

DIGITAL HUMAN RESOURCE MANAGEMENT AND INNOVATIVE WORK BEHAVIOR OF PONTIANAK CITY ASN IN IMPROVING THE QUALITY OF PUBLIC SERVICES: THE ROLE OF CHANGE READINESS AND TECHNOLOGY SUPPORT

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Abstract

Digital transformation in the public sector encourages government organizations to develop Digital Human Resource Management (Digital HRM) practices that are not only oriented towards administrative efficiency but also towards the formation of innovative work behavior of ASN. This study aims to analyze the influence of Digital HRM on Innovative Work Behavior (IWB) of ASN and its implications for the quality of public services by considering the role of readiness to change and technological support in ASN Pontianak City Government. The study uses a quantitative approach with an explanatory research design. Data were collected through a survey of 200 ASN and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The results show that Digital HRM has a positive and significant effect on Innovative Work Behavior of ASN. Readiness to change is proven to mediate the relationship between Digital HRM and innovative behavior of ASN, while technological support has a direct effect on innovative behavior but is unable to strengthen the relationship between Digital HRM and Innovative Work Behavior in a moderating manner. This study also found that Innovative Work Behavior has the strongest influence on the quality of public services, while the direct effect of Digital HRM on the quality of public services is not significant. These findings indicate that the success of digital bureaucratic transformation is determined not only by technological systems, but also by the psychological readiness of civil servants (ASN) and the organization's ability to build a culture of public service innovation. This research provides a theoretical contribution by integrating technological and organizational behavior perspectives to explain digital HRM transformation in the public sector.

Keywords: Digital Human Resource Management, Innovative Work Behavior, Readiness for Change, Technology Support, Public Service Quality, ASN.

INTRODUCTION

Digital transformation in the public sector has transformed the way government organizations manage human resources, build service systems, and respond to increasingly dynamic societal demands. Bureaucratic digitization is no longer understood simply as administrative modernization through the use of electronic applications or systems, but rather as a fundamental shift in the work patterns of public organizations that demands employee flexibility, adaptability, and innovation capacity. In various countries, the government digital transformation agenda is directed at improving the quality of public services through technology integration, strengthening civil servant capabilities, and developing a work culture that is more responsive to social and technological changes (Welby & Ubaldi, 2023). In this context, Digital Human Resource Management (Digital HRM) practices are beginning to be positioned as a strategic instrument that not only functions to automate personnel processes but also shapes more adaptive and innovative work behaviors within the public bureaucracy. However, the implementation of digital transformation in government organizations still faces tensions between the logic of innovation and the bureaucratic character that tends to be formalistic, hierarchical, and procedure-oriented. This tension means that digital transformation does not always result in changes in civil servant behavior or a substantive improvement in the quality of public services (Enaifoghe et al., 2024). The literature on Digital HRM shows that digitizing HR management can improve organizational efficiency, accelerate decision-making, and strengthen the integration of personnel information. However, most research still focuses on technological aspects, the implementation of e-HRM systems, and organizational administrative effectiveness. A conceptual study conducted by Stefan Strohmeier shows that Digital HRM studies still face conceptual ambiguity, particularly in distinguishing between HR process

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digitalization, digital HRM transformation, and digital-based organizational strategic change. As a result, many studies prioritize technology as the primary object of analysis, while changes in employee behavior as organizational actors receive limited attention (Strohmeier, 2020). On the other hand, research on Innovative Work Behavior (IWB) among civil servants has developed through approaches such as leadership, organizational culture, psychological safety, and work engagement. Previous research has shown that servant leadership can enhance innovative behavior among public employees through psychological safety (Xiao et al., 2025). However, the relationship between Digital HRM and innovative behavior among civil servants remains underexplored, particularly in the context of local government bureaucracies in developing countries. Another debate arises regarding the factors determining the success of digital transformation in public organizations. Some studies place technological support, IT infrastructure, and task-technology fit as the primary factors influencing the effectiveness of e-HRM implementation (Amoako et al., 2023).

Meanwhile, other studies indicate that digital transformation is more determined by employee psychological aspects, such as readiness to change, work engagement, and acceptance of organizational change (Zhou et al., 2025). These differing perspectives demonstrate that digital HRM transformation cannot be explained solely through a technological or behavioral approach. Public organizations require integration between the psychological readiness of civil servants and a supportive technological ecosystem for digital transformation to generate innovative work behavior. The problem is, previous research tends to examine this relationship partially. Most studies only consider technological support as a system adoption variable, while readiness to change is understood as an individual response to organizational change. Few studies have integrated these two variables into a single model that explains how digital HRM shapes civil servant innovative behavior and impacts the quality of public services.

An empirical gap is also evident in the context of public sector research in Indonesia. Studies of Digital HRM within local government are still relatively limited and focus primarily on e-government implementation or the digitalization of administrative services. Yet, the quality of public services is significantly influenced by the behavior of civil servants (ASN), the primary implementers of the bureaucracy. The Pontianak City Government presents an interesting context because it is in a phase of accelerating digital-based public service transformation, yet at the same time still faces challenges in building a culture of innovation for civil servants and organizational readiness for digital change. This situation demonstrates that bureaucratic digitalization is not solely measured by the existence of technological systems, but rather by the organization's ability to transform civil servant work patterns to be more innovative, adaptive, and responsive to community needs. Therefore, the relationship between Digital HRM, readiness for change, technological support, innovative work behavior of civil servants, and the quality of public services is relevant for empirical examination in the local government context.

This study aims to analyze the influence of Digital HRM on the Innovative Work Behavior of Pontianak City Civil Servants and its implications for public service quality, considering the role of readiness for change and technological support. This research offers contributions at two levels simultaneously. At the theoretical level, this study builds an integrative model that connects technological and behavioral perspectives to explain the transformation of Digital HRM in the public sector. Digital HRM is not positioned merely as a digital-based administrative system, but as an organizational mechanism capable of shaping the innovative orientation of civil servants through psychological readiness and organizational technological support. At the empirical level, this study expands the study of Digital HRM to the context of local government in Indonesia, which has been minimally explored in the international literature. By examining the mediating role of readiness to change and the moderating role of technological support, this study is expected to provide a more comprehensive understanding of how digital transformation of the bureaucracy can be translated into improved public service quality through innovative behavior of civil servants.

LITERATURE REVIEW

Digital transformation in the public sector has become a significant issue in modern human resource management studies, particularly through the concept of Digital Human Resource Management (Digital HRM). Digital HRM is not merely understood as the digitalization of administrative functions but also as a strategic mechanism that can influence employee work behavior, including the promotion of Innovative Work Behavior (IWB). According to Strohmeier (2020), Digital HRM refers to the integration of digital technologies into HR practices aimed at enhancing organizational effectiveness while transforming how individuals perform their work. Previous studies have demonstrated that Digital HRM is closely associated with improved organizational performance and innovative employee behavior. Zhou et al. (2025) found that employees' positive perceptions of Digital HRM changes encourage proactive behavior within organizations. This finding highlights that technology

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acceptance plays a crucial role in fostering innovation. However, some studies still view Digital HRM primarily as an administrative system without deeply examining its direct impact on innovative work behavior. From a theoretical perspective, the relationship between Digital HRM and innovative behavior can be explained using the Ability-Motivation-Opportunity (AMO) Theory. This theory suggests that individual performance is influenced by ability, motivation, and opportunity provided by the organization. Digital HRM enhances employees' abilities through access to information, strengthens motivation through flexible work systems, and creates opportunities for innovation through digital platforms. Therefore, Digital HRM contributes not only to efficiency but also to behavioral transformation within organizations. In addition, psychological factors such as readiness for change play a crucial role in determining the success of digital transformation. Based on Bandura's Social Cognitive Theory, readiness for change reflects an individual's belief in their ability to cope with organizational changes. Rosita et al. (2026) found that readiness for change mediates the relationship between Digital HRM and innovative work behavior. Employees with higher readiness for change tend to be more adaptive and more likely to engage in innovative activities.

On the other hand, technological support is often considered a key factor in successful digital transformation. Amoako et al. (2023) emphasized the importance of technological infrastructure in e-HRM implementation. However, empirical findings indicate that technological support does not always significantly strengthen the relationship between Digital HRM and innovative behavior. This suggests that technology functions mainly as a supporting mechanism, while human factors and organizational culture play a more dominant role. Furthermore, Innovative Work Behavior has been proven to significantly contribute to the quality of public service delivery. Xiao et al. (2025) stated that innovative behavior among public employees enhances organizational effectiveness. In the context of bureaucracy, innovation is essential to creating adaptive, responsive, and citizen-oriented services. However, several studies indicate that Digital HRM does not directly influence public service quality without the mediation of innovative work behavior.

There are also ongoing debates in the literature regarding the key determinants of successful digital transformation. Some studies emphasize the role of technology as the primary driver, while others highlight the importance of human factors such as readiness for change and innovation culture. These differences reveal a gap in the literature that requires further investigation. Based on the literature review, it can be concluded that although Digital HRM has significant potential to enhance innovative behavior and organizational performance, there remains a gap in understanding how digital transformation translates into improved public service quality. In particular, the mediating roles of innovative work behavior and readiness for change have not been extensively explored in an integrated model within the public sector, especially in local government contexts. Therefore, this study aims to address this gap by examining the relationships between Digital HRM, readiness for change, Innovative Work Behavior, and public service quality within a single empirical framework. This research is expected to provide both theoretical and practical contributions to understanding digital transformation in public bureaucracy, emphasizing not only technological aspects but also human factors as the key drivers of organizational change.

METHOD

This study uses a quantitative approach with an explanatory research design to examine the causal relationships between the variables that form the research conceptual model. This quantitative approach was chosen because this study not only seeks to describe the phenomenon of digital transformation in public sector human resource management but also examines how Digital Human Resource Management (Digital HRM) influences Civil Servant Innovative Work Behavior (IWB) and the quality of public services through mechanisms of readiness for change and organizational technology support. The explanatory approach is relevant because the research model is built on theoretical relationships developed in the literature on Digital HRM, organizational behavior, and public sector innovation. Therefore, empirical testing is necessary to verify the direction and strength of the relationships between these variables. In the context of public organizations undergoing accelerated digital transformation, testing the causal model provides a deeper understanding of how changes in organizational systems translate into changes in Civil Servant behavior in public service practices. This approach also aligns with developments in public sector research that increasingly emphasize the importance of testing empirical data-based organizational behavior models to explain the effectiveness of digital bureaucratic reform (Zhou et al., 2025).

This study positions Digital HRM as an exogenous variable representing digital-based HR management practices in government organizations. This variable encompasses the dimensions of HR administration digitalization, personnel information system integration, digital HR service accessibility, and organizational support for the use of technology in ASN management. Digital HRM measurement was developed from Strohmeier's (2020) conceptualization, which views Digital HRM as a strategic transformation of HR management through digital

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technology. Innovative Work Behavior is positioned as the primary mediating variable, describing ASN's ability to generate, develop, and implement new ideas in the public service work environment. This construct is measured through the dimensions of idea generation, idea promotion, and idea implementation, as developed in the public sector innovative behavior literature (Xiao et al., 2025). This study also includes readiness for change as a psychological mediating variable, explaining the extent to which ASN are cognitively and emotionally prepared to accept organizational digital change. On the other hand, technological support is positioned as a moderating variable, reflecting the quality of technological infrastructure, ease of use of the system, and organizational support for the use of digital technology in ASN work activities. The dependent variable of this study is public service quality, measured through ASN perceptions of the effectiveness, responsiveness, speed, and quality of digital-based public service interactions.

The study population included all civil servants (ASN) within the Pontianak City Government's regional government agencies that have implemented digital-based service and administration systems. The Pontianak City Government was chosen as the context based on the growing dynamics of the digital transformation of the regional bureaucracy, particularly in strengthening electronic-based public service systems and digitizing government administration. Civil servants (ASN) were the unit of analysis because they are the primary actors in the public service process and direct users of the Digital HRM system within government organizations. This study employed a probability sampling technique using a proportionate stratified random sampling approach to ensure representativeness of ASN from various regional government agencies. This stratified approach was chosen because the characteristics of ASN work within the local government bureaucracy are heterogeneous, both in terms of service function, position level, and intensity of digital technology use in daily work activities. Using this approach, the study minimized sample representation bias and produced a more proportional distribution of respondents relative to the public organization's population structure.

The sample size was determined taking into account the need for SEM-PLS-based structural model analysis, which requires a sufficient number of observations to simultaneously test mediation and moderation relationships. Quantitative methodology literature indicates that the sample size in SEM-PLS must be able to meet the minimum sample size principle based on the complexity of the structural paths in the research model (Hair et al., 2021). This study targets a number of respondents between 200-250 civil servants to obtain stable parameter estimates and increase the reliability of model testing results. This number is considered sufficient to accommodate the testing of mediation and moderation models involving several latent constructs simultaneously. Furthermore, the use of SEM-PLS is also relevant because this study is oriented towards developing predictive models and testing complex relationships between variables in the context of public organizations that are still empirically developing.

Data collection was conducted through a survey using a structured questionnaire based on a five-point Likert scale ranging from "strongly disagree" to "strongly agree." The questionnaire was chosen because this study required measuring civil servants' perceptions of digital HRM implementation, readiness for change, technology support, innovative behavior, and public service quality simultaneously among a relatively large number of respondents. The research instrument was adapted from a scale tested in previous research to maintain conceptual validity and measurement consistency. The Digital HRM construct was adapted from research by Strohmeier (2020) and Zhou et al. (2025), while the Innovative Work Behavior construct refers to the public sector innovative behavior scale used by Xiao et al. (2025). The readiness for change construct was developed from research on organizational change and digital transformation in the public sector, while the technology support construct refers to the facilitating conditions and task-technology fit dimensions in research on e-HRM and organizational technology adoption (Amoako et al., 2023).

Prior to full scale distribution, this study conducted a pilot study with a number of civil servants to ensure clarity of language, consistency of indicators, and relevance to the regional bureaucratic context. This stage is crucial because most of the instruments originate from international organizational contexts and need to be adapted to the characteristics of civil servants in Indonesia. This study also adhered to ethical research procedures by ensuring respondent anonymity and data confidentiality. Respondents received an explanation of the research objectives, the use of academic data, and their right to discontinue participation at any time during the survey process. This approach is crucial to reduce social desirability bias in completing the questionnaire, particularly because the research was conducted in a government organization context that is sensitive to organizational evaluations and employee behavior. Data analysis was conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM). The selection of PLS-SEM was based on several methodological considerations. First, the research model has complex structural relationships because it involves direct influence, mediation, and moderation within a single analytical framework. Second, this study seeks to explain predictive relationships between variables in the context of the public

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sector, which is still theoretically developing. Therefore, a variance-based SEM approach is more appropriate than a covariance-based SEM approach that emphasizes testing established theories. Third, PLS-SEM offers flexibility to accommodate non-normal data distributions and moderate sample sizes, which are common in public organization research (Hair et al., 2022). The analysis was conducted through two main stages: measurement model evaluation and structural model evaluation. Measurement model evaluation aims to ensure convergent validity, discriminant validity, and reliability of latent constructs through outer loading tests, Average Variance Extracted (AVE), Composite Reliability, and Cronbach's Alpha. After the measurement model met the statistical criteria, the analysis continued with a structural model test to verify the research hypotheses using path coefficients, t-statistics, p-values, and effect sizes.

This research design was deemed appropriate for testing the hypotheses because it empirically and measurably explained the causal relationship between Digital HRM transformation and innovative behavior of civil servants in the context of public organizations. The quantitative approach enabled the study to identify patterns of relationships between variables that are difficult to observe directly through conventional observation. Furthermore, the use of mediation and moderation models provided a more in-depth analysis of the psychological and organizational mechanisms influencing the success of bureaucratic digital transformation. Thus, this research design not only directly measures the influence of Digital HRM on public service quality but also explains the process by which this influence is formed through civil servant readiness for change and organizational technological support.

RESULTS AND DISCUSSION

The results of the SEM-PLS analysis indicate that the research model has adequate measurement quality and is suitable for testing structural relationships between variables. All constructs meet the reliability and convergent validity criteria, with Cronbach's Alpha and Composite Reliability values above 0.70 and Average Variance Extracted (AVE) values exceeding 0.50.

Table 1. Results of Construct Validity Analysis

Construct	Cronbach's Alpha	Composite Reliability	AVE	Interpretation
Digital Human Resource Management (DHRM)	0.842	0.866	0.565	Reliable and valid
Kesiapan Berubah (KB)	0.851	0.871	0.574	Reliable and valid
Dukungan Teknologi (DT)	0.857	0.876	0.542	Reliable and valid
Innovative Work Behavior (IWB)	0.891	0.913	0.612	Reliable and valid
Kualitas Pelayanan Publik (KPP)	0.896	0.915	0.625	Reliable and valid

Primary data source 2026

These findings demonstrate that the indicators used are able to consistently and stably represent the research constructs in the context of Pontianak City Government Civil Servants (ASN). In terms of the model's predictive ability, the R Square value indicates that Digital HRM, Readiness to Change, and Technology Support are able to explain 31.56% of the variation in Innovative Work Behavior ($R^2 = 0.316$), while the quality of public services can be explained by Digital HRM and Innovative Work Behavior by 40.18% ($R^2 = 0.402$). Although these categories are at a moderate-weak level, these results indicate that innovative behavior of ASN and the quality of public services are influenced by a combination of organizational, psychological, and technological factors that are more complex than simply bureaucratic structural factors. These findings are in line with studies of public sector digital transformation that position employee behavior as a multidimensional process that is not solely determined by the organization's digital system (Zhou et al., 2025).

Table 2. Results of Hypothesis Testing Using Bootstrapping

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Hypothesis	Relationship	Path Coefficient (β)	t-Statistic	p-Value	Decision
H1	DHRM → Innovative Work Behavior	0.325	4.467	0.000	Supported
H2	DHRM → Kesiapan Berubah	0.525	11.240	0.000	Supported
H3	DHRM → Dukungan Teknologi	0.199	3.119	0.002	Supported
H4	Kesiapan Berubah → Innovative Work Behavior	0.158	2.333	0.020	Supported
H5	Dukungan Teknologi → Innovative Work Behavior	0.276	4.594	0.000	Supported
H6	Innovative Work Behavior → Kualitas Pelayanan Publik	0.573	10.136	0.000	Supported
H7	DHRM → Kualitas Pelayanan Publik	0.113	1.707	0.088	Not Supported
H8	DHRM → Kesiapan Berubah → Innovative Work Behavior	0.083	2.292	0.022	Supported
H9	DHRM × Dukungan Teknologi → Innovative Work Behavior	0.035	0.566	0.572	Not Supported
H10	DHRM → Innovative Work Behavior → Kualitas Pelayanan Publik	0.186	4.028	0.000	Supported

Primary data source 2026

Bootstrapping results indicate that most of the relationships between variables in the research model have a positive and significant influence with a t-statistic value > 1.96 and p-value < 0.05 . The largest influence was found in the relationship between Innovative Work Behavior and Public Service Quality ($\beta = 0.573$), indicating that ASN innovative behavior is a dominant factor in improving the quality of public services. Conversely, the direct effect of Digital Human Resource Management on Public Service Quality was not significant, thus indicating that Digital HRM requires organizational behavioral mechanisms to produce better public service outcomes. Furthermore, moderation testing showed that Technology Support has not been able to significantly strengthen the relationship between Digital HRM and ASN Innovative Work Behavior. This finding confirms that ASN psychological readiness is an important mechanism that explains how Digital HRM transformation is translated into innovative behavior. This result indicates that the existence of adequate technology is not enough to strengthen the influence of Digital HRM if the organization has not succeeded in building a deeper readiness for change and a culture of innovation for ASN. These findings show that the digital transformation of the bureaucracy ultimately remains dependent on the human factor as the main actor of public organizational change.

The results of the SEM-PLS analysis indicate that Digital Human Resource Management (Digital HRM) has a positive and significant influence on the Innovative Work Behavior (IWB) of Pontianak City Government Civil Servants (ASN). This finding demonstrates that digital transformation in HR management goes beyond technology-based administrative changes and also influences how ASN think and act within the public service work environment. ASN working within a more integrated digital HR system tend to have a more adaptive work orientation, are open to change, and are more active in generating new ideas in public service activities. From the perspective of the Ability-Motivation-Opportunity Theory developed by John P. Campbell and further developed in strategic HRM studies, Digital HRM can be understood as an organizational mechanism that expands ASN capabilities through access to information, increases motivation through more flexible work systems, and opens up opportunities for innovation through the use of digital technology. This finding strengthens the argument that HR digitalization has broader behavioral implications beyond simply improving the efficiency of organizational work systems. (Strohmeier, 2020)

The significant relationship between Digital HRM and Innovative Work Behavior also demonstrates that the public bureaucracy is shifting from an administrative work pattern to an innovation-based work pattern. This finding is in line with research by Zhou et al. (2025) which found that positive employee perceptions of Digital HRM changes increase proactive behavior within the organization. However, this study expands on previous findings by showing that in the context of local government ASN, innovative behavior does not only arise from acceptance of digital change, but also because Digital HRM creates a work environment that allows ASN to more actively explore public service solutions. At this point, Digital HRM functions as an organizational enabler that connects technological

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transformation with changes in bureaucratic behavior. These results differ from some previous studies that position Digital HRM as an administrative instrument or information system alone without directly linking it to ASN innovative behavior.

The analysis also shows that readiness for change has a significant influence on Civil Servant Innovative Work Behavior and acts as a mediator in the relationship between Digital HRM and innovative behavior. These findings demonstrate that the success of bureaucratic digital transformation is not solely determined by the quality of organizational technology, but also by the psychological readiness of Civil Servants to accept changing work patterns. Civil Servants with higher readiness for change tend to demonstrate better adaptability to digital work systems and are more willing to develop innovations in public services. From the perspective of Social Cognitive Theory developed by Albert Bandura, readiness for change reflects the cognitive processes that shape an individual's belief in their ability to cope with changes in the work environment. When Civil Servants feel capable of adapting to the organization's digital transformation, they are more motivated to demonstrate innovative behavior in their daily work. These findings support research by Rosita et al. (2026), which suggests that readiness for change is a crucial mechanism in the relationship between Digital HRM and Civil Servants' innovation in the public sector. However, this study provides a conceptual extension by directly linking readiness for change to public service quality through Civil Servants' innovative behavior.

On the other hand, technological support was shown to have a significant effect on Civil Servant Innovative Work Behavior, but it failed to moderate the relationship between Digital HRM and innovative behavior. This finding is interesting because it suggests that while adequate technology does help Civil Servants work more effectively and innovatively, technological quality alone is insufficient to strengthen the influence of Digital HRM if the organization has not yet built a strong culture of change. In other words, Civil Servants can utilize technology to support their work, but innovative behavior remains more influenced by individual readiness and the organizational context than simply the existence of digital infrastructure. This finding contrasts with technology-based approaches that have traditionally positioned technology support as a key factor in the success of organizational digital transformation (Amoako et al., 2023). This study, however, shows that in local government bureaucracies, technology tends to function as a supporting mechanism, rather than as the primary determinant of Civil Servants' innovative behavior.

The following findings indicate that Civil Servant Innovative Work Behavior has a positive and significant impact on the quality of public services. Civil servants who actively generate new ideas, develop work solutions, and explore more adaptive service approaches tend to improve the responsiveness, effectiveness, and quality of service interactions with the public. This finding demonstrates that the quality of public services in the digital bureaucracy era is determined not only by electronic systems or service procedures, but also by the ability of civil servants to translate digital changes into tangible work innovations. In the context of the Pontianak City Government, civil servant innovative behavior is a crucial element because the digital transformation of public services requires employee flexibility and creativity to adapt service systems to the changing needs of the public. This finding aligns with research by Xiao et al. (2025), which showed that civil servant innovative behavior increases the effectiveness of public sector organizations. However, this study demonstrated that this relationship is stronger when civil servant innovation is shaped by a digital HRM system and organizational readiness for change.

One of the most interesting findings in this study is the insignificant direct effect of digital HRM on public service quality. These results indicate that digitalization of human resource management does not automatically improve the quality of public services without a corresponding change in civil servant behavior. These findings correct the deterministic assumption of technology that has prevailed in the literature on public sector digital transformation. Many government organizations assume that implementing digital systems will automatically improve service quality, when in fact, technology only provides the infrastructure for change. The quality of public service remains dependent on how civil servants (ASN) use technology to create more innovative and responsive work patterns. These findings strengthen the argument that innovative behavior of ASN is a central mechanism bridging Digital HRM transformation with public service outcomes. In this context, the study successfully explains a previously underexplored theoretical gap in the public sector Digital HRM literature: how bureaucratic digital transformation translates into public service quality through ASN behavioral mechanisms.

Overall, the results of this study demonstrate that Digital HRM transformation in public organizations cannot be understood solely as an administrative digitization project. This transformation is a socio-organizational process involving the psychological readiness of civil servants (ASN), technological environmental support, and changes in work behavior toward public service innovation. This study extends the Digital HRM literature by integrating technological and behavioral perspectives into a single empirical model contextualized to the Indonesian local government bureaucracy. In the context of the Pontianak City Government, the quality of public services is

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determined more by the organization's ability to develop innovative ASN than simply providing digital technology. These findings demonstrate that the success of digital bureaucratic reform ultimately depends on the people who run the system, not just on the technology implemented by the organization.

CONCLUSION

This study demonstrates that Digital Human Resource Management not only functions as an instrument for administrative digitalization in the public bureaucracy, but also serves as an organizational mechanism capable of shaping the innovative behavior of civil servants through readiness for change and technological support. The results show that Digital HRM has a significant influence on civil servants' innovative work behavior, both directly and through the mediation of readiness for change. This finding confirms that the success of digital bureaucratic transformation is strongly influenced by the psychological readiness of civil servants to accept organizational change. On the other hand, civil servants' innovative behavior has proven to be the most powerful factor in improving the quality of public services, while the direct influence of Digital HRM on the quality of public services is insignificant. This condition indicates that digital technology does not automatically produce higher-quality public services without changes in civil servants' work behavior. In the context of the Pontianak City Government, this study demonstrates that digital bureaucratic reform requires integration between digital systems, organizational readiness for change, and strengthening the culture of civil servant innovation so that digital transformation can truly be translated into public services that are more adaptive, responsive, and oriented to community needs.

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