
Analysis of Planning for the First Phase of the Transfer of State Civil Apparatus (ASN) to the National Capital (IKN) of Nusantara at Nusantara Capital Authority

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Abstract:

This research aims to determine the implementation of planning for the first stage of moving State Civil Apparatus (ASN) to the National Capital (IKN) of Nusantara and to find out various strategies in overcoming obstacles to planning the transfer of State Civil Apparatus (ASN) to the National Capital (IKN) of Nusantara. This type of research is descriptive qualitative which seeks to explain in as much detail as possible the research objects and problems based on facts in the field. There are three methods for collecting data used in this research, namely: observation, interviews or interviews, and documentation. The results of this research show that in general The overall planning for the transfer of ASN to IKN Nusantara by referring to the ideas of Snell and Morris (2019) has been carried out well, namely; Vision, mission and values, external and internal analysis, formulating and implementing strategies, and evaluation. All of these indicators are parameters for planning the transfer of ASN to IKN Nusantara, which has been implemented well, although improvements are still needed in several aspects. The planning strategy for transferring ASN to IKN Nusantara can then be provided with a persuasive communication model as well as providing various financial stimuli.

Keywords: *Transfer of ASN, IKN Nusantara, Strategy*

1. Introduction

On August 26, 2019, President Joko Widodo announced the relocation of Indonesia's capital from Jakarta to East Kalimantan. The new capital will span North Penajam Pasir Regency and Kutai Kartanegara Regency. This decision follows extensive studies conducted over the past three years, concluding that this region is ideal due to its low disaster risk, strategic location, proximity to developed areas like Balikpapan and Samarinda, existing infrastructure, and available government-controlled land (IKN.go.id, 2023).

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The National Capital Bill was ratified on January 18, 2022. The estimated cost of the relocation is Rp466 trillion, with 19% funded by the state budget and the rest through public-private partnerships and investments (Akbar, 2023). The development will adhere to eight principles, including low carbon emissions and technological efficiency (IKN.go.id, 2023). Geo-philosophically, East Kalimantan will serve as the central government's hub and a center for green innovation, with Samarinda as the historical core and Balikpapan as a logistics hub (IKN.go.id, 2023).

The concept of relocating the capital is not new. President Soekarno proposed Palangkaraya in 1957, but Jakarta was chosen instead. Subsequent discussions included moving the capital to Jonggol during the New Order era and reemerging during President Susilo Bambang Yudhoyono's term due to Jakarta's congestion and flooding (Diningrat, 2019).

Globally, capital relocations are not uncommon. Nigeria moved its capital from Lagos to Abuja in 1991; Pakistan shifted from Karachi to Islamabad in 1961; Brazil established Brasília in 1960; Myanmar relocated to Naypyidaw in 2005; Turkey moved from Istanbul to Ankara in 1923; and Kazakhstan renamed its capital from Almaty to Nursultan in 2019 (Sorongan, 2022).

Despite the historical and global precedents, there is a lack of comprehensive research addressing the specific challenges and implications of relocating a national capital in the Indonesian context. Existing studies predominantly focus on the logistical and financial aspects of capital relocation, with limited exploration of the socio-political, economic, and environmental impacts specific to Indonesia's unique circumstances. Additionally, there is insufficient research on the public sector's readiness and the potential socio-economic benefits and drawbacks for the new capital's regional integration and development.

This research offers a novel perspective by integrating multiple dimensions of the capital relocation process: examining the historical context, comparing global practices, and analyzing the specific implications for Indonesia. It will provide a comprehensive evaluation of how relocating the capital can impact regional development, economic transformation, and the effectiveness of public-private partnerships. The study will also explore the readiness and perceptions of the State Civil Apparatus (ASN) and assess the socio-economic benefits and challenges unique to East Kalimantan.

2. Theoretical Background

Planning Theory

Planning refers to a series of decisions that serve as a guideline to achieve a specific goal. While planning can be applied in various fields, not all plans pertain to

development planning related to policy. In this context, the government plays a role as a driver of development. Planning involves public institutions making decisions to guide development policy directions in a region, based on the strengths and weaknesses of that area. Therefore, planning can be summarized as a series of decisions that become benchmarks for implementing activities to achieve a goal with the available resources (Sorongan, 2022).

The term "planning" originates from the word "plan," which denotes the design or framework of something to be done. From this basic definition, several important components emerge: goals (what to achieve), activities (actions to realize the goals), and time (when the activities will be carried out). Essentially, planning involves actions oriented towards the future (Qothrunn, 2022).

Mutation Theory

Mutation refers to changes in position/place/work, carried out both horizontally and vertically (promotions or demotions) within an organization. It involves placing a person in a new task with responsibilities, job hierarchy, and income that are relatively the same as their previous status. Mutation is defined as an activity related to transferring the functions, responsibilities, and employment status of employees to a new situation, aiming to enhance job satisfaction and maximize achievement and contribution to the organization. Thus, the activity of moving employees from one workplace to another is called mutation. From the definitions provided, it is evident that mutation or transfer is a method of employee development, particularly in terms of their abilities, knowledge, and skills (Maharani, 2022; Ryandi, 2019).

3. Methodology

The research method used in the study is a descriptive research method with a qualitative approach. In connection with the approach used in this study is a qualitative approach, the purpose of the case study method of this approach is aimed at obtaining in-depth information about ASN transfer strategies and institutional strengthening. Meanwhile, the instruments or techniques used are interviews, documentation studies and direct observation of the research object. The researcher builds the conclusion of his research by "abstracting" the empirical data he collects from the field, and looking for patterns in the data. Data analysis is considered complete when the researcher has found the pattern of rules that the researcher is looking for. Based on the description above, the research method in this study is descriptive with a qualitative approach.

4. Empirical Findings/Result and Discussion

A. Implementation of the Planning for the Transfer of State Civil Apparatus (ASN) Phase I to the National Capital (IKN) of Nusantara at Nusantara Capital Authority

In this section, the results of research related to the implementation of the planning for the relocation of the State Civil Apparatus (ASN) Phase I to the National Capital (IKN) of Nusantara at Nusantara Capital Authority will be explained. The indicators of the success of planning the transfer of ASN to IKN in the first stage use the human resource planning approach initiated by Snell and Morris (2019), with indicators of success in governance planning including; Vision, Mission and Organizational Values, External and Internal Analysis, Strategy Formulation and Implementation, and Evaluation.

Vision, Mission and Values

Theoretically, vision and values are important elements in shaping an organization's identity and culture. They reflect the long-term view and core principles upon which decisions are made and interactions with all stakeholders are based. Snell and Morris (2019) interpret Vision as a long-term picture of what the organization wants to achieve. It is a big, inspiring view that provides direction and purpose. An organization's vision often includes the Organization's Mission, Long-Term Goals: and desired impact. The policy of relocating IKN, especially in the ASN transfer stage, clearly does not seem to have been taken in a hurry, but has gone through many studies and research from all aspects of geographical, sociocultural, economic, and infrastructure. These various aspects are carried out through comprehensive studies and support the transfer of ASN to IKN.

These processes of transferring ASN to IKN also cannot be separated from the values of the IKN transfer organization that continue to try to be instilled. Snell and Morris (2019) see organizational values as ethical and cultural principles that become the basis for every action and decision taken by the organization and its employees. These values shape organizational culture and provide guidance for internal and external behaviors and interactions. Organizational values may include; integrity, innovation, quality, customer satisfaction, cooperation and leadership. The process of moving ASN to IKN cannot be separated from the organizational values that have been set by the government since the beginning. The purpose of moving the capital city of Jakarta to IKN Nusantara is an effort to equalize development, economy, and

population, so that Indonesia is not centered in Java alone, including its ASN. Indeed, so far, all economic and population activities tend to be Jawasentris. 58% of Indonesia's GDP is in the DKI Jakarta area, while 56% of the country's people live on Java Island (Source; BPS 2023).

The development of IKN Nusantara is closely related to the equitable development aspired by the government. By establishing East Kalimantan as the Indonesian government area, some of the burden on DKI Jakarta has been lightened. This equitable development also has implications for ASN equality. The organizational values proclaimed against IKN, in turn, bring Indonesia closer to the goal of Net Zero Emission in the next 2060 or sooner. This is because the new capital city is planned to use 20% green hydrogen. Green hydrogen is hydrogen that is processed with low-carbon power or arguably renewable energy.

In line with the statement of Jesper Kunde (2000) in seeing the importance of vision, mission and values in the employee placement planning process (in this context the transfer of ASN to IKN. Jesper Kunde (2000) states that: *"For the future business, the values behind the product are therefore becoming a more important aspect for gaining a competitive advantage in market competition. Mission and vision will however remain empty words if the company is not united around a set of values-the corporate religion. Corporate religion is the set of values that unites the organization around a mission and vision"*. From this statement it can be concluded that the strategy of managing an organization must be guided by the vision, mission and values that must be understood and understood by every employee involved in the organization, especially since the planning / recruitment process.

Vision and mission require assistance, support from individual employees who have reliable commitment and competence. Commitment in the perspective of behavioral science, starts from values. developed in the organization which makes the basis for the creation of a work culture. These values are the basis for the performance of employees who will be involved in IKN. The support of organizational structure, organizational culture, assessment system and compensation for the creation of individual commitment to vision, mission and values is very important. Therefore, the process of transferring ASN to IKN from the beginning was prepared by talents who were in line with the vision, mission and values of IKN.

External and Internal Analysis

Conceptually, the purpose of this internal analysis is useful to be able to identify the strengths and weaknesses of the organization and can be used to make good strategic decisions. Based on the results of the interview with informant 3, the stages of the internal analysis process are carried out by identifying strategic internal factors, comparing past information with organizational standards, and the organization's profile will then become input in strategy formulation. This stage has been carried out by the Nusantara Capital Authority (NCA) as initiated by Nilasari (2014). At the external level, it is also necessary to analyze it so that its influence on the organization can be anticipated, especially in the context of transferring ASN to IKN. In addition to bad influences, opportunities also appear in the external environment. The external environment is difficult to control because it involves other parties that are not directly related to the organization. Therefore, analysis of the external environment is needed by organizations, especially in the process of formulating strategies. External environmental factors can be subjective because each managerial can look at different external factors. The factors analyzed are external factors that do influence the development of the organization. Broadly speaking, the external environment of the organization is divided into two, namely the macro and micro environment, (Nilasari, 2014).

The results of the internal analysis, the process of transferring ASN to IKN clearly has implications for many aspects. The planning to transfer ASN to IKN is estimated to involve moving as many as 1.5 million people consisting of ASN, TNI, POLRI, Executive, Legislative, and Judiciary, and economic actors. This can lead to a decrease in household consumption levels which will affect the decline in demand for goods and services in Jakarta and ultimately have an impact on DKI Jakarta's GRDP. External analysis that has been conducted by the Nusantara Capital Authority (NCA) sees that the transfer of the Capital (including ASN) to IKN will encourage real sector investment in East Kalimantan by 47.7% which will have a positive impact on the economic growth of the East Kalimantan region. Real investment growth in Indonesia is also estimated to grow by 4.7% which will contribute to economic growth in Indonesia by 0.6%. The growth of investment in East Kalimantan Province will also have a positive spillover effect on other provinces besides East Kalimantan Province (increased investment in South Sulawesi, Southeast Sulawesi, and Central Kalimantan).

Other external analysis related to the transfer of ASN to IKN also shows implications for Diversification and the creation of new economic sectors With the existence of 2 (two) cities supporting IKN and the potential natural

resources contained therein will create economic diversification in each region according to their superior commodities / mainstay industries. For example, Samarinda will become a beacon for sustainable coal mining and a new manufacturing base for renewable energy, while Balikpapan will be centered on downstreaming the oil and gas processing industry into petrochemicals. With new economic centers, there is potential for an increase in state revenue.

Another external analysis related to the transfer of ASN to IKN is also seen to encourage trade between regions in Indonesia, more than 50% of Indonesia's territory will feel an increase in trade flows if IKN is moved to a province that has better connectivity with other provinces. IKN Nusantara will be supported by smart transportation, namely a city transportation system designed based on the integration of the development of public transportation, bicycles, and pedestrians by implementing an Integrated Information System, Intelligent Transport System, and Innovative Public Transportation Network and promoting fuel-efficient and environmentally friendly vehicles (electric cars). External analysis in turn sees the potential for the use of new renewable energy IKN Nusantara will use Smart Grid Technology utilizing the sun as a source of electricity, replacing electricity sourced from coal thereby reducing the amount of carbon dioxide and being able to control the distribution of electrical energy during peak hours with electricity distribution using underground cable networks. In fact, external and internal analysis related to planning the transfer of ASN to IKN has been carried out well by the government. with the hope that all planned processes related to the transfer of ASN to IKN can run according to plan.

Strategy Formulation and Implementation

In August 2024, IKN was prepared as a place for the Indonesian Independence Day commemoration ceremony involving around 1,500 personnel (including ASN). and in September 2024 continued with a more massive ASN transfer. There are several priorities for which work units in several K / L to be moved in stages. First Priority, there are 179 Echelon I Units from 38 K/L; Second Priority, there are 91 Echelon I Units from 29 K/L; and Third Priority, there are 378 Echelon I Units from 59 K/L. The principles in the implementation of the transfer of central K/L ASN Employees to IKN, namely all K/L ASNs in the central work unit will be transferred to IKN; the ASN transfer scheme is carried out in stages; each ASN is expected to get one residential unit of apartment / official house (adjusted to its availability); ASNs who are transferred in the first stage need to be given special allowances (allowances as pioneers); and the application

of Smart Government. From the institutional and governance aspects, the transfer of IKN is carried out in stages, namely Short Term, Medium Term, and Long Term. In the first phase, the focus is on preparing a miniature government. The second phase is the implementation of Shared Office and Shared Services System. The third phase is the implementation of smart government. These phases will adjust to the availability of IKN buildings and infrastructure.

ASNs who will be transferred to IKN must meet the requirements of general competence and technical competence in accordance with the position of each ASN who will move. In addition, additional competencies are needed to master literacy (digital literacy), multitasking, mastering the substance of the IKN principle, and being able to apply the values of the ASN work culture. The strategy to transfer ASN to IKN in the eyes of the public seems hasty and full of interests. However, the government continues to strive to filter which ministries/agencies and work units are prioritized to be transferred as the first priority to IKN. This is to ensure that government administration can still run effectively during the initial period of transfer, of course, supported by the digitization of the government system. Each ministry/agency independently sorts out the positions and ASNs to be transferred based on the screening pattern from KemenPANRB and BKN. Some things that need to be considered in determining ASN employees are that they must master digital literacy, have multitasking abilities, and be able to apply BerAKHLAK values (Service-Oriented, Accountable, Competent, Harmonious, Loyal, Adaptive, and Collaborative).

Meanwhile, regarding housing for ASN, his party continues to coordinate with related agencies. So it is hoped that ASNs will get apartment or flat housing units that are official in nature, and do not need to pay rent. The government also proposed to the Ministry of Finance regarding the possibility of ASN employees to be given incentives in the form of pioneer allowances. This is a form of appreciation for ASN employees, considering that in the early stages of moving IKN there was no infrastructure support and basic needs as complete as in Jakarta. In addition to applying the smart city concept, governance at IKN Nusantara is also supported by green design, green building, and green open space. At IKN, the implementation of shared services in the form of an effective shared service center is carried out through the implementation of a flexible and collaborative work system supported by the implementation of shared offices, shared systems and adequate work and mobility support facilities. The application of shared office, which is the management of building facilities and buildings in an

integrated manner, with joint utilization by providing co-working space for ASN.

Evaluation

Based on the entire series of planning for the transfer of ASN to IKN, the final stage is an evaluation of the entire series of processes for the transfer of ASN to IKN. IKN, which is targeted as the center of government, requires the creation of an effective and efficient government. The ideal government for the IKN reflects international class services and is oriented towards smart governance which is characterized by simple bureaucratic processes, effective and efficient performance, and improved quality of public services. The development of infrastructure, institutions and the transfer of the State Civil Apparatus (ASN) is the first stage of the development of the Nusantara Capital City which begins with the construction of the presidential palace and several core ministry offices.

Meanwhile, BKN as an institution that has the main task in structuring ASN Management will develop instruments and carry out competency assessments for ASN who will move to IKN. There will be two alternative schemes for the transfer of ASN. First, the transfer of ASN as much as 100% in 47 ministries/institutions (K/L) cluster I and cluster II. Second, the transfer of ASN as much as 50% in 74 K/L. ASN who are included in the transfer criteria must be able to support the implementation of smart governance and must be based on talent mapping. The development of the assessment instrument has been completed in 2022. And since then, the first batch of ASN assessments has been carried out and the transfer of ASN to IKN can be carried out in mid-2024.

Although the entire plan to move ASN to IKN has been carried out according to the scenario, several preparatory steps are needed for ASN who are selected to move so that they can voluntarily and have high motivation to work in IKN. For example, the open communication of moving scenarios such as information on the moving plan and the post-move location adaptation program that will be obtained by ASN, including their family members. The Attachment to Presidential Regulation Number 63 of 2022 states that ASNs who move will be given facilities in the form of state houses, moving fees, and expensive allowances. In addition, to complement the current IKN development plan, it would be good to also prepare a design or some kind of blueprint for the management of ASN K/L that moves which includes career development mechanisms, competency improvement, and the implementation of the merit system. The blueprint will be a guarantee of

certainty of career paths, which is at least one of the incentives that is an encouraging factor for ASN when they are transferred. Thus, in the future, ASN IKN can carry out its functions and carry out public services optimally. Of course, this is expected to encourage the achievement of the ideals of implementing an international-class government and smart governance.

B. Analysis of the Success of the Planning for the Transfer of State Civil Apparatus (ASN) to the National Capital (IKN) of Nusantara at Nusantara Capital Authority

Referring to the perspective initiated by Snell and Morris (2019), with indicators of the success of ASN transfer governance planning including; Vision, mission and values of the organization, External and Internal Analysis, Formulating and Executing Strategies, and Evaluation, it can be seen that the ASN transfer mechanism at stage I has theoretically gone through the required stages, however, at the implementation level the Nusantara Capital Authority (NCA) is faced with a variety of very interesting dynamics. Not only the transfer of physical infrastructure, but the Indonesian government also plans to move the State Civil Apparatus (ASN) to the New State Capital in East Kalimantan which will be carried out in stages. The initial period is planned for mid-2024 which focuses on infrastructure development, early stage ASN transfer, infrastructure operations for residents, and the transfer of the president. It is estimated that the total number of ASNs who will migrate to the new capital city is 118,000 people. In the first stage, there are 2080 ASNs from 25 Ministries / Agencies (K / L) that will be transferred to the new capital city.

Referring to the first aspect of successful ASN transfer governance planning offered by Snell and Morris (2019), namely the vision, mission and values of the organization, it can be seen that the first phase of ASN transfer planning is always associated with the vision and mission of moving IKN holistically, meaning that the ASN transfer blueprint is closely related to the ideals of the Smart City of the Archipelago. The vision of the Smart City of the Archipelago 2045 became the main focus of the initial discussion, placing the ASN transfer as an important part. With an emphasis on sustainable, innovative, and inclusive urban development, ASN will be realized. This section also presents a strategic plan to achieve the vision.

IKN is also presented as a City that reflects the socio-cultural character, diversity, unity and integrity, and greatness of the Indonesian nation based on the values of Pancasila and Unity in Diversity. At this point, with the ideas of Snell and Morris (2019), especially in the vision, mission and values of the

organization, it can be seen that IKN is constructed to be filled by ASNs who reflect the socio-cultural character, diversity, unity and integrity, and greatness of the Indonesian nation. Open selection for high-ranking officials has been carried out by opening the widest possible opportunity for ASNs who meet the criteria. In addition, the government also continues to plan for the recruitment of new ASN specifically for IKN formations.

The values offered by IKN as a city that encourages socio-economic transformation to be more progressive, innovative, and competitive by optimizing the development and utilization of technology, architecture, urban planning, and socio-cultural diversity. IKN will be supported by the development of a super-hub economy to ensure the strengthening of domestic and global economic value chains by optimizing labor, infrastructure, resources, and networks and providing opportunities for all to increase added value, income, and welfare. ASNs that will be transferred have also passed the selection stage with specific criteria that have been set. All planning for the transfer of ASN to IKN has gone through a structured stage by prioritizing aspects of the vision and mission and organizational values at each stage. The planning aspect of ASN transfer to IKN is also inseparable from the indicators of successful planning offered by Snell and Morris (2019), namely external and internal analysis. SWOT analysis researchers use to see the internal and external conditions of the transfer of ASN to IKN. This internal analysis includes an assessment of the strengths and weaknesses. Meanwhile, external analysis includes opportunities and challenges.

The planning stages that have been carried out by the Nusantara Capital Authority (NCA) regarding the transfer of ASN to IKN certainly begin with an internal analysis related to the existence of the ASN to be transferred. This analysis is useful for identifying the strengths and weaknesses of the organization and can be used to make good strategic decisions. Based on the results of interviews with informants, the stages of the internal analysis process are carried out by identifying strategic internal factors, comparing past information with organizational standards, and the organization's profile will then become input in strategy formulation. External analysis is also carried out by researchers to minimize unexpected negative implications for the organization, especially in the context of transferring ASN to IKN. In addition to bad influences, opportunities also appear in the external environment. The external environment is difficult to control because it involves other parties that are not directly related to the organization. Therefore, analysis of the external environment is needed by organizations, especially in the process of formulating strategies. External environmental

factors can be subjective because each managerial can look at different external factors. The factors analyzed are external factors that do influence the development of the organization. The analysis that researchers conducted is in line with the stages initiated by (Nilasari, 2014), in the process of planning the transfer of ASN to IKN, it has exceeded the external analysis stage, both macro and micro environmental analysis.

The results of the analysis show that the government is not just a matter of moving ASN from one place to another, it is not a matter of changing workplaces, but the government designs comprehensive schemes, ranging from performance effectiveness, digital work culture, to a transformative bureaucratic work paradigm. In making an ideal scenario related to the transfer of ASN, the Nusantara Capital Authority (NCA) and related K / L also continue to map the number of ASNs who will move to work at IKN. According to Anas, the dynamics related to the transfer of ASN are constantly evolving, adjusting to the development capabilities at IKN and the number of residences that will be ready for occupancy later. To prepare this ASN transfer scenario, massive cooperation with various related parties in parallel, namely with the Nusantara Capital Authority (NCA), Ministry of Public Works and Public Housing (PUPR), Ministry of National Development Planning (PPN)/National Development Planning Agency (Bappenas), Ministry of State Secretariat (Kemensetneg), Ministry of Home Affairs (Kemendagri), Ministry of Finance (Kemenkeu) and the State Personnel Agency (BKN). In addition, coordination is also carried out with defense and security elements involving the Ministry of Defense (Kemenhan), TNI, and Polri.

ASN will begin moving to IKN in stages. In July 2024, there are a number of ministers and ranks who will begin moving to IKN. In the near future, in August 2024, IKN will be prepared as a place for the Indonesian Independence Day commemoration ceremony involving around 1,500 personnel. Furthermore, in September 2024, it was continued with a more massive transfer of ASN. There are priorities one, two, and three, how many echelon I and so on. All stages and strategies continue to be carried out in the planning process for the transfer of ASN to IKN. In the first phase, the focus is on preparing a miniature government. The second phase is the implementation of Shared Office and Shared Services System. The third phase is the implementation of smart government. These phases reflect the indicators stated by Snell and Morris (2019), specifically related to the success of planning in the context of transferring ASN to IKN.

The final stage of the success of planning the transfer of ASN to IKN can be seen from the evaluation aspect. Based on the entire series of planning for the transfer of ASN to IKN, the final stage is an evaluation of the entire series of stages of the ASN transfer process to IKN. At this stage, all stages of planning the transfer of ASN to IKN are comprehensively reviewed. The main objective is that in the future ASN IKN can carry out functions and organize public services optimally. Of course this is expected to encourage the achievement of the ideals of the implementation of international class government and smart governance.

C. Strategies to Overcome Obstacles to Planning for the Transfer of State Civil Apparatus (ASN) to the National Capital (IKN) of Nusantara at Nusantara Capital Authority

In this study, the research uses the indicators of the strategy theory model proposed by Liddle Hart, namely the following indicators: 1). Ends (objectives) 2). Means, 3). Ways. This indicator is also in line with the definition of strategy according to Gen. US Army (Ret) Andrew J. Good Paster, "Strategy covers what we should do (ends), how we should do it (ways), and what we should do it with(means)' (Mintzberg, 1991). From this theory, the essence of strategy is the process of making decisions on the main elements of a strategy, including Ends (goals, objectives, targets), Ways (way of acting, course of actions, concepts, methods) and Means (means, strengths, resources, potential).

Ends (Objectives) Policy for Moving ASN to the National Capital (IKN) of Nusantara at Nusantara Capital Authority

One part of the government affected by the relocation of the national capital (IKN) to East Kalimantan (Kaltim) is the state civil apparatus (ASN). Some of the ASN ministries / institutions serving in DKI Jakarta will be the first group to fill the Government Center Core Area (KIPP) in IKN Nusantara. The stages of development of the government area have been prepared from 2022 to 2024. President Joko Widodo targets before August 16, 2024 to have an office there. Therefore, the government continues to carry out persuasive communication and disseminate narratives regarding the relocation of IKN in order to create an Indonesia-centric spirit. Of course, including ASN as the backbone of government.

Indeed, ASN has signed an agreement to be willing to be placed anywhere. But the information regarding the transfer of ASN is still not very detailed, so it raises many questions. The government certainly needs to prepare a communication strategy to persuade the public, especially for ASN.

Currently, the Ministry of Administrative Reform and Bureaucratic Reform (PANRB) has developed a scheme to transfer central ASN to IKN through two schemes. About 118,000 to 180,000 ASNs will move, depending on which scheme is implemented. One thing he reminded, the IKN relocation policy was certainly not taken in a hurry, but had gone through many studies and research from all aspects of geography, socioculture, economy, and infrastructure. These various aspects are carried out through comprehensive studies and support the relocation of the capital city to the archipelago.

The existence of IKN Nusantara is believed to encourage the acceleration of national economic growth. This is because it has six economic clusters and two supporting clusters. The six economic clusters in question are the clean technology industry cluster, integrated pharmaceuticals, sustainable agriculture industry, ecotourism and wellness tourism, chemicals and chemical products, and low-carbon energy. In addition to the six clusters, IKN is also supported by other clusters, namely the smart city cluster and the industrial center 4.0, as well as the 21st century education cluster. That way the ASNs and residents of IKN Nusantara no longer need to go abroad for treatment or education.

IKN Nusantara will also become a superhub that will act as an engine of economic growth in Eastern Indonesia and will trigger the strengthening of domestic value chains throughout Indonesia. The IKN superhub is locally integrated, but also globally connected. The government seeks a maximum population in IKN of around 2 million people. The basic consideration is the ability to supply water and utilize space economically and sustainably. This pattern also controls risks and impacts on the environment in the IKN area, which stretches from North Penajam Pasir, Kutai Kartanegara, and Balikpapan City.

Means (Means Owned to Support the Transfer of ASN to the National Capital (IKN) of Nusantara at Nusantara Capital Authority

The availability of land that is large enough for the development of government infrastructure and the location of the prospective capital city close to the existing city is a resource and support itself in efforts to move the IKN. From the personnel aspect, ASN with certain criteria from each K/L can certainly be optimized. Until the end of 2024, this will be the initial stage of transfer. At this stage, the main basic infrastructure has been completed and has already started operating for the pioneer population. The KIPP area in IKN Nusantara was the first to be built. It has an area of 6,671 hectares consisting of three clusters, namely the government core area cluster, the

education cluster, and the health cluster. The concept is as much as 70 percent of green areas, the rest are buildings.

At this stage, the construction of main facilities such as the Presidential Palace, offices, and housing at KIPP was also carried out. The initial stage of ASN transfer was also carried out. The President is planned to move to KIPP before August 16, 2024, and during this stage, priority economic sectors will also be initiated. Furthermore, in 2025-2035 it will start building the IKN as a resilient core area. Then, in 2035-2045, all infrastructure and ecosystems of the three cities will be built to accelerate the development of East Kalimantan. Then after 2045, of course, it will strengthen the reputation of IKN Nusantara as a "World City for All".

Ways or Steps Taken to Support the Transfer of ASN to the National Capital (IKN) of Nusantara at Nusantara Capital Authority

Ways is a process used to formulate ways to plan a strategy. Ways are carried out by determining the way to be used to act, creating a concept, and determining the method that will be used in the process of achieving goals. In moving the country's capital, of course, a mature concept is needed in accordance with the characteristics of the region and its people. There are many strategies and lessons learned from other countries that can be used as a reference or a strategy package in an effort to move the country's capital. The preparation of scenario planning for the relocation of the capital city has been reviewed in terms of aspects, driving factors and inhibiting the relocation of the capital city, all of which already have good scenario planning for the possibilities that occur in the future Based on the data above, the potential for the development of the metropolitan area in the future can be further analyzed. This is certainly a good thing because if the infrastructure is well prepared, the economy can run more smoothly and dynamically.

5. Conclusions

The results of this study indicate that the indicators of the success of planning the transfer of ASN to IKN with the human resource planning approach initiated by Snell and Morris (2019), namely; Vision, mission and values of the organization, External and Internal Analysis, Formulating and Executing Strategies, and Evaluation, it can be concluded that the vision and mission require assistance, support from individual employees who have reliable commitment and competence. Commitment in a behavioral science perspective, starts with values. developed in the organization which makes the basis for the creation of a work culture. These values are the basis for the

performance of employees who will be involved in IKN. The support of organizational structure, organizational culture, assessment system and compensation for the creation of individual commitment to vision, mission and values is very important. Therefore, the process of transferring ASN to IKN from the beginning was prepared by talents who were in line with the vision, mission and values of IKN.

External analysis conducted by the Nusantara Capital Authority (NCA) sees that the transfer of the capital (including ASN) to IKN will encourage real sector investment in East Kalimantan by 47.7% which will have a positive impact on the economic growth of the East Kalimantan region. Real investment growth in Indonesia is also estimated to grow by 4.7% which will contribute to economic growth in Indonesia by 0.6%. The results of internal analysis, the process of transferring ASN to IKN has real implications in many aspects. The high number of civil servants who occupy Java Island (Jakarta) provides a very heavy burden which will have implications for various problems, including traffic congestion and poor air quality. In addition, there are irregularities in function, aesthetics, circulation and transportation movements that are not smooth, as well as unbalanced spatial intensity which has implications for reducing environmental quality.

The principle in the implementation of the transfer of central K / L ASN Employees to IKN, namely all K / L ASN in the central work unit will be transferred to IKN; the ASN transfer scheme is carried out in stages. ASNs who are transferred in the first stage need to be given special allowances (allowances as pioneers); and the implementation of Smart Government. ASN who will be transferred to IKN must meet the requirements for general competence and technical competence in accordance with the position of each ASN who will move. In addition, additional competencies are needed to master literacy (digital literacy), multitasking, mastering the substance of the IKN principle, and being able to apply the values of the ASN work culture.

The Nusantara Capital Authority (NCA) in collaboration with the relevant institutions as institutions that have the main task in organizing ASN Management in IKN will develop instruments and carry out competency assessments for ASN who will move to IKN. There will be two alternative ASN transfer schemes. First, 100% ASN transfer in 47 ministries/agencies (K/L) cluster I and cluster II. Second, the transfer of ASN by 50% in 74 K/L. ASNs that are included in the transfer criteria must be able to support the implementation of smart governance and must be based on talent mapping (talent management). The development of the assessment instrument was

completed in 2022. And since then, the first cluster ASN assessment has been carried out and the transfer of ASN to IKN can be carried out in mid-2024.

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