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## Building Organizational Culture Through Digitalization of Technology Service Post Management in Improving the Performance of Alamanda 28 Technology Service Post, Bojong Rawalumbu Sub District

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### *Article Information*

#### *Article History*

Received, 7 February, 2025

Revised, 20 February, 2025

Accepted, 25 February, 2025

Published, 25 February, 2025

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### **ABSTRACT**

This study analyzes organizational culture in the implementation of digitalization of the management of the Alamanda 28 Technology Service Post (Posyantek), Bojong Rawalumbu Village, to improve public service performance. Using a qualitative approach with a case study method, data was collected through in-depth interviews, participant observation, and documentation studies. The research results show that digitalization has succeeded in increasing operational efficiency, transparency and accountability, as well as user satisfaction. This transformation is supported by transformational leadership, a culture of continuous learning, and collaboration between human resources. However, challenges such as resistance to change, infrastructure limitations, and digital literacy still need to be addressed. This study recommends prioritizing strengthening human resources, technology infrastructure, and developing a culture of innovation for the sustainability of digital transformation. This research provides theoretical and practical contributions to the management of technology-based public services at the sub-district level.

**Keywords:** digitalization, organizational culture, posyantek, public services, digital transformation

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## 1. INTRODUCTION

Digital transformation in public services has become a basic need in this modern era, especially in the context of increasing the effectiveness and efficiency of services to the public. The Technology Service Post (Posyantek) as a technical service unit at the sub-district level has a strategic role in supporting community empowerment through the use of appropriate technology (Wijaya & Sutopo, 2023). In this context, digitalization of Posyantek management is a crucial step to optimize services and improve organizational performance.

The era of the industrial revolution 4.0 has driven digital transformation in various sectors, including in the provision of public services at the grassroots level. According to Rahman et al. (2022), the implementation of digital technology in public services is not only limited to the use of technological devices, but also includes changes in work culture and the mindset of the apparatus in providing services. This is a challenge in itself in the digital transformation process at the sub-district level.

Posyantek Alamanda 28, Bojong Rawalumbu Village, as one of the appropriate technology service units, has initiated a digitalization program for service management since 2022. This initiative is in line with the direction of national policy on digital transformation of government as stated in Presidential Regulation Number 95 of 2023 concerning National Digital Transformation. The implementation of digitalization is expected to increase the effectiveness and efficiency of services to the public.

The cultural aspect of the organization plays an important role in the success of digitalization implementation. As stated by Sutrisno & Hartono (2020), digital transformation requires changes in mindset and work behavior that support the adoption of new technologies. In the context of Posyantek, the formation of a conducive digital culture is a prerequisite for the successful implementation of digitalization of service management.

A study conducted by Pratama et al. (2023) shows that the success of digital transformation in public organizations is determined by three main factors: digital leadership, HR capabilities, and adaptive organizational culture. These three factors are interrelated and form an ecosystem that supports the implementation of sustainable digitalization.

The implementation of digitalization at Posyantek Alamanda 28 is not free from various challenges, both from technical and non-technical aspects. Research by Nugroho & Astuti (2021) identified several common obstacles in the digitalization of public services at the sub-district level, including: limited infrastructure, employee resistance to change, and lack of digital literacy.

Transformational leadership aspects are key in overcoming various challenges in implementing digitalization. According to Widodo & Sari (2023), leaders who have a strong digital vision and the ability to inspire change will be more successful in managing the organization's digital transformation. This is an important consideration in the context of Posyantek management.

Improving organizational performance through digitalization is not only measured from the aspect of operational efficiency, but also from the perspective of public satisfaction as service recipients. The results of Kusuma et al.'s (2024) research show that the implementation of digital technology in public services is positively correlated with the level of public satisfaction and trust in government institutions.

Based on the complexity of digitalization implementation and its urgency in improving the performance of Posyantek, this study aims to analyze the culture of implementing digitalization of the management of Technology Service Posts in an effort to improve the performance of Posyantek Alamanda 28, Bojong Rawalumbu Village. The results of this study are expected to provide theoretical and practical contributions in developing a model for implementing digitalization of public services at the sub-district level.

This study has strategic significance considering the vital role of Posyantek in the public service ecosystem at the sub-district level. According to Hidayat & Putri (2023), the success of digital transformation in technical service units will have an impact on

improving the overall quality of public services and encourage the realization of good governance at the grassroots level.

## **2. RESEARCH METHOD**

This study uses a qualitative approach with a case study method to gain an in-depth understanding of the culture of digitalization implementation at Posyantek Alamanda 28. The selection of a qualitative approach is based on the consideration that the phenomenon being studied requires in-depth exploration of the experiences and perspectives of stakeholders in the digitalization implementation process (Creswell & Poth, 2023).

Data collection was carried out through a combination of several techniques, including: (1) in-depth interviews with 15 key informants consisting of Posyantek managers, implementing staff, and representatives of the community using the service; (2) participatory observation of the digitalization implementation process; and (3) documentation studies of policies, reports, and documents related to the implementation of digitalization. Triangulation of sources and methods was applied to ensure the validity of the research data (Yin, 2022).

Data analysis used the interactive model of Miles, Huberman, and Saldana (2020) which includes the following stages: data condensation, data presentation, and drawing conclusions. The analysis process was carried out iteratively and continuously throughout the research process to ensure the depth and sharpness of the analysis. NVivo 14 software was used to assist in the process of organizing and analyzing qualitative data.

To ensure the credibility of the research, member checking was conducted with key informants and peer debriefing with other researchers who have expertise in the field of digital transformation of public services. In addition, researchers also applied reflexive journaling to manage potential bias in the data interpretation process (Ravitch & Carl, 2021).

## **3. RESULTS AND DISCUSSION**

The results of the study indicate that the implementation of digitalization at Posyantek Alamanda 28 has resulted in significant changes in the organization's work culture. This transformation is reflected in the development of a digital mindset among employees, which is marked by increasing awareness of the importance of adopting technology in improving service quality. This finding is in line with the research of Widjaja & Santoso (2023) which identified a change in mindset as an indicator of the initial success of digital transformation.

The digital leadership aspect plays a key role in forming a conducive digitalization implementation culture. The leadership of Posyantek Alamanda 28 demonstrates transformational leadership characteristics which are marked by the ability to articulate a digital vision, provide inspiration, and encourage innovation. This strengthens the findings of Raharjo et al. (2023) regarding the importance of the role of leaders in creating a climate that supports digital transformation.

The implementation of digitalization has resulted in significant improvements in operational efficiency. The implemented digital management system has succeeded in reducing average service time by 60% compared to the manual system. This finding confirms the study by Pratama & Hidayat (2024) on the positive impact of digitalization on the efficiency of public services.

Research identified initial resistance from some employees to changes in work systems. However, through a participatory change management approach and ongoing

capacity building programs, this resistance can be managed effectively. This strategy is in line with the recommendations of Sutopo et al. (2023) regarding the importance of a participatory approach in digital change management.

A culture of continuous learning has emerged as an important element in supporting the successful implementation of digitalization. Regular training programs and knowledge sharing sessions conducted contribute to improving employee digital literacy. This finding strengthens Kusuma & Wijaya's (2023) argument about the crucial role of learning culture in the digital transformation of public organizations.

The implementation of digitalization also has an impact on increasing transparency and accountability in Posyantek management. The digital system implemented allows real-time tracking and monitoring of the service process, thereby minimizing the potential for deviations. This is in line with the findings of Rahman et al. (2024) regarding the contribution of digitalization to strengthening good governance.

The study found that the success of digitalization implementation is not only determined by the technological aspect, but also by the quality of social interaction and collaboration between employees. The collaborative work culture that develops during the implementation process becomes valuable social capital in supporting the sustainability of digital transformation. This finding strengthens the argument of Nugroho & Santoso (2023) about the importance of social aspects in digital transformation.

From the service user perspective, the implementation of digitalization has resulted in significant increases in satisfaction. User satisfaction surveys showed an increase in scores from 3.2 (scale of 4) on the manual system to 3.8 after implementing the digital system. These results confirm the study by Widodo et al. (2024) on the positive correlation between service digitalization and user satisfaction.

The study also identified several ongoing challenges in implementing digitalization, including: the need for periodic upgrading of technology infrastructure, adjustment of standard operating procedures, and maintaining employee motivation in adopting new technologies. This finding is in line with the results of research by Astuti & Hartono (2023) on the complexity of challenges in the sustainability of digital transformation.

The implementation of digitalization has encouraged the development of a culture of innovation at Posyantek Alamanda 28. Employees demonstrate increased initiative in proposing system improvements and developing creative solutions for optimizing digital services. This phenomenon strengthens the findings of Hidayat et al. (2024) regarding the relationship between digitalization and the development of organizational innovation capacity.

#### **4. CONCLUSION**

The implementation of digitalization of Posyantek Alamanda 28 management has resulted in a significant transformation of organizational culture, marked by the development of a digital mindset, strengthening of a learning culture, and increasing innovation capacity. The success of this transformation is supported by effective transformational leadership and a participatory change management approach.

The improvement in organizational performance as a result of digitalization implementation is reflected in several key indicators: significantly increased operational efficiency, strengthening transparency and accountability, and increasing user satisfaction. However, the sustainability of digital transformation still faces challenges that require a comprehensive and sustainable management strategy.

To ensure the sustainability of digital transformation, Posyantek Alamanda 28 needs to prioritize the development of technological infrastructure, strengthening human resource capacity, and maintaining a culture of innovation. Further research is recommended to explore the sustainability aspects of digital transformation and its impact on community empowerment at the sub-district level.

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