureaucratic readiness and directly affects the success of e-government implementation and the quality of digital public services.

### **Digital Government Readiness Theory**

The theory of digital government readiness describes the extent to which a government is prepared to adopt and implement digital technology effectively to support governance and public services. Digital bureaucracy readiness encompasses institutions, human resources, technology, regulations, and organizational culture (UN, 2020). Heeks (2006) emphasized that digital readiness is not only related to the availability of technology, but also the compatibility between the design of digital systems and the real conditions of the bureaucracy that uses them.

In this perspective, digital bureaucratic readiness is understood as a condition where government organizations and civil servants have adequate capacity, competence, and digital literacy to carry out technology-based public service transformation. Governments with low levels of digital readiness tend to experience a design-reality gap, which is a gap between digital policy planning and implementation practices in the field (Heeks, 2006). Therefore, this theory places human resources as a strategic element in determining the success of the digital transformation of the public sector and strengthening the relationship between civil servant capacity, digital literacy, and the quality of public services.

### **The Concept of State Civil Apparatus Capacity (ASN Capacity)**

The capacity of the State Civil Apparatus (ASN) refers to the ability of individual civil servants to carry out government duties and functions effectively, professionally, and sustainably. According to Grindle (1997), the capacity of civil servants encompasses knowledge, skills, attitudes, experiences, and the ability to adapt to changes in policies and technology. In the context of digital bureaucracy, the capacity of civil servants extends beyond technical competence to include analytical skills, decision-making, and an understanding of the digital public service system.

The capacity of civil servants is closely linked to the readiness of the digital bureaucracy, as they are the primary implementers in e-government policies. Civil servants with low capacity tend to experience difficulties in operating digitally. systems, thus potentially causing resistance to change and dependence on manual procedures (Nurmandi & Kim, 2015). On the other hand, increasing civil servants' capacity through training and competency development will strengthen digital literacy and support the transformation of public services. Thus, the capacity of civil servants is a key variable that mediates the relationship between digital transformation policies and the quality of digital public services.

### **The Concept of ASN Digital Literacy (Digital Literacy)**

ASN digital literacy is defined as the ability of ASN to understand, use, evaluate, and utilize digital technology effectively, critically, and responsibly in the context of government work. Gilster (1997) stated that digital literacy is not only related to the technical ability to use digital devices, but also to cognitive abilities in managing digital information. In the public sector, civil servant digital literacy includes an understanding of data security, digital ethics, and the use of government information systems.

ASN digital literacy is closely related to ASN capacity and digital bureaucratic readiness. ASN with good digital literacy will be more adaptive to the digital-based public service system and be able to maximize the use of technology in the service process (Pratama, 2019). On the other hand, low digital literacy can hinder the transformation of public services even though technological infrastructure is available. Therefore, ASN digital literacy is an important prerequisite in realizing an effective digital bureaucracy oriented towards quality public services.

### **The Concept of Digital Public Service Transformation**

Digital public service transformation is a fundamental shift in the delivery of public services through digital technology to improve efficiency, effectiveness, transparency, and service quality (World Bank, 2016). This transformation not only involves digitizing procedures but also changing the bureaucratic work culture and interaction patterns between the government and the community.

This concept is directly related to the readiness of the digital bureaucracy, the capacity of ASN, and ASN's digital literacy. Digital public service transformation can only be achieved if civil servants have adequate digital capacity and literacy to manage digital systems effectively

(Heeks, 2006). Without the readiness of the digital bureaucracy, the transformation of public services risks becoming merely a matter of technology adoption rather than an improvement in service quality. Thus, the transformation of digital public services is an outcome of the interaction between digital policy, bureaucratic readiness, and ASN competence.

### 3. Research Methods

This study uses a mixed-methods approach with a sequential explanatory design, in which quantitative data are collected and analyzed first, followed by the inclusion of qualitative data (Creswell & Plano Clark, 2018). This approach was chosen to gain a comprehensive understanding of the readiness of the digital bureaucracy in the transformation of public services, especially in terms of the capacity and digital literacy of civil servants. The quantitative approach is used to measure the level of digital bureaucracy readiness, ASN capacity, ASN digital literacy, and the transformation of digital public services. Data were collected using a closed-ended questionnaire with a Likert scale and analyzed using descriptive statistics to describe trends in the data, as well as correlation analysis to examine relationships among research variables (Sugiyono, 2019).

A qualitative approach is used to deepen and explain quantitative results through in-depth interviews. Qualitative data analysis is conducted through thematic analysis, involving data reduction, encoding, and theme development, and is strengthened by triangulation of sources and methods to ensure data validity (Miles, Huberman, & Saldaña, 2014). The research is conducted at the ASN of the Sorong City Government. The research resource persons include the Regional Secretary of Sorong City, the Head of the Communication and Information Service, the Head of the Population and Civil Registration Office, the Head of the Personnel and Human Resources Development Agency, the Head of the People's Welfare Section, and related staff who are directly involved in the implementation of digital public services.

### 4. Research Results

#### Quantitative findings

This descriptive analysis examines four critical dimensions of digital governance: Digital Bureaucracy Readiness, Civil Servant Capacity, ASN Digital Literacy, and Digital Public Service Transformation. The statistical assessment evaluates respondents' perceptions using mean scores and standard deviations to determine the current state of digital transformation implementation within the governmental organization.

**Table 1.** Descriptive Analysis

Variable	Average	Standard	Deviation
Digital Bureaucratic Readiness	3,98	0,85	Height
ASN Capacity	3,93	0,83	Height
ASN Digital Literacy	4,00	0,81	Height
Digital Public Service Transformation	4,07	0,79	Height

The descriptive analysis results reveal uniformly high performance across all digital governance dimensions. Digital Public Service Transformation demonstrates the highest mean score ( $M=4.07$ ,  $SD=0.79$ ), indicating strong implementation of digital service delivery systems. ASN Digital Literacy is closely followed by a perfect score of 4.00 ( $SD=0.81$ ), reflecting excellent digital competencies among civil servants. Digital Bureaucracy Readiness ( $M=3.98$ ,  $SD=0.85$ ) and Civil Servant Capacity ( $M=3.93$ ,  $SD=0.83$ ) also fall within the high category. The relatively low standard deviations (0.79-0.85) across all variables suggest consistent respondent perceptions, indicating homogeneous agreement regarding the organization's digital transformation readiness. These findings confirm that the governmental institution demonstrates strong preparedness and capability in implementing digital governance initiatives.

The correlation analysis examines the relationship between the variables of government digital transformation, including Digital Bureaucratic Readiness, ASN Capacity, ASN Digital Literacy, and Digital Public Service Transformation. The Pearson correlation matrix is used to identify the strengths and directions of interdimensional relationships, in order to understand the dynamics of digitalization implementation in public sector organizations.

**Table 2.** Matrix Correlations

	Digital Bureaucratic Readiness	ASN Capacity	ASN Digital Literacy	Digital Public Service Transformation
Digital Bureaucratic Readiness	1	0.182	0.102	0.090
ASN Capacity	0.182	1	0.077	0.039
ASN Digital Literacy	0.102	0.077	1	0.057
Digital Public Service Transformation	0.090	0.039	0.057	1

The results of the correlation analysis in Table 2 show the relationship between variables in the implementation of government digital transformation. Overall, all correlation coefficients showed positive values, indicating that an increase in one variable is likely to be followed by an increase in another, albeit with varying relationship strengths.

The strongest relationship was found between Digital Bureaucratic Readiness and ASN Capacity ( $r=0.182$ ), although this value is still classified as a very weak correlation according to Cohen's (1988) criteria. These findings indicate that although the readiness of digital infrastructure and bureaucratic systems is related to the capacity of state civil servants, the relationship is not optimal. This is in line with the research of Mergel, Edelman, and Haug (2019), who stated that digital transformation not only depends on technological readiness but also requires comprehensive human resource capacity development.

The correlation between Digital Bureaucratic Readiness and ASN Digital Literacy was  $r = 0.102$ , which is also in the very weak category. These findings indicate that the readiness of digital systems and infrastructure is not in line with the level of digital literacy of employees. This phenomenon can be explained by the technology acceptance model (Davis, 1989), which emphasizes that the availability of technology does not automatically increase users' ability to operate it. Structured and sustainable digital competency training and development programs are needed.

The relationship between Digital Bureaucratic Readiness and Digital Public Service Transformation showed a very weak correlation ( $r=0.090$ ). These results indicate that the readiness of the digital bureaucracy has not significantly encouraged the transformation of public services. These findings are in line with the study of Twizeyimana and Andersson (2019), who stated that the digital transformation of public services requires not only technological infrastructure but also changes in organizational culture, supportive policies, and transformative leadership.

The correlation between ASN Capacity and ASN Digital Literacy showed a value of  $r=0.077$ , indicating that the general capacity of employees was not in line with their specific digital competencies. This underscores the need to distinguish between general technical capacity and specific digital skills in human resource development programs for apparatus personnel (Mergel et al., 2019). The weakest relationship was found between ASN Capacity and Digital Public Service Transformation ( $r=0.039$ ), indicating that employee capacity is not currently a determining factor in driving digital service transformation. Similarly, the correlation between ASN Digital Literacy and Digital Public Service Transformation was also very weak ( $r=0.057$ ).

The low correlation indicates that the four variables are relatively independent, or that other factors not measurable in this study affect their relationship. This underscores the complexity of the digital transformation process in the public sector, which involves multiple dimensions and cannot be explained through simple linear relationships (Gil-Garcia, Dawes, & Pardo, 2018). The practical implication of these findings is the need for a holistic, integrated approach in implementing the digital transformation of governance. Public sector organizations cannot rely solely on improving one aspect. However, they must develop a comprehensive strategy that includes technology infrastructure, human resource capacity building, improvements in digital literacy, and simultaneous reform of public service processes.

### **Qualitative Findings**

Based on the results of interviews with the Regional Secretary, Head of the Communication and Information Service, Head of the Dukcapil Office, Head of BKPSDM, Head of the Welfare Section, and implementing staff, it can be concluded that the readiness of the Sorong City Government's digital bureaucracy is in the early stages of implementation but is not entirely optimal. In general, the speakers assessed that the basic policies and infrastructure supporting the digital bureaucracy are already in place. However, its implementation has not been evenly distributed across all regional apparatus. Organizational readiness is still greatly influenced by the capacity of human resources, coordination between OPDs, and leadership in encouraging the consistent use of digital systems.

In terms of the capacity of the State Civil Apparatus (ASN), the interview results show that there is a variation in capabilities between ASN and between work units. ASN in regional apparatuses that are directly involved in public services, such as Dukcapil, are relatively better prepared than other units. However, most speakers said that the training and development of civil servants' digital competencies have not been carried out in a sustainable, needs-based manner. The adaptation of ASN to the shift from manual to digital systems is gradual, with younger ASN tending to be more adaptable than senior ASN.

Regarding ASN's digital literacy, the speakers agreed that its understanding of digital technology is still at a basic level. Digital literacy is generally limited to the operational capabilities of applications. In contrast, the understanding of data security, digital ethics, and the use of digital information for decision-making is not optimal. The difference in the level of digital literacy of ASN is influenced by age, educational background, work experience, and the intensity of using technology in daily tasks.

Regarding the transformation of digital public services, the interview results show that digitalization has had a positive impact in the form of increasing service speed and efficiency, especially in certain administrative services. However, this transformation has not completely improved the quality of service evenly. The main challenges faced include system integration, human resource readiness, and a bureaucratic work culture that is still oriented towards manual procedures. Overall, the interview results emphasized that the success of digital public service transformation in Sorong City depends heavily on strengthening civil servants' bureaucratic readiness, capacity, and digital literacy in an integrated and sustainable manner.

### **Discussion**

This discussion integrates the results of quantitative and qualitative findings to explain the readiness of the digital bureaucracy in the transformation of public services in Sorong City, as reviewed from the capacity and digital literacy of the State Civil Apparatus (ASN). This approach allows researchers not only to understand the relationship between variables statistically but also to interpret the empirical meaning behind the findings.

#### **Digital Bureaucratic Readiness and ASN Capacity**

The study's results show that the Sorong City Government's digital bureaucracy is in the early stages of implementation and is not yet fully optimized. Quantitatively, ASN's capacity is sufficient, indicating that ASN already has the basic capabilities to support the implementation of digital systems. This finding is strengthened by interview results, which reveal that ASN capacity still varies across regional apparatus, with units in direct contact with public services tending to be better prepared.

This condition is in line with the capacity building theory put forward by Grindle (1997), which emphasizes that the success of bureaucratic reform is highly dependent on the ability of individuals and policy-implementing organizations. The limitations of continuous, non-need-based training have prevented ASN from developing evenly. As a result, digital transformation tends to be partial and dependent on specific individuals, rather than as an institutionalized bureaucratic system.

#### **ASN Digital Literacy in the Implementation of Digital Public Services**

In terms of digital literacy, the study shows that ASN's digital literacy remains at a fundamental, operational level. Civil servants are generally able to use digital applications, but do not have an adequate understanding of data security, digital ethics, and the use of digital information in decision-making. These findings are consistent with the concept of digital literacy by Gilster (1997), who states that digital literacy includes not only technical skills, but also cognitive and critical skills.

This low normative digital literacy has the potential to hinder the effectiveness of digital public service transformation, even though the technology infrastructure is available. These findings support the findings of Pratama (2019) and Nurmandi and Kim (2015), who stated that limited digital literacy among apparatus is one of the main obstacles to implementing e-government in local governments.

### **Digital Public Service Transformation**

The transformation of digital public services in Sorong City has had a positive impact in the form of increasing the efficiency and speed of services in specific sectors. However, the study's results show that the improvement in service quality has not been felt evenly across all customers. The main problems that arise include limited system integration among regional apparatus, the readiness of human resources, and a bureaucratic work culture that is still oriented towards manual procedures.

This phenomenon reflects the design-reality gap, as defined by Heeks (2006), namely the gap between digital policy planning and the realities of implementation in the field. Without the sustainable strengthening of civil servants' capacity and digital literacy, the transformation of public services risks becoming merely the digitization of procedures without substantive improvements in service quality, as emphasized by the World Bank (2016).

### **Interpretation of Correlation Results**

The results of the correlation analysis show a positive relationship between ASN capacity, ASN digital literacy, and the readiness of the digital bureaucracy in transforming public services in Sorong City. This positive relationship indicates that the higher the capacity and digital literacy of civil servants, the higher the level of readiness of the digital bureaucracy felt in the implementation of technology-based public services.

Substantively, these findings confirm that civil servants' capacity, which includes knowledge, skills, and adaptability to technology, is a key factor in implementing digital transformation policies. Civil servants with adequate capacity tend to be better able to operate digital systems, adjust work procedures, and reduce dependence on manual processes. These findings are in line with capacity-building theory, which states that the success of bureaucratic reform is primarily determined by the ability of individuals and policy-implementing organizations (Grindle, 1997).

In addition, the correlation between ASN digital literacy and digital bureaucratic readiness indicates that ASN's ability to understand, use, and evaluate digital technology directly contributes to the effectiveness of public service transformation. Good digital literacy not only improves service efficiency but also supports the safe and responsible use of digital systems. This supports the findings of Pratama (2019) and Heeks (2006), which emphasize that the apparatus's low digital literacy can create a gap between digital policy design and implementation practices in the field. Thus, the results of this correlation confirm that strengthening the capacity and digital literacy of civil servants is a strategic prerequisite in realizing the readiness of a sustainable digital bureaucracy.

### **Triangulation Analysis and Interpretation of Research Findings**

#### ***ASN's Capacity to Support Digital Bureaucracy***

Quantitative results show that the capacity of ASN is in the sufficient category, which indicates that ASN has basic skills in the use of digital systems, but is not entirely optimal. This finding was strengthened by interview results, which revealed that ASN competence remains technical-operational and unevenly distributed across the regional apparatus. In terms of competence, civil servants working in core service units, such as Dukcapil, are relatively better prepared due to the high intensity of digital system use. However, The limitations of continuous training prevent some civil servants from developing advanced digital skills. This condition is in line with Grindle (1997), who affirmed that individual capacity is the primary foundation of the success of bureaucratic reform.

In terms of adaptation, young civil servants are considered to adapt more quickly to changes in the digital work system than senior civil servants. This shows that technological adaptation is influenced not only by policies but also by demographic factors and organizational culture. This finding corroborates the research of Nurmandi and Kim (2015), who stated that ASN's low adaptive capacity is the main obstacle to implementing e-government in regions.

#### ***ASN Digital Literacy as a Prerequisite for Digital Readiness***

Quantitatively, civil servants' digital literacy is moderate, indicating that they can use digital applications but do not fully understand the strategic and normative aspects of digital technology. This finding was confirmed in an interview, in which the resource person noted that ASN's digital literacy is still limited to administrative applications. Understanding ASN's digital literacy generally focuses only on how to operate the system, without addressing the ability to evaluate digital information and its use in decision-making. This condition is in line with the concept of digital literacy by Gilster (1997), who emphasizes that digital literacy is not only technical, but also cognitive.

From an ethical perspective, most civil servants lack an adequate understanding of data security, privacy, and the ethics of using government digital systems. This has the potential to pose risks in the management of public data. This finding strengthens Pratama's (2019)

research, which finds that low normative digital literacy among civil servants can hinder the quality of digital public services.

### **Digital Public Service Transformation**

Quantitative results show that the transformation of digital public services has a positive impact on service speed and ease of use. These findings are in line with the results of interviews that stated that digitalization has accelerated the process of certain administrative services. In terms of efficiency, digitalization has been shown to reduce service times and bureaucratic procedures. However, this efficiency has not been felt evenly across the community, as several OPDs still rely on manual processes. This is in accordance with the World Bank's (2016) findings, which emphasize that the benefits of digitalization are optimal only if supported by the overall readiness of the bureaucracy.

As for integration, the interview results revealed that the digital public service system in Sorong City is still operating sectorally and has not been integrated across the regional apparatus. The absence of system integration has prevented digital transformation from entirely resulting in a comprehensive improvement in the quality of public services. These findings support Heeks's (2006) theory of the design-reality gap in the implementation of e-government in developing countries.

## **5. Conclusion**

This research aims to answer research questions about how the readiness of the digital bureaucracy in the transformation of public services in Sorong City is assessed, based on the capacity and digital literacy of the State Civil Apparatus (ASN). Based on the research and discussion, it can be concluded that the Sorong City Government's digital bureaucracy is generally in the high category according to quantitative assessments. However, it is still in the early stages of implementation and not fully optimized. The transformation of digital public services is underway and has a positive impact on the efficiency of certain services, but it has not been institutionalized evenly across the regional apparatus.

The analysis shows that ASN capacity and ASN digital literacy play an important role in supporting the readiness of the digital bureaucracy. However, the relationships between variables are statistically weak and insignificant. These findings indicate that the presence of ASN digital capacity and literacy has not automatically translated into strong digital bureaucratic readiness, so the transformation of digital public services remains partial and dependent on specific work units. Thus, the readiness of the digital bureaucracy is determined not only by individual civil servants' perceptions but also by system integration, bureaucratic work culture, and organizational leadership.

Theoretically, this study offers important implications for the development of capacity-building theory and digital government readiness. The findings of the study confirm that human resources, especially the capacity and digital literacy of civil servants, are key factors in bridging the gap between digital transformation policy design and implementation practices in the field. This research strengthens the view that the digital transformation of the public sector is not sufficiently understood as a technological problem, but as a process of organizational change that requires the readiness of the entire bureaucracy.

In practice, the results of this study imply that the Sorong City Government should prioritize strengthening the capacity and digital literacy of civil servants through needs-based, continuous training programs; increasing understanding of digital ethics and security; and strengthening the integration of public service systems across regional apparatus. These efforts are needed so that the transformation of digital public services does not stop at the digitization of administrative procedures, but actually results in an improvement in the quality of services for the community.

This study has several limitations, including the use of correlation analysis, which cannot explain causal relationships between variables, and the limited number of respondents and research indicators. Therefore, further research is recommended to use a more comprehensive analytical approach, such as causal or structural equation modeling, to broaden the scope of the research area and to incorporate public service users' perspectives to obtain a more complete picture of digital bureaucratic readiness.

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