



Improving the Competence of State Civil Apparatus in the Vuca Era

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ABSTRACT

Indonesia is facing the Industrial Revolution 4.0 which affects aspects of human life. This era is often characterized by the condition of VUCA, which stands for Volatility (turbulence), Uncertainty (uncertainty), Complexity (complex), and Ambiguity (unclear). The importance of increasing competence in the State Civil Apparatus (ASN) and the impact of the VUCA era will also be increasingly felt. with the aim that ASN with qualified leadership qualities. This research is intended to provide management recommendations to improve the professionalism of ASN. This type of research is qualitative (doctrinal). Qualitative normative research is intended to formulate the basic problems being faced by using a measurable analytical knife. The results of this paper are recommendations for succession management which are suggested to be implemented in government agencies as well as the work culture of ASN in the future by obtaining appropriate cadres of leaders in facing the challenges of changing eras.

Keywords: Competency Improvement, ASN, Vuca Era.

1. Introduction

The Industrial Revolution 4.0 has been widely rumored to affect and change various aspects of life. This era is often characterized by the condition of VUCA, which stands for Volatility, Uncertainty, Complexity, and Ambiguity. The shift from the 4.0 industrial revolution era to the Vuca era will have an impact on social, political, economic and cultural changes throughout the region. Advances in digital technology have affected the entire world and all aspects of life in it. In the industrial world, the industrial era 4.0 has been known where there has been a shift in work processes marked by the increasing use of Artificial Intelligence (AI) and also the increasingly widespread use of the Internet of Things (IoT) as a dominant part of work activities. The 1945 Constitution does contain the idea of political democracy and at the same time economic democracy. That is, in the highest power holder in our country is the people, both in the political and economic fields (Salam et al., 2021). The existence of the industrial revolution 4.0, has caused a lot of impacts, both positive and negative. The World Economic Forum estimates that during the period 2015-2020 it is estimated that millions of jobs will be reduced and replaced by machines, robots, artificial intelligence, and other computing devices. In the public sector and the world of bureaucracy, this also affects work patterns and demands for the quality of work expected in the context of public services.

Of course, this requires optimal management and improvement of human resource (HR) competencies in order to boost the credibility of the organization by increasing the efficiency of each bureaucratic apparatus in the fields of information, communication, and technology (ICT), with the aim of facilitating the implementation of tasks in the future (Rustandi, 2019). Then, as part of efforts to realize good governance, the human resources of the bureaucratic apparatus must always be oriented to the use of technology in the administration of government services, simplification of various regulations and also in the process of bureaucratic reform (Mardawani & Relita, 2019). Indonesia's current focus is not only to encourage the process of digitizing services but also how to achieve connectedness so that integration can be created in the delivery of public services. To fulfill this is a necessity in an effort to increase the competence of State Civil Apparatus who master technology but are fully oriented towards increasing public satisfaction with the services provided. Through autonomy, local governments have greater opportunities encourage and motivate members to build a conducive area (Haniru, 2016).

Public services are carried out by the government bureaucracy which concerns the needs of civil rights and basic government needs, but there are still many complaints or complaints from the public such as the

government bureaucracy which is convoluted in carrying out public services, limited facilities and lack of service facilities and infrastructure. Not only complaints in the service, but there are also many government bureaucracies who position themselves as agents of the authorities, not as servant agents. So it can be said that the current condition of public services in Indonesia is still not running optimally due to various factors that need to be addressed. The results of initial observations, raised a number of problems related to the competence of ASN, Public Services, and ASN readiness to face the Vuca Era.

There are still many ASNs who have low competence. According to Djohermansyah Djohan, Professor of the Institute of Domestic Administration (IPDN), there are 7 (seven) problems with the State Civil Apparatus (ASN) in Indonesia, including: there is still a priyayi mentality in ASN, the quality of ASN services is still poor, corrupt practices in the recruitment of ASN, the number of mutations and promotions carried out not according to the rules of the game, corruption committed by ASN, is still often found illegal levies by ASN to the public; and the politicization of the bureaucracy. Then the condition of public services in Indonesia at this time is still not running optimally, as shown by the many complaints from the public in the service and the servants (ASN) are also still many who place themselves as agents of the rulers, not as agents of servants.

With the condition of ASN as many as 4.37 million people with a demographic level that is still not ideal, it is homework for the government. Not ideally, the demographics of civil servants are reflected in as many as 43 percent of civil servants who are a general administration functional group with an age mode in the range of 51 years as much as 20.36 percent. Another problem faced by the government bureaucracy is the low competence and performance of high-ranking officials as much as 34.5 percent. Other things that are also the focus of the government are strengthening ASN governance and management, integrated e-government implementation, and quality and innovation of public services. Another issue that is equally important is the strengthening of accountability and the internal control system. Based on the explanation above, it is evident that the challenges of the industrial era 4.0 clearly have an impact on the quality demands of the State Civil Apparatus. ASN professionalism is an absolute must in this new era. The attitude of ASN professionalism needs to be continuously built structurally and culturally. ASN mindset change is the beginning.

Based on data from the World Economy Forum for Human Capital Indonesia in 2017, the quality of the Indonesian State Civil Apparatus is still very low. Even the quality of ASN in Indonesia is still inferior to neighboring countries such as Malaysia and Thailand. Minister of National Development Planning (PPN) Bambang Brodjonegoro said there are several things that make Indonesian ASN lose out compared to neighboring countries. One of them is the difficulty of Indonesian ASN to be rotated. Whereas the purpose of rotation is to make ASN more developed. Because with rotation, ASN can have more complex abilities by adding knowledge and work experience that is in the target unit. In addition, continued Bambang, the low capacity and level of education also makes Indonesian ASN lagging behind neighboring countries, in addition to the lack of specialists. Only 10% of ASN are recorded with the position of Technical JF (excluding teachers and medical personnel). In addition to competency issues, ASN is also still struggling with the involvement of several individuals with corrupt actions. The government through the Civil Service Development Officer (PPK) and the Authorized Official (PyB) finally carried out Disrespectful Dismissal (PTDH) of 480 Civil Servants (PNS) who were involved in criminal acts of corruption (tipikor) and who had been sentenced based on a court decision with the power of permanent law (inkracht). This figure consists of 177 decrees for dishonorable dismissal, both central and regional agencies and 303 with other decrees.

There are still many ASNs who are not ready to enter the Vuca era. Only in academic circles understand the development of the times, business people who really have an interest in the sustainability of dynamic human resources, as well as public policy makers who pay attention. What distinguishes this paper from previous writings is that no one has comprehensively studied the relationship between the state civil apparatus (ASN) and the Vuca Era. Many previous writings that examined the vuca era were only in collaboration with the communication crisis and the Indonesian government system.

2. Methodology

This study uses qualitative research methods (Asper & Corte, 2019), which aims to find out about efforts to increase the competence of the State Civil Apparatus as an effort to optimize public services in the Vuca Era. Therefore, this study will provide an explanation of increasing human resources to optimally improve services to the community in the Vuca era where the use of technology to improve human resource performance will still

consider aspects of humanism in solving social problems. Then, the data in this study was collected using a literature review technique, which is a method of collecting research information from various books and journals that are relevant to the focus of the study (Farida, 2019: 135-140). Drawing conclusions which is the final result of data analysis by interpreting through reflection on research data (Gumilang, 2016 144-159).

3. Result and Discussion

3.1. ASN Competence

The improvement of ASN competence is based on aspects of hard skills and soft skills. Hard skills emphasize excellence in the technical field related to the duties and responsibilities of ASN as public servants. Hard skills are learnable abilities that are acquired and improved through practice, repetition, and education. Hard skills are important because they can increase the productivity and efficiency of ASN as well as increase service satisfaction. In this study, the emphasis is on the ability to master work tools that already use the latest information technology, namely mastery of computer technology and all applications installed on work tools that aim to facilitate and accelerate the distribution of information and public services. Furthermore, communication hard skills (foreign languages, digital communication, and copywriting), data analysis (the ability to analyze data and then use that information for the benefit of service work), certification and licensing (outcomes of education, training, courses, seminars, etc.), and managerial ability (leading and/or managing organizational units).

Meanwhile, soft skills are abilities that are more emotional and insightful in treating other people. This study focuses on the need to increase ASN competencies in facing the challenges of the Society 5.0 era which emphasizes a humanioram orientation, namely: the ability to solve complex problems, critical thinking, creative, human management, coordination skills, emotional intelligence, judgment and decision making, service orientation, negotiation, and cognitive flexibility. Based on the dimensions of competence according to Sutrisno (2009:206-207), the measurement of competence is seen from: motives (motives), characteristics (traits), self-concept (self-concept), knowledge (knowledge), and skills (skills).

a. Motives

On the motive dimension, ASN can show good work motivation in achieving, achieving the goals of the agency where they serve with full responsibility and even being ready to face many challenges when the compensation value they receive is in the form of fulfilling the necessities of life, getting protection and protection from superiors and their institutions, good relations in cooperation, and certainty in career development. Career development affects organizational commitment and ASN performance, where career development is a formal approach taken by organizations to ensure that people in the organization have the appropriate qualifications and abilities and experience when needed. So if these two activities have been carried out, it will be easy to produce good performance. Thus, motivation means a condition that encourages or causes someone to do an act or activity that takes place consciously.

In article 3 which contains the characteristics of ASN (Undang-Undang Negara Republik Indonesia, 2014), namely: having basic values, maintaining a code of ethics, commitment, competence, academic qualifications, not violating the law, professionalism. The President of the Republic of Indonesia has launched the core values of ASN namely 'BerAKHLAK' and its Employer Branding 'Proud to Serve the Nation'. The launch of this basic value aims to homogenize the basic values of ASN which are currently still varying in every government agency, both central and regional. BEAKHLAK stands for Service Oriented, Accountable, Competent, Harmonious, Loyal, Adaptive, and Collaborative. ASN must have an orientation to provide the best service to the community. In Law Number 5 of 2014 concerning State Civil Apparatus, the code of ethics is a set of norms that contain rights and obligations that are sourced from ethical values that serve as guidelines for thinking, behaving, and acting in daily activities that demand responsibility for a person. profession. The purpose of the code of ethics is to encourage the implementation of basic duties and functions, improve employee discipline, ensure smooth execution of tasks, improve work ethic, work quality and professional civil servant behavior, and improve the image and performance of civil servants within the Ministry/Regional Government Agencies. The basic principles of the Code of Ethics are: devotion, loyalty, obedience, the spirit of nationalism, prioritizing the interests of the state above personal and group interests, respect, non-discrimination, professionalism, neutrality, morality and the spirit of the corps.

The ASN code of ethics is regulated in Government Regulation (Peraturan Pemerintah, 2004). According to Article 1 paragraph 2 of the Government Regulation, the ASN code of ethics is a guideline for the attitudes,

behavior and actions of Civil Servants in carrying out their duties and in daily life. The ASN code of ethics must be implemented by all ASN in Indonesia. In article 7 Government Regulation (PP) No. 42 of 2004 it is emphasized that in carrying out official duties and daily life, ASN is required to behave and be guided by ethics in the state, in the administration of government, in organization, towards oneself and towards fellow Civil Servants.

Commitment is a description of ASN's dedication to their duties and responsibilities over a long period of time. Commitment to love and be responsible for the given position. The concept of commitment consists of three components so that the theory is called the three-components model (Allen & Meyer, 1990), as follows: 1) Affective commitment; shows the existence of psychological attachment (psychological attachment) between individuals and their organizations. This means that someone stays in an organization because they really want it (because they want to), 2) Continuance commitment; show commitment that is seen from the pros and cons of leaving the organization. This means that they stay in an organization because they need the organization (because they need to) and 3) Normative commitment; is a commitment that is formed due to the perception of the individual concerned that as members of the organization they feel there is an obligation to remain a member of the organization because they feel they have an obligation (because they ought to).

Competent. Competent ASN can be reflected in mastering their field of work, being focused, innovative/creative, responsive, communicative, experienced, result-oriented, and trustworthy. "ASN serving is reflected in a friendly, patient, always smiling, respectful, helpful, sincere and sensitive attitude. The intended academic qualification is the minimum level of education that must be met by ASN as evidenced by a diploma and/or certificate of relevant expertise in accordance with the provisions of the applicable legislation in accordance with the field or position it holds. ASN does not violate the law. Violation of the law is the act of a person or group that violates the rules and is not in accordance with applicable laws. Violation of the law is a form of defiance of the applicable law. Laws that must not be violated by ASN start from the 1945 Constitution, MPR Decree, UU, government regulations in lieu of law, PP, Presidential Decrees, to Regional Regulations. Professionalism. According to the Regulation of the State Civil Service Agency Number 8 of 2019 is a description of the quality of ASN based on educational qualifications, competence, performance, and discipline of ASN employees in carrying out their duties. Konsep diri (self concept), A positive mindset forms a self-concept as a State Civil Apparatus. The self-concepts are: 1) working as a worshiper, 2) avoiding disgraceful attitudes, 3) working professionally, 4) trying to improve his competence continuously, 5) serving and protecting the community, 6) working based on applicable regulations, and 7) not vulnerable to change and open and realistic.

b. Knowledge

Knowledge is facts, truths or information obtained through experience or learning called posteriori, or through introspection called priori. Knowledge is information that is known or realized by someone. ASN's knowledge must be broad, covering the affairs of its work, various supporting sciences, the development of the situation, including the rapid changes that occur in society as a result of the rate of technological growth. ASN knowledge must always be updated, so as not to be left behind, especially in the trend of services that must be getting better.

c. Skills

There are four kinds of skills (Robbins & Coutler, 2016), which consist of:

- a. Basic Literacy Skill Basic literacy skill, which emphasizes the basic skills that a person already has. The basic skills that can be seen are listening skills, counting skills, writing skills and reading skills.
- b. The second technical skill is a technical skill that emphasizes the learning process that is carried out specifically in accordance with the field. Fields that include technical skills are computer operating skills, mobile phone assembly skills and many more.
- c. Interpersonal Skill Robbin also mentions other types of skills, namely interpersonal skills, namely skills that focus on the basic abilities possessed by a person to communicate. Both in the form of individual to individual communication, individual to group and many more. What is included in interpersonal skills is the ability to express opinions in an easily understood manner.

- d. Problem Solving Finally, problem solving skills where a person has potential abilities that can be implemented in everyday life in the form of problem solving. Generally, people who have this skill have good logical and cognitive abilities.

The main principle of Equal Employment Opportunity (EEO) is "a fair chance for everyone at work", where everyone must have equal access, and in work everyone must have equal opportunities to receive training and promotion as well as fair working conditions. Anggraeni et al, (2015). Equal Employment Opportunity (EEO) does not assume that everyone has the same abilities, the same qualifications and the same experience but aims to give everyone the same opportunity (equal chance) to use and unleash all of their talents and abilities.

Each function in human resource management that is carried out based on EEO has several characteristics in increasing productivity (Wilson, 2012), among others:

1. Open means here, namely information regarding leadership selection must be conveyed clearly to every employee, starting from the requirements to the selection system
2. Free, namely the stakeholders are also free to determine the method used to select employees in determining regeneration as leaders with the aim of getting the best leaders without discrimination.
3. Equitable in terms of improving performance, every employee has the same opportunity to attend training.
4. Objective in this case the employer and people who have the authority to conduct performance appraisals in order to carry out their duties objectively. From the results of the assessment, it can be determined the level of performance by comparing the work standards that have been determined.
5. Fairly every worker has a great contribution value to his work and of course must be given an appropriate award, and given fairly, as well as compensation. Fair treatment can also be done by providing opportunities for job promotion, training, development, etc.
6. Caring The stakeholders must also care about the career pattern and regeneration of each employee by paying attention to the competencies possessed by each employee.

Table 1. Principles Corporate Mindset

No.	Seven Principles Corporate Mindset	Bureaucrat	Corporate
1.	Attitude towards time and place	Bound working hours	Free time (24/7)
2.	Rasa Memiliki	Bound place	Anytime, anywhere
3.	Attitude to money	As a Constraint (Money follow Function)	As Opportunity (Function follow opportunity, every single problem is opportunity)
4.	As Opportunity	Life Style, a tool for personal entertainment	As a tool to relate, understand and serve
5.	Attitude to problems	Give reasons	Give the solution
6.	Attitude to change	Afraid, complicated, waiting for all clear rules	Afraid, complicated, waiting for all clear rules
7.	Attitude to Strategy	Strategy is an order	Strategy is a way of thinking to achieve goals (helicopter view)
		Strategy regardless of implementation	Strategy cannot be separated from implementation
		No room for creativity	Rich with creativity
		Guyub, equal	Share cake

To be able to produce professional leaders in accordance with the VUCA era, good management is needed. The author recommends the following important activities:

1. Develop a code of ethics regarding the implementation of professional behavior in the workplace.

2. Making regulations on succession management and incorporating the succession management system into the strategic plan of the organization as part of the strategic management of the organization which is approved by the head of the institution.
3. Integrating the process of selecting and determining organizational leaders and organizational units with overall HR management.

While technically the implementation in HR management practice, it is necessary to build a good succession management system which is carried out in the following stages:

1. Determination of complete job competency criteria or standards for each leadership position in the organization, both high leadership positions and administrative positions.
Mapping of potential candidates according to existing job competency criteria/standards.
2. Measurement or assessment according to the criteria.
3. Development of a talent pool/talent pipeline with the required information in the form of a list of names of potential successors according to competency and performance data.
4. Development of potential leaders' abilities according to the gap assessment results. 6. Filling vacant positions in accordance with organizational needs.

The entire process is carried out by applying the EEQ (Equal Employment Opportunity) principle. Leaders who are elected fairly and based on competence will develop a much more professional attitude, because they will be rewarded for their competence and work performance. If all of these are implemented, then the need to fulfill the ASN professionalism index related to the fulfillment of competency suitability, qualifications, performance/performance as well as commitments detected from disciplinary behavior will be realized in every leader in government organizations. A professional leader will certainly build a professional work culture as well and be an example for his subordinates/ ASN under him. This will roll as an interlocking snowball if implemented across government organizations.

3. 2. Rules of Competence of State Civil Apparatus

a. Competence

Literally, competence comes from the word competence which means skill, ability, and authority. Etymologically, competence is defined as the behavioral dimension of expertise or excellence of a leader or staff having good skills, knowledge, and behavior. Competence is a person's basic character that indicates a way of behaving or thinking, which applies in a very wide range of situations and lasts for a long time. Competence refers to the characteristics that underlie behavior that describe the motives, personal characteristics (characteristics), self-concept, values, knowledge, or skills that are brought by someone who excels in the workplace.

There are several definitions of competence according to experts, namely as follows: (Wibowo, 2016) "Competence is the ability to carry out or perform a job and task based on skills and knowledge and supported by the work attitude required by the job." "Competence is the guiding knowledge, skills, attitudes and other personal characteristics needed to achieve success in a job, which can be measured using agreed standards, and which can be improved through training and development." .Spencer and Spencer "Competence is a characteristic that underlies a person and is related to the effectiveness of an individual's performance in his work" (Sutrisno, 2009).

According to Boulter, Dalziel, and Hill "Competence is a basic characteristic of a person that allows him to provide superior performance in certain jobs, roles, and situations" (Sutrisno, 2009). Meanwhile, according to Sutrisno (2009:203) "Competence is an ability based on skills and knowledge supported by work attitudes and their application in carrying out tasks and work in the workplace that refers to the work requirements set". Based on several definitions from the experts above, it can be concluded that competence is an ability based on the skills, knowledge, attitudes and characteristics of a person to achieve success in his work.

According to Zwell provides five categories of competence (Wibowo, 2016), which consist of:

1. Task achievement, is a category of competence related to good performance. Competencies related to task achievement are shown by orientation on results, managing performance, influencing, initiative,

production efficiency, flexibility, innovation, concern for quality, continuous improvement, and technical expertise.

2. Relationship is a category of competence related to communication and working well with other people and satisfying their needs. Competencies related to relationships include cooperation, service orientation, interpersonal care, organizational intelligence, relationship building, conflict resolution, attention to communication and cross-cultural sensitivity.
3. Personal attribute is an individual's intrinsic competence and relates how people think, feel, learn, and develop. Personal attributes are competencies that include integrity and honesty, self-development, assertiveness, decision quality, stress management, analytical thinking, and conceptual thinking.
4. Managerial is a competency that is specifically related to managing, supervising and developing people. Managerial competence in the form of motivating, empowering, and developing others.
5. Leadership is a competency related to leading the organization and people to achieve the goals, vision, and goals of the organization. Competencies related to leadership include visionary leadership, strategic thinking, entrepreneurial orientation, change management, building commitment, organizational, building focus and purpose, principles, and values.

b. Competency Factor

According to Zwell revealed that there are several factors that affect a person's competence skills (Wibowo, 2016), namely as follows:

1. Beliefs and values. People's beliefs about themselves and others will greatly influence behavior. If people believe they are not creative and innovative, they will not try to think about new or different ways of doing things.
2. Skills. Skills play a role in most competencies, public speaking is a skill that can be learned, practiced and improved.
3. Experience. Skills of many competencies require experience organizing people, communicating in front of groups, solving problems, and so on.
4. Personality Characteristics. Personality includes many factors, some of which are difficult to change. However, personality is not something that cannot be changed. In fact, a person's personality can change over time. People respond to and interact with forces and their surroundings.
5. Motivation. Motivation is a factor in competence that can change. By providing encouragement, appreciation of the work of subordinates, giving recognition and individual attention from superiors can have a positive influence on the motivation of a subordinate.
6. Emotional Issues. Emotional barriers can limit the mastery of competence. Fear of making mistakes, of being embarrassed, of feeling unwelcome or not belonging, all tend to limit motivation and initiative.
7. Intellectual Ability. Competence depends on cognitive thinking such as conceptual thinking and analytical thinking. It is impossible to improve through every intervention that an organization manifests. Of course, factors such as experience can increase proficiency in this competency.
8. Organizational Culture. Organizational culture affects the competence of human resources in the following activities:
 - a. The practice of recruitment and selection of employees takes into account who among the workers is included in the organization and their level of expertise regarding competence.
 - b. The reward system communicates to employees how the organization values competence.
 - c. Decision-making practices affect competence in empowering others, taking initiative, and motivating others.
 - d. Organizational philosophy-mission, vision and values relate to all competencies.
 - e. Habits and procedures inform workers of how much competence is expected.

- f. Commitment to training and development communicates to workers the importance of competence on sustainable development.
- g. The organizational processes that develop leaders directly affect leadership competencies.

c. Competency Dimension

According to the dimensions of competence are as follows (Sutrisno, 2009):

1. Motives (motives), is something where a person consistently thinks so that he takes action. For example, people who have achievement motivation consistently develop goals that challenge themselves and take full responsibility for achieving these goals and expect feedback to improve themselves.
2. Characteristics (traits), are traits that make people behave or how someone responds to something in a certain way. For example, self-confidence, self-control, stress or fortitude.
3. Self-concept, is a person's attitudes and values. Attitudes and values are measured through tests to respondents to find out how a person's value is. For example, someone who is judged to be a leader should have leadership behavior, so there needs to be a test on leadership ability.
4. Knowledge, is information that a person has for a particular field. Knowledge is a complex competency.
5. Skills, is the ability to carry out a certain task both physically and mentally.

d. ASN Competence

In Article 1 concerning Competency Standards for State Civil Apparatus Positions, there are three types of ASN competencies (PERMENPAN, 2017), namely:

1. Technical Competence is knowledge, skills, and attitudes/behaviors that can be observed, measured and developed that are specifically related to the technical field of the position.
2. Managerial Competence is knowledge, skills, and attitudes/behaviors that can be observed, measured, developed to lead and/or manage organizational units.
3. Cultural Social Competence is knowledge, skills, and attitudes/behaviors that can be observed, measured, and developed related to the experience of interacting with a pluralistic society in terms of religion, ethnicity and culture, behavior, national insight, ethics, values, morals, emotions and principles, which must be fulfilled by every position holder to obtain work results in accordance with the role, function and position.

e. State Civil Apparatus

Based on Article 1. About. State Civil Apparatus, it is stated that (Undang-Undang Negara Republik Indonesia, 2014):

1. State Civil Apparatus, hereinafter abbreviated as ASN, is a profession for civil servants and government employees with work agreements who work for government agencies.
2. State Civil Apparatus Employees, hereinafter referred to as ASN Employees, are civil servants and government employees with a work agreement who are appointed by the staffing officer and assigned tasks in a government position or assigned other state duties and are paid according to the laws and regulations.
3. Civil Servants, hereinafter abbreviated as PNS, are Indonesian citizens who meet certain requirements, are appointed as permanent ASN employees by staffing officers to occupy government positions.
4. Government Employees with Work Agreements, hereinafter abbreviated as PPPK, are Indonesian citizens who meet certain requirements, who are appointed based on a work agreement for a certain period of time in order to carry out government duties.

f. Public service

Public service is one of the theoretical frameworks that many authors use to add to the final project at the level of education. In this theory, the author describes the notion of public service, types of public service, principles of public service, principles of public service, and public service standards which will be reviewed in the form of several articles, so that readers are not tired of seeing too many writings. Public service can be

interpreted as providing services for the needs of people or communities who have an interest in the organization in accordance with the basic rules and procedures that have been set. Meanwhile, according to the Ministry of Home Affairs (One Stop Integrated Service Development, 2004) that public service is a public service, and the definition of public service is a process of helping others in certain ways that require sensitivity and interpersonal relationships to create satisfaction of goods and services. From the description above, public service can be interpreted as the activity of providing services both by the government and the private sector in certain ways that require sensitivity and interpersonal so as to create a satisfaction of goods and services.

Zeithaml, state that there are five characteristics used to evaluate service quality (Hardiyansyah, 2011), namely: 1) Tangibles, including physical facilities, equipment, employees and communication facilities, 2) Reliability, namely the ability to provide the promised service immediately and satisfactorily, 3) Responsiveness, namely the desire of the staff to help customers and provide services responsively, 4) Assurance, including the ability, courtesy, and trustworthy nature that owned by the staff: free from danger, risk, or doubt, 5) Empathy, including ease of making relationships, good communication and understanding the needs of the community.

5. Conclusion

In improving the competence of the State Civil Apparatus as an effort to optimize public services in the Vuca era, the steps that must be taken starting from escalating the capabilities of human resources in this case are ASN to have high competence both hard skills and soft skills, so that they are able to answer the challenges of digital technology advancement and can provide better service to the community. ASN must have the characteristics as mandated by Law Number 5 of 2014 concerning State Civil Apparatus and set by the President of the Republic of Indonesia, namely: having basic values (virtuous: Accountable, Competent, Harmonious, Loyal, Adaptive, and Collaborative), maintaining a code of ethics, highly committed towards duties and responsibilities, competent according to their field, has high academic qualifications, does not violate the law, demonstrates high professionalism. The self-concept that must be adhered to by ASN is: working as a worshiper, avoiding disgraceful attitudes, working professionally, trying to improve his competence continuously, serving and protecting the community, working according to applicable regulations, and not being vulnerable to change and being open and honest, ealistic. The existence of the law must bring peace in society. (Salam, 2020)

ASN must have broad knowledge of many things, both regarding their daily duties and responsibilities as state servants and public servants, as well as updated knowledge of important issues on all matters, especially those relating to the interests of work and improving services to the community, including knowledge of digital technology is growing rapidly. In an effort to optimize public services by ASN, it must be seen in terms of tangibles, reliability, responsiveness, assurance, and empathy. Creativity and Innovation. ASN can develop the ability to think creatively, such as: doing brainstorming, Critical Thinking, Communication, Creativity and Innovation, and creating new ideas related to task implementation innovation, can process original ideas to be more valuable, can work creatively with others, and can apply innovations in their field of work so as to increase effectiveness and efficiency in service to the community, based on creative ideas to make real and useful contributions.

In our daily life we should have a balanced hard skills and soft skills. Balanced does not mean equal depending on our life, our profession and our environment. When we were in college, hard skills were more important, but when we worked in a company, soft skills were more important. Especially in this VUCA era, each has its own portion, both hard skills and soft skills are equally important to be mastered by each ASN. ASN must be able to balance their hard skills and soft skills, depending on the position held. That way, ASN can contribute more in this VUCA era by changing the mindset or perspective on problems, being responsive to community needs, upgrading with technology at work, and orienting in effectiveness and efficiency towards a new work culture. ASN is expected to continue to innovate and the need for competence, commitment and cohesiveness in its function, namely as implementers of public policies and services.

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