

Mitigation Strategies for Potential Decreased Civil Servant Performance after Relocation: A Systematic Literature Review

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Abstract

The relocation of the Capital City to the Nusantara presents significant challenges for the Civil Servant (ASN), including a potential decline in their work performance. This research aims to investigate risk mitigation efforts against the decline in ASN work performance after the relocation to Nusantara using the Systematic Literature Review (SLR) method. Through a careful and selective literature search, this study analyzes frameworks, strategies, and practical steps to address the risks associated with the decline in ASN work performance following the relocation of the capital city. The findings from this study provide deep insights into risk mitigation approaches. We also present practical implications and recommendations for further research to help the government and relevant organizations design effective strategies to maintain optimal ASN performance during and after the capital city's relocation process.

Keywords: civil servant, work performance, capital city, nusantara

1. Introduction

The New Capital City (Ibu Kota Nusantara/IKN) is one of the mega-projects during the Joko Widodo period. Since Indonesia's independence in 1945, the government has taken a bold step to move the capital city from DKI Jakarta to Penajam Paser Utara (PPU), East Kalimantan. (Mayahayati K. 2022). In addition to the transfer of physical buildings, it automatically requires human resources, specifically ASN, to run the government. Consequently, the government intends to gradually relocate the State Civil Servant (ASN) to IKN. (Qothrunn 2022) According to the details of the State Capital Master Plan, the government plans to transfer 60,000 ASN, which include those from the Ministry of Defense/TTNI, Police, State Intelligence Agency, BSSN, and Bakamla, to the IKN until 2024. In the first phase, from July to November 2024, the government will move 3,246 ASNs to the IKN. The first stage will transfer ASNs from 37 ministries and institutions. The transfer of ASN will continue until the number of ASN in IKN reaches 100,023 people in 2045, with the formation of 956 state officials, 3,264 high leadership officials, and 95,803 functional positions from 70 government agencies. (Peraturan Presiden RI Nomor 63 Tahun 2022 tentang Perincian Rencana Induk Ibu Kota Nusantara 2022).

Meanwhile, the transfer of ASN has faced significant rejection from the ASN side. In various surveys that have been conducted with ASNs in Ministries / Institutions, there are still ASNs who object and feel worried about the transfer to IKN. ASNs who have felt the convenience of working in Jakarta, are concerned about problems related to facilities, living costs, family, social

environment, ways of working, and transfer scenarios that are considered too fast. (Mayahayati K. 2022) On August 20, 2019, the Indonesia Development Monitoring (IDM) Survey transferred 94.7% of Government Center ASNs to IKN. We conducted the survey using a multistage random sampling method, with 1,225 ASN respondents representing 800,000 ASNs in the Central Government. As many as 3.9% of ASNs agreed, and the remaining 1.4% abstained. The low quality of health facilities and children's education at IKN, in contrast to the well-guaranteed quality of facilities and infrastructure in Jakarta, is the primary concern of ASNs who refuse to transfer. Meanwhile, if forced to remain on duty at IKN, 78.33% of ASNs stated that they would apply for early retirement, as many as 19.8% would continue to move, and the remaining 1.87% answered that they did not know. (Riyandi 2019)

In connection with this, Azwar Anas (Minister of State Servant Utilization and Bureaucratic Reform/PANRB) said that the government would not move ASN to IKN by force. Therefore, the government will strive to create an attractive, advanced, comfortable, and adequate living environment, so that ASN is interested in moving to IKN voluntarily. (CNN 2022) However, Mohammad Averrouce, the Head of the Data, Communication, and Public Information Bureau (DAKIP) of the Ministry of PANRB, expressed the opposite, stating that ASN must be willing to move to any location, including IKN. Government Regulation Number 94 of 2021 concerning the discipline of civil servants (ANS) will impose sanctions on ASN if they refuse to transfer to IKN. (Ade Miranti Karunia 2023)

According to Iwan Suprijanto's statement (Director General of Housing of the Ministry of PUPR), the government will accelerate the construction of IKN, especially houses for ASN. To support ASN's performance, the government will provide housing facilities with a vertical model, with each area of 98 square meters. Inside the house, there is a family room, three bedrooms, two bathrooms, a kitchen, and a service room. The government will hand over the houses fully furnished, eliminating the need for ASN to purchase household furniture. However, since the government-provided flats are not official houses, we will implement a rental system at a reasonable cost. The government plans to complete 12 (twelve) towers of flats by July 2024. (Arini 2024)

2. Literature Review

Capital City of the Nusantara/IKN. IKN has a vision to become a World Class City. The future development of IKN aims to drive Indonesia's economy, create a symbol of national identity, and build a sustainable world city. (tim 2023) The urgent nature of several issues, including the following, led to IKN Development:

- About 57%, or as many as 150.18 million Indonesians, reside on Java Island;
- There is a crisis of water availability on Java Island; there is a shortage of water, particularly in DKI Jakarta and East Java.;
- There has been a large amount of land conversion in Java;

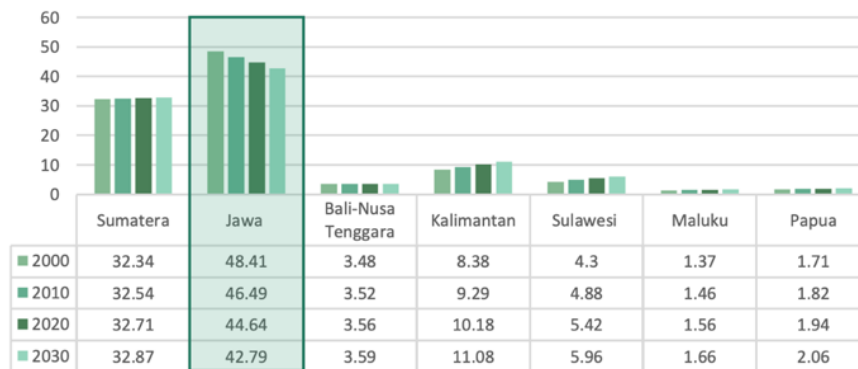


Figure 1: Island Land Conversion in Indonesia (Bappenas Calculation)

- DKI Jakarta is experiencing a rapid increase in urbanization;



Figure 2: Population of Major Cities in Indonesia (World Economic Forum 2017)

- Large population movements follow Jakarta's high population density. This high congestion leads to air pollution.
- Due to the decrease in environmental carrying capacity, threats, hazards of floods, earthquakes, and land subsidence in DKI Jakarta (PPN/Bappenas 2021)

Employee Performance

Mangkunegara (2011) posits that the term "performance" refers to the quality and quantity of work employees perform in fulfilling their assigned responsibilities. Therefore, others can observe and assess a person's performance based on their actions and attitude towards their duties. Performance is a function of motivation and the ability to fulfill a task with a certain level of willingness and ability. (Phong Thanh Nguyen 2020)

Work Motivation. A person's motivation to pursue specific goals, external factors such as organizational goals and transformational leadership also have the potential to increase motivation. According to Self-Determination Theory, a work environment that offers pleasure from three basic psychological needs (autonomy, competence, and relatedness) will increase work motivation, encourage internalization of extrinsic motivation, and result in important performance (Setyo Riyanto, Factors Affecting Civil Servant Performance in Indonesia 2021)

Work Environment. According to Ntisemito (2009), the work environment encompasses everything that surrounds workers and can influence their ability to perform their duties. Meanwhile, according to Sedarmayati (2011), the work environment is all tools and materials, including the people who work, the work methods used, and how to organize work both individually and in groups. We divide the type of work environment into two categories: the physical work environment and the non-physical work environment. (Phong Thanh Nguyen 2020)

Organizational Culture Change. Organizational change bears a striking resemblance to the failure to implement organizational culture effectively. Therefore, it is crucial to consider factors that may diminish employee performance, particularly for ASN employees who have transitioned to IKN. In Abdelouahab Errida and Bouchra Lotfi's research (2021), it states that Parry et al. distinguish change management models into two categories, namely processual models and descriptive models. The processual model sees change by determining the steps to carry out and manage change. While descriptive models focus on determining the main variables and factors that affect the performance and success of organizational change, such as the change track model. (Abdelouahab Errida 2021)

Compensation. According to Chelangat & Gachunga (2016), compensation is a reward when management and leaders recognize the performance of their employees. Individuals will benefit both financially and non-financially. According to Armstrong & Brown (2006), compensation is a reward, not a monthly salary, given for developing value. Compensation will provide employees with benefits in exchange for providing services or work. (Deddy Novie Citra Arta 2022)

Theory of Reasoned Action and Theory of Planned Behaviour. Ajzen and Fishbein (1980) proposed the Theory of Reasoned Action, which Ajzen (1991) updated with the Theory of Planned Behavior. The theory of reasoned action posits that an individual's desire to perform or not perform a certain behavior, or vice versa, determines behavior. Two independent variables, namely attitude and subjective norm, determine desire. Attitude towards behavior refers to the degree to which a person has a favorable or unfavorable evaluation judgment. When an individual lacks complete control over their own will, the theory of planned behavior serves as a useful tool for predicting their behavior. he individual has obstacles, so his behavior cannot be arbitrary. (Mahyarni 2013)

3. Research Method

The research uses a systematic literature review method that transparently synthesizes previous

scientific evidence to answer research questions. Publication qualifications add value to the synthesized scientific evidence. (Lame 2019). The technique to be used in SLR is to identify, evaluate, and interpret the research results of a research topic to answer relevant research questions. (Nursalam 2020) In addition, the systematic application process can avoid subjective and biased understanding through the literature review process. (R. van Dinter 2020) Therefore, we can use SLR to devise a strategy to address the challenges we face and adopt a fresh perspective on the problem under investigation. Conversely, SLR also strives to incorporate pertinent theories into the problem under investigation. The five stages of SLR are as follows: (Juandi 2022)

First, formulate the problem. Researchers carried out the process of identifying and finding problems by looking at current and actual issues in Indonesia. This study addresses the potential issue of declining ASN performance following the transfer of the work area to IKN. Therefore, we prepared this study to address several research questions:

1. RQ1: What are the factors that can affect ASN performance?
2. RQ2: How are efforts being made to mitigate the potential decline in ASN work performance following the shift to the IKN?

Second, search for relevant literature. We conducted the search for relevant articles in this study using academic databases. The keywords used are "work motivation", "employee performance", "civil servant nusantara", "civil servant relocation", and "capital city of nusantara". Researchers can use the VOSViewer application to see the research gap from this search.

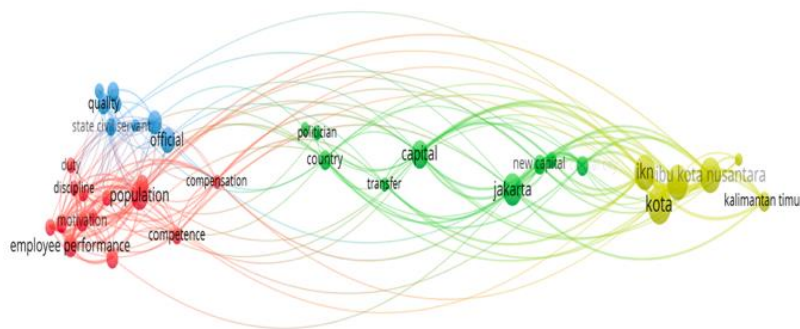


Figure 3. VOSviewer Analysis

The VOSviewer analysis results indicate that topics related to the relocation of the capital city to East Kalimantan and their impact on the performance of ASN (civil servants) remain relatively distant. This is due to the fact that the majority of IKN-related research focuses on the environment and society. Meanwhile, there are no topics that discuss the impact on civil servant performance after the move to IKN.

Third, arrange the articles according to their relevance to the ongoing research. In order to guarantee the suitability of the synthesized articles for future conditions, we have selected

research articles published within the last five years (2019-2024) from scientific journals, which are fully accessible and downloadable.

Fourth, sort articles based on the SLR method's qualifications. Researchers refer to the evaluation of real journal data sources using criteria. After obtaining articles that match the criteria, researchers will synthesize the articles by compiling them in the form of a matrix.

The fifth step involves utilizing intelligence analysis to analyze and conclude the research, incorporating responses to previously asked questions.

4. Finding and Discussion

The research and discussion will use a systematic literature review using the prima method (preferred reporting items for systematic reviews and meta-analyses), which is carried out in four steps, namely search, identification, screening, and eligibility requirements that can be reviewed in the study. (Handayani 2017) The databases used online are academic-based data sources such as Scopus, Google Scholar, and Crossref.

The Publish or Perish application assists in searching for articles using the above keywords, yielding up to 2,922 titles. Of the total article titles collected, the number of articles with the keyword “civil servant nusantara” is 51% of the research articles obtained; the number of articles with the keyword “civil servant relocation” is 17% of the research articles obtained; the number of articles with the keyword “capital city of Nusantara” is 18% of the research articles obtained; and the number of articles with the keyword work performance is 11% of the research articles obtained.

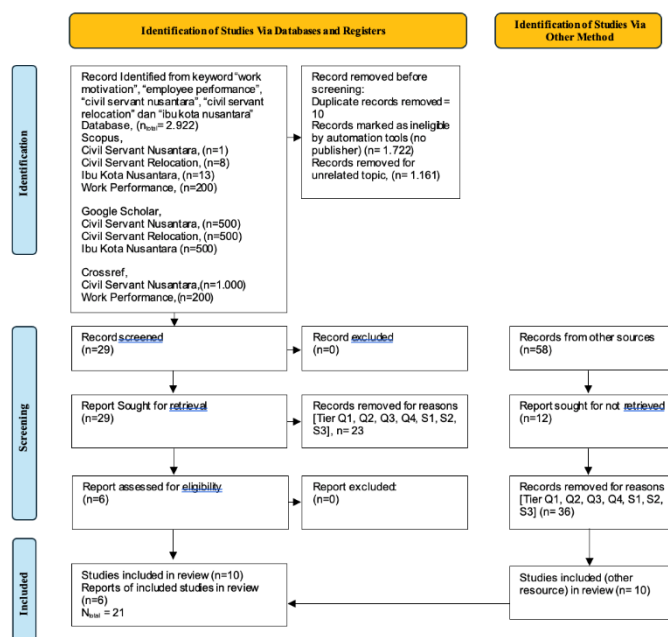


Figure 4. Prism Diagram

During the identification phase, we had to choose multiple articles due to duplicate titles from Scopus and Google Scholar, resulting in a total of 10 article titles. We also selected the article because its title did not align with the research topic. The Mendeley application automatically selected 522 out of 1,161 article titles. According to the selection results, 29 articles were selected for screening. In addition to the database, researchers searched for articles from other sources and used the keywords above. The search results yielded 58 article. Furthermore, at the screening stage, we selected research that did not meet the qualifications as indexed articles S3, S2, S1, Q4, Q3, Q2, Q1. To make sure the qualification of the journal, the writer checked them in <https://www.scimagojr.com/> for Scopus qualified, and <https://sinta.kemdikbud.go.id/> for Sinta qualified. According to the data base selection results, there were 18 articles that did not qualify as indexed articles. In the search for other sources, there are 36 articles that qualify as indexed article.

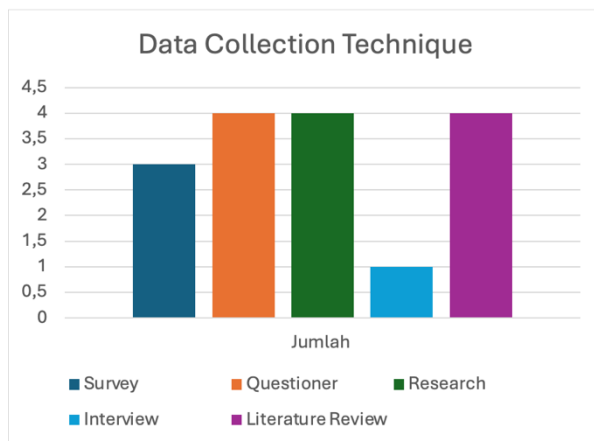


Figure 5. Data Collection Technique

According to the screening results, we obtained 11 research articles from the database for review, and another 10 articles from other sources, for a total of 21 articles under review. The synthesis results show that 6 articles use data collection techniques with questioners, followed by 6 articles that use research techniques, 5 articles that use literature review techniques, 3 articles that use survey techniques, and 1 article that conducted interviews.

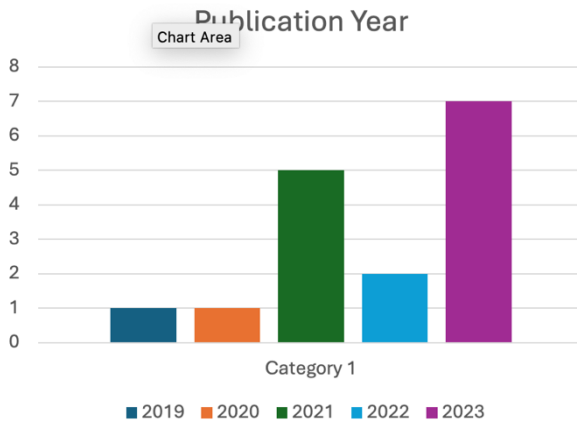


Figure 6. Publication Year

No	Year	Country	Journal/Book	Variable	Method
1	2022	Indonesia	Assembling Nusantara	Culture Shock, Mitigation, Nusantara (New Capital City of Indonesia)	Literature Study Method, Descriptive
2	2021	Indonesia	International Journal of Entrepreneurship	Affecting Factor, Civil Servant Work Performance in Indonesia	Literature Review
3	2022	Indonesia	International Journal of Social Science and Business	Organizational Culture, Work Discipline, Employee Performance	Quantitative
4	2021	Indonesia	Jurnal Ilmiah Manajemen Bisnis Dan Inovasi Universitas Sam Ratulangi (JMBI Unsrat)	Work discipline, work motivation, job satisfaction, employee performance	Quantitative, Questioner, PLS-SEM), simple random sampling melalui program SPSS
5	2019	UK	Journal of Urban Economics	Regional labour markets, Regional government policy, Job displacement	Quantitative, data primer
6	2021	China	Cities	Jobs-housing imbalance Commuting Family dilemma Turnover intention	Quantitative, regresi variabel instrumental

International Conference of Organizational Innovation 2024

Proceedings

ICOI

2024

e-ISSN: 3064-6030
FMI, Vol 1
23-25 July 2024

No	Year	Country	Journal/Book	Variable	Method
				Public sector relocation	
7	2023	Indonesia	Jurnal Borneo Administrator	Perception, Attitude, Knowledge, IKN Relocation, Relocation of Civil Servant	Quantitative, Survey, Cross Tabulation Analysis
8	2020	Indonesia	Palarch's Journal Of Archaeology Of Egypt/Egyptology	Physiological Factors; Psychological; Organization; Employee Performance.	Quantitative, Questioner, SEM Analysis
9	2023	Indonesia	Proceedings of the International Conference on Economics and Business Studies	New capital, Readiness to change, Relocation	Qualitative
10	2021	Indonesia	International Journal of Economics, Business and Accounting Research (IJEBA)	Organizational commitment, Job satisfaction, Organizational culture, Work stress	Quantitative, Nonprobability sampling, Questioner, Partial Least Square Analysis
12	2023	Indonesia	Journal of Namibian Studies	IKN; Capital Relocation; Deliberative policy; Public Participation; Transparency.	Qualitative case study, Interviews, Observations,
13	2023	Indonesia	Journal of Asian Finance, Economics and Business	Leadership, Readiness To Change, Relocation, New Capital, Indonesia	Quantitative, Questioner
14	2023	Indonesia	Journal of Governance and Public Policy	Policy Forecasting; Sustainable Development; New National Capital (IKN).	Literature Study Method, Descriptive

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No	Year	Country	Journal/Book	Variable	Method
16	2021	Indonesia	Jurnal Sistem Informasi (Jusifo)	IKN, Sentiment Analysis, Twitter	Quantitative
17	2023	Indonesia	Jurnal Teknik Informasi (Jutif)	IKN Nusantara, Twitter, Sentimen Analysis	Quantitative
19	2023	Indonesia	Jurnal Pamator	Employee Performance, Work Motivation	SLR
21	2021	Swedia	International Journal of Enviromental Research and Public Health	Activity-based work; job performance; longitudinal study; new ways of working; occupational health; office worker	Quantitative, Questionnaire

Capital City Relocation From Public Perception With the massive development of IKN at this time, it shows the seriousness of the Indonesian government's decision to move the However, the response from some people is still hesitant and worried, especially regarding issues of political interest. The IKN issue is the most frequently discussed topic in the public space, especially on social media sites such as Twitter. (Masitah 2022) Sri Lestari et al.'s research revealed that, of a total of 1,732 sentiments, 1,141 were positive and 591 negative. (Sri Lestari 2023) Additionally, Joshua Muliawan and Erick's literature research yielded several sentiments, including: (Joshua Muliawan 2023)

- D. Pramana's research revealed that the negative sentiment towards IKN was 30% with 730 comments, the positive sentiment was 28% with 649 comments, and the neutral sentiment was 42% with 1025 comments. (D. Pramana 2023)
- Cahya and Zailani's research on measuring sentiment with the random forest method using Indonesian citizens' tweets found positive sentiment at 55%, neutral sentiment at 32%, and neutral sentiment at 14%. (Zailani 2022)
- According to Arsi and Waluyo's research, positive sentiment towards IKN is 404 data by 32.6%, and negative sentiment is 832 data by 67.3%. (Waluyo 2021)
- According to research by J. Teknika et al., the community's positive sentiment towards the transfer of IKN was 72.5% with 396 data points, while the negative sentiment was only 27.4% with 150 data points. (J. Teknika 2022)

The majority of Indonesians respond favorably to the idea of moving the capital city from DKI Jakarta to East Kalimantan, according to a number of research results.

Rejection. Although in the media it seems that many people support the relocation of the capital city, the issue has caused a lot of rejection. Following the passing of Law Number 3 of 2022 concerning the IKN in February 2022, 32,370 people signed a petition against the IKN Law, yet the government appeared to disregard the petition. (Retaduari 2022) Poros Nasional Kedaulatan Negara (PNKN) believes that the IKN Law goes against the rules for making laws and regulations as well as the principle of clear purpose. (Arfana 2022) According to research by Ramadhany et al., a number of community leaders and NGOs that are part of the Law Review (PUU) have also filed several other formal lawsuits with the Constitutional Court, including: (Ramadhany Nugroho 2023).

Table 2. Constitutional Court Decision on the IKN Law Examination Case

Case Number	Applicant	Applicant Request	Decision
39/PPU-XX/2022	Sugeng, S.H. (Pensiunan PNS)	Formal Test and Material Test	Not Accepted
40/PPU-XX/2022	Herifuddin Daulay (Guru Honorer)	Formal Test and Material Test	Not Accepted
47/PPU-XX/2022	Ir. Mulak Sihotang (Supir/Akademisi)	Formal Test and Material Test	Not Accepted
48/PPU-XX/2022	Damai Hari Lubis, S.H., M.H. (Pengacara dan Aktivist Organisasi Kemanusiaan)	Formal Test	Not Accepted
53/PPU-XX/2022	Ir. Mulak Sihotang (Supir/Akademis)	Formal Test	Not Accepted
54/PPU-XX/2022	Muhammad Busyro Muqoddas, Dr. Trisno Raharjo, S.H.m M. Hum, Yati Dahlia, Dwi Putri Cahyawati, AMAN, WALHI	Formal Test	Not Accepted

Aside from NGOs, rejection also occurs among ASNs. Family considerations are among the conditions that cause ASN refuse to relocate. It is known that there is no information that guarantees the availability of health facilities and children's education in IKN. However, ASN finds it challenging to access information about IKN's development, which hinders their ability to make plans. (Oktolina Simatupang 2022). Renny Savitri et al.'s research revealed that out of 241 ASNs who responded to a questionnaire, 55% expressed negative sentiments and 45% expressed positive ones. In the meantime, 48% of respondents are prepared for the planned displacement to IKN with special compensation, 42% are not, and 10% are willing to relocate even without special compensation. (Renny Savitri 2023, Ramadhany Nugroho 2023)

Reason of Rejection IKN That Caused by Cultural Shock

- a. Change mobility - In the development of IKN, there are several value additions in the transportation sector when compared to the island of Java. IKN will support with Smart transportation that integrates public transportation, bicycles, and pedestrians to promote fuel efficiency and electric vehicles. Meanwhile, in DKI Jakarta, there is very convenient transportation, such as Bus Rapid Transit (BRT), Electric Rail Train (KRL), Mass Rapid Transit (MRT), Light Rail Transit (LRT), city buses, and other transportation facilities. (Jakarta 2021). ASNs who feel "forced" to transfer to IKN, immediately enter the crisis phase that can lead to confusion, panic, irritability, and frustration, all of which can lead to new psychological problems. The crisis phase will be even more difficult if the ASN moves to IKN without bringing their family. Living away from family may cause a feeling of discouragement to do anything other than work.
- b. Lack of information related to IKN - Information related to the development of IKN is most widely circulated through social media, which reached 67%, then online media at 65.1%, and television at 53.9%. However, the level of trust in information sources through social media is only 8.19%, so there is still a lot of information that cannot be ascertained for its credibility related to the development of IKN spread through social media. This also happened through online media, which only gained 10.78% trust. However, the government's information on IKN development only accounts for 29.7%, suggesting that it is not as comprehensive as the information available on social media. (C. Suprapti Dwi Takariani 2022)
- c. Family and Life Support Facility - Employees who are accustomed to migrating or who come from and still have family in East Kalimantan and its surroundings may express some positive sentiments in support of the move to IKN. (Anugrah 2023) ASNs who have settled in DKI Jakarta have felt the comfort of all available facilities, ranging from transportation facilities, hospitals, education, shopping centers, culinary centers, and entertainment facilities provided for various levels of economic ability. So, taking into account the facilities that are not yet available, ASN chose not to move to IKN. Even if ASN forces him to go to IKN and leave his family, it will have its own psychological impact on him. Work and family consume all an individual's time. Family is considered to be the most important thing in society; it is usually associated with self-development and finding fulfillment, and it is the right place to get happiness and hope. (Feri Widyantoko 2020)
- d. Potential Work Performance Decline after Relocation - Abudllah Azwar Anas (PANRAB Minister) has revealed that the ASN government office scheme, which IKN will implement, incorporates a shared office concept. The shared office concept is an effort to support the transformation of ways of working through flexible working arrangements (FWA). (Alaydrus 2024) The shared office concept prioritizes physical (building) and digital connectivity, has a flexible work system that tends to be informal, interactive, relaxed, and not constrained by office space, and applies work methods that use a hybrid approach. There is a fear that leaders who are unable to adapt to changes may see a reduction in ASN performance. Adaptation from the old to the new environment caused the decline in ASN performance after the capital move. Previous research by M. Beer (N.Nohria 2000), Burke (Biggart 1997), and

Choi (Choi 2010) concluded that two-thirds of an organization's changes are considered less successful, with implementation failure being the most common cause. (Dodi Wirawan Irawanto 2023)

The concept of flexible working arrangements shares similarities with activity-based flex offices (AFO), which provide employees with flexibility in terms of time, place, and way of working. However, Maria Öhrn et al.'s research, which compared employee performance and work environment satisfaction from cell offices to AFO, revealed a decline in productivity among employees using the AFO system. The employees feel very disturbed due to a lack of privacy and noise. (Maria Öhrn 2021). Meanwhile, changing an organization with the goal of adapting to internal and external evolution is complicated. There is evidence that almost 70% of changes made by an organization in all areas fail. (Tsirikas 2020)

As previously explained, ASNs who are forced to move to IKN may experience psychological disorders due to several problems that can cause culture shock. Individual physiological factors' value changes will have a direct impact on employee performance. The organization must prioritize improving individual physiological factors to simultaneously enhance the performance of civil servants. (Feri Widyantoko 2020) Motivation is one element of an individual's psychological needs. Every civil servant needs high motivation to organize his work and competition to improve performance. (Setyo Riyanto, Factors Affecting Civil Servant Performance in Indonesia 2021) Motivation from effective behavior will result in high performance. (Safitri, Wismantari and dan Vina Hermawati 2021) Providing awards (compensation), participation, appreciation, and fun can increase civil servant motivation. (Moh Fildan Nor 2023)

Suggestion for Mitigation Act for Civil Servant Relocation

a. Structural Mitigation

1) Setting up telecommunications infrastructure - The availability of facilities that can support communication in the workplace is very important. This is due to the fact that effective communication can boost employee morale, engagement, productivity, and enjoyment. (Cooks-Campbell 2022). In addition, internet networks must also be available in all corners of the city, considering that the concept of work in IKN carries the WFA scheme. Even though internet use is unrelated to work, a study suggests that offering internet leisure to employees during their free time can enhance their mood, enhance their enjoyment, and boost productivity. (Quoquab 2019)

2) Setting up life support services - The command must ensure the physical readiness and operation of public facilities that can support the lives of people who will live in IKN. The Ideal City: Exploring Urban Futures, states that the ideal city can guarantee access to health care facilities, education, and recreation (sports, nature, culture, etc.). (Michon 2021) Research has proven that engaging in recreational activities enhances employee performance. Recreational activities should be separate from working hours and tailored to the convenience of each individual. (Rohish Suwal 2023)

3) Setting up infrastructure for transportation - The shift in mobility habits has resulted in IKN relying more on bicycles and walking, despite previously having access to numerous facilities. Therefore, it's crucial to adequately prepare facilities for both transportation and pedestrians. Changes in the IKN transportation scheme have a positive impact, particularly on ASN's health. Based on Mental Health Promotion research, physical activity is as effective as meditation and counseling. So, it is very good for mental health, especially protecting yourself from anxiety. Cycling and fast walking can help clear your mind and relieve stress on the same day. (Sustrans 2018)

Non-Structural Mitigation

1) Counselling - Counselling is a process for resolving disruptions caused by organizational changes and performance-related problems. (Hill 2012) In addition, it is a performance intervention process that aims to correct employee performance that is not in accordance with organizational goals. The way individuals interact with fellow employees, interpersonal relationships in work groups, and cultural fit in the organization can all contribute to inappropriate performance. (Bernarto 2021) In this case, leaders are expected to be able to consult with individuals who are perceived to have performance problems, such as conflicts in values, behavior, and communication.

2) Mentoring - According to Allen (2007), mentoring is semi-structured guidance when one or a group of people share knowledge, skills, and experience to help others progress in their lives and careers. Mentoring also entails motivating and further empowering others to identify their issues and goals and find ways to solve or achieve them. (Bernarto 2021) Mentoring activities can be carried out by someone who has a higher level, such as a direct supervisor, or an experienced senior. Therefore, we highly recommend that seniors who also join IKN provide motivation to demotivated junior employees.

3) Coaching - Managers and supervisors conduct coaching as an interactive process to solve performance problems or develop employee capabilities. Coaching must be close, with a one-on-one attachment between the individuals involved. This will enable the coach to help individuals unlock their potential and have a perspective that looks from the outside in, so as to increase self-awareness and understanding of how their behavior impacts others. (Jonathan Passmore 2013). Therefore, agency leaders must possess coaching skills to enable their employees to continue their career and personal development.

4) Compensation - As previously stated, ASN is open to relocating to IKN in exchange for compensation. We need compensation to successfully transfer ASN to IKN as a form of appreciation for ASN's compliance with government regulations. This appreciation is considered quite relevant, given that many ASNs refuse to be transferred and choose to retire early. Providing compensation beyond salaries and allowances will motivate employees to get the job done well. (Adira 2022)

5. Conclusion

The public response on Twitter indicates a tendency towards support for the program to relocate the capital city from DKI Jakarta to East Kalimantan. This happened because it took into account several urbanization problems that occurred in Java, particularly in the Jakarta, Bogor, Depok, Tangerang, and Bekasi (Jabodetabek) areas. Meanwhile, community groups that reject the program do so because they are concerned about the potential social and environmental impacts in East Kalimantan. Meanwhile, the ASN group, which is the HR directly affected by relocation to IKN, tends to refuse for various reasons. The ASN transfer that seems forced is in accordance with the Theory of Reasoned Action (1980) and the Theory of Planned Behavior (1991). When an individual lacks full volitional control, they can use the theory of planned behavior as a tool to predict their behavior. The individual has obstacles or barriers, so their behavior cannot be arbitrary. According to the law, ASN must comply with all applicable rules to maintain their ASN status, even if they are reluctant to transfer to IKN. However, if ASN chooses to leave the status of ASN in the sense of early retirement, then this is in accordance with the Theory of Reasoned Action, which means that individual behavior is determined by the individual's desire to do or not do a certain behavior or vice versa. Two independent variables, namely attitude and subjective norms, determine desire. Attitude towards behavior refers to the degree to which a person has a favorable or unfavorable evaluation assessment. ASNs who choose to retire early feel that the decision to move to IKN is very unfavorable. The government must consider those ASNs who feel forced to move to IKN, where the force comes from external, family, and work environments. People fear that duress, which causes discomfort, can adversely impact mental health.

Therefore, before the transfer is carried out, it is necessary to ensure several mitigation efforts to minimize things that trigger ASN discomfort, which in turn can cause ASN performance to decline. We can carry out structural mitigation, which guarantees the availability of physical facilities like communication and internet networks; life support facilities like hospitals, schools, entertainment venues, shopping places, and housing; and transportation facilities that facilitate ASN mobility while adhering to IKN's goal of providing environmentally friendly integrated transportation. In the meantime, we can prepare leaders to facilitate the transfer of subordinates to ASN, requiring them to demonstrate a persuasive nature towards their subordinates. Furthermore, coaching, mentoring, and counseling can also be applied to maintain work motivation, which will further affect the performance of ASN while serving in IKN.

Acknowledgement

Husnia Sholihatin Amri of the Management Department, Faculty of Economu and Business, Universitas Airlangga, prepared this journal article based on the report Mitigation Strategy for Potential Decreased Civil Servant Performance After Relocation: A Systematic Literature Review. This work has been funded by Lembaga Pengelola Dana Pendidikan Republik Indonesia (LPDP RI) under the programme of Research. The opinions expresses here in are those of the authors and do not necessarily reflect the views of funding agency.

International Conference of Organizational Innovation 2024

Proceedings

ICOI

2024

e-ISSN: 3064-6030
FMI, Vol 1
23-25 July 2024

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