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From Physical Space to Digital Systems: Repositioning Government Office Functions in the Era of Automation

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ABSTRACT

Digital transformation changes the function and role of government offices from an administrative center to a digital-based center for data integration and cross-unit coordination. This study aims to evaluate the effectiveness of digital government coordination in the city of Bandung and provide recommendations for repositioning the role of offices in the era of automation. With a descriptive literature study method that utilizes academic literature sources, reports from various agencies, and the results of previous research, an overview of digital coordination in various local governments is obtained. The results show that the use of integrated systems such as the Bandung Command Center (BCC) and the Bandung City Government Integrative Data Analytics System (SADIG) improves efficiency, transparency, and accuracy of communication and decision-making. However, its effectiveness is still limited by limited interoperability, low digital literacy of apparatus, and lack of optimal data governance. This study recommends repositioning the role of the office as a data governance center and collaboration facilitator through the establishment of a Data Integration and Collaboration Office unit, strengthening interoperability between SKPDs, and increasing data analysis capacity. The novelty lies in the concept of the office as a data governance manager and digital coordination center that is adaptive to automation.

Keywords: Digital Transformation of Government; Data Integration; The role of government offices; Smart Governance; Bureaucratic Automation

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INTRODUCTION

The transformation or change from physical space to a digital system has changed the work character of the bureaucracy from a physical document-based one to an integrated information system. In this era of digital transformation, office functions are no longer limited to administrative only, but as a data-based organizational coordination center. The main challenge in this era is not in the technology, but in adjusting the role and mindset of administrative employees who must turn into an information manager (Prayitno, 2023). In addition, this transformation is also not just about changing the office system from the original manual to digital, but also includes changing the communication and coordination structure between employees (Efawati and Rinawati, 2025). Administrative employees are required to be able to master information systems so that coordination between work units can run effectively and can be documented automatically in real time (Tengku Darmansah *et al.*, 2024). Based on the findings, it can be concluded that the office that originally functioned as an administrative center, is now expanded to function as a coordination center with digital transformation.

Digital transformation or digitalization can actually accelerate the flow of information because employees can receive information simultaneously through social media, smartphones, and so on (Chaniago et al., 2025; Efawati et al., 2025). However, digitalization can also cause miscoordination between employees due to dependence on platforms. In the context of companies in Bandung, coordination between the fields of Diskominfo is often disrupted due to differences in application systems (Syafira *et al.*, 2022). In addition to dependence, bureaucratic coordination in companies is also now more dependent on system synchronization than face-to-face meetings that allow for system errors, such as service interruptions, system downs, and so on, so that a company's bureaucratic coordination can be disrupted. In the context of the State Civil Apparatus (ASN), digitalization requires ASN to play the role of a data-based coordination facilitator. This supports the previous statement where employees are required to master various existing information. This changed office function is a form of a company's adaptation to automation and intelligent systems (Muhamad Holik *et al.*, 2025).

In the context of local government offices, local government offices now function more as data integration centers for a region than as a place of administrative services for local communities. This is in line with and supports the statement that the office has now repositioned its function as a coordination center, not just as a place to carry out administrative services (Lahdili & Nyadera Nyaburi, 2025). Based on this background, we need to review whether the repositioning of office functions has an efficient and effective impact on the office or vice versa. Therefore, we raised this theme to review the impact of repositioning office functions and evaluate the effectiveness of office digitalization, especially in the Bandung City government office. Thus, it is necessary to conduct a theoretical review to better understand the repositioning of government office functions and its impact on organizational coordination.

LITERATURE REVIEW

Main Functions of the Office

Offices are a very important part of an organization, both private and government, because all organizations must have offices in it, but in the past, office work was seen as a not so important activity (Dwi Pramono *et al.*, 2022). Office work is characterized by the presence of the head of the office with a pile of papers on a shabby, dark, and crowded indoor work desk. However, now this condition has eroded and developed in the direction

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of progress along with the wider scope and main functions of the office as well as the advancement of information (Chaniago, 2025).
If in the past office employees were preoccupied with the task of taking notes, now their task is not just a note-taking activity but they are required to produce fast and accurate information. The office has now been arranged in such a way using modern technology to produce services to all parties who need it. This change in office is what makes the demands of workers in the office increasingly complex (Chaniago, 2025)

Based on the 2 (two) concepts of office function above, it can be stated that the office function is a place to provide services to all parties who need it, whether in operational, communicative, or interpersonal relationships. The office has a role as a place to serve daily work, help superiors to make the right decisions by providing accurate and relevant information, facilitate the progress of an organization because of its function as a memory center, and to convey information according to the limits of its authority (Chaniago, 2025).

Automation and Digital Transformation

Administrative automation is the application of information technology in the implementation of routine office activities so that work becomes more efficient and effective (Indriyulia Ekarini, 2025). The concept of office automation contains the use of devices that facilitate various office processes such as storing, processing, and disseminating information (Mutiara Sopari *et al.*, 2024). In addition, digital transformation is a process of change carried out by an organization in operating and providing value to customers by utilizing existing digital technology (Angelika Yanuar Kirana *et al.*, 2023). Digital transformation is related to changing the bureaucratic work culture towards a more collaborative, adaptive, and data-based system (Gagan Deep, 2023). Digital transformation theory believes that integrating digital technology leads to notable improvements across various aspects of how businesses and organizations operate (Chaniago, 2023). So, automation and digital transformation are two different things. Automation focuses on changing administrative procedures that were originally manual to automatic. Meanwhile, digital transformation is an overall change in the way an organization operates by utilizing existing digital technology (Chaniago and Efawati, 2026). However, both things have the same purpose to facilitate the work process of a company.

The implementation of this system is a form of office digital transformation that can reduce the efficiency and effectiveness of coordination between work units (Ni Ketut Lasmini *et al.*, 2023). In addition, there is also a governance system based on digital technology such as Smart Governance. This system is used to improve public participation, transparency, and service effectiveness. This concept emphasizes the synergy between government, society, and technology in realizing a responsive, efficient, and data-based government (Ishrat *et al.*, 2025). So, these two systems are a form of digital technology utilization in a company whose goal is to suppress efficiency and effectiveness.

Office Function Identity Crisis

With administrative automation and digital transformation, the number of employee needs of a company can be reduced due to the many uses of machines that replace human work. This reduction in the role of administrative personnel has the potential to change the meaning of work that was previously multifunctional to a narrower one (Rivany *et al.*, 2025). This automated work can also pose challenges in the form of potential

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alienation or loss of belonging to work because its routine and administrative tasks are reduced by the human role, replaced by machines (Meydiana *et al.*, 2025). Automation also presents adaptation challenges where employees who previously worked as administrative task implementers have changed their roles to supervisor the automated process (Setiawan Riatmaja *et al.*, 2025). Thus, it can be concluded that offices that are currently carrying out administrative automation and digital transformation are experiencing an identity crisis regarding the function of the office as a whole and the main role of its administrative employees.

The Office as a Coordination Center in the Automation Era

In the era of automation and digitalization, the role of the office is not only as a conventional administration, but has developed into a center for collaboration between units with integrated systems (Fadiyah Choirunnissa & Oktarina, n.d.). Based on this, coordination is a key element that must be done by companies to maintain the flow of organizational activities. Digitalization makes the office not only play a role as a physical workplace, but also as a digital coordination center to manage the entire flow of office activities, communication processes, and decision-making so that it can run effectively (Sifa Yusnita & Gusrianisa, 2025). This automation is indeed very easy for routine work, but it still requires a human role in supervising and ensuring that coordination of activities can run in harmony with office goals

Along with these developments, the concept of digital coordination in the realm of local government is clear evidence of the implementation of digital coordination (Sungudi *et al.*, 2024). This concept emphasizes that government offices play a role as a center for data integration and coordination between work units in the regional bureaucratic environment. With this concept, local governments can monitor the unit's performance in real-time, maintain a stable flow of information, and ensure policy consistency between fields. The implementation of digital coordination within local governments helps to realize a government that is open, responsive to the needs of the community, and trustworthy.

Bandung Contextual Studies

The city of Bandung has become one of the cities in Indonesia that is rapidly adapting to implement the smart city concept in Indonesia. By carrying out several digital initiative ideas, the Bandung City Government is able to implement the effectiveness of public services and its bureaucratic performance system by utilizing information technology (Nurnovianti & Karniawati, 2024). The implementation of smart cities is not only focused on digital-based services, but this concept requires city governments to create a coordinated and well-organized system to effectively address and fulfill the requirements of the local populace.

One example of the implementation of digitalization can be seen in the Communication and Information Service (Diskominfo) and the Bandung City Regional Secretariat which developed an integrated information system to support coordination between fields, management of electronic documents, and more efficient internal communication. This shows that the office coordination function has now shifted from a manual process to a digital network-based that is interconnected. However, the implementation of digitalization in local governments still faces challenges, especially in adapting organizational culture and human resource capabilities to new technologies (Setiawan *et al.*, 2024). Therefore, the success of Smart City It is not only determined by

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digital infrastructure, but also by the readiness and competence of the apparatus in managing the transformation effectively.

RESEARCH METHODS

This article applies a research method based on descriptive literature studies that aims to understand and analyze changes in office function in the era of automation based on theories and previous research results. This research incorporates both primary data and secondary data. Primary data includes scientific journals and academic articles published in the 2020-2025 period, while secondary data sources include theory books, policy reports, and documents from various agencies such as Diskominfo and the Bandung Regional Secretariat. Information gathering methods are implemented via analyzing documents studies and literature recording by searching, reading, and selecting relevant sources. In addition, data analysis is also carried out using content analysis and descriptive-comparative approaches, namely interpreting meanings and theories and comparing various original views to obtain a comprehensive understanding.

The process of selecting literature in this study was carried out through several stages based on predetermined criteria. The inclusion criteria consisted of: (1) scientific articles that have undergone a peer-review process; (2) articles published within the 2020-2025 timeframe; (3) articles written in Indonesian as our primary preference, although English-language articles were also included when no Indonesian source sufficiently addressed the topic; and (4) articles that are directly relevant to the issue of changes in office functions in the automation era. The literature was retrieved using credible academic databases such as Google Scholar and Scopus. The selection of these databases was intended to ensure a broad coverage of both national and international literature while maintaining the academic quality of the sources used.

The literature review approach used in this study is an integrative literature review. This approach was chosen because it provides flexibility to combine various types of sources, such as scientific articles, theoretical works, and policy documents, thereby enabling a more comprehensive understanding of changes in office functions in the automation era. This study does not adopt a Systematic Literature Review (SLR) approach because its purpose is not to produce a strong evidence-based synthesis, but rather to interpret, compare, and integrate existing theoretical and empirical perspectives.

RESEARCH RESULTS

Comparative Analysis of Office Functions in the Era of Automation

The integration of automated processes and advancements in IT has changed the function and role of the office in the modern organization as a whole. In the classical era, the office acted as an administrative center that focused on document archiving, administration, and communication. Meanwhile, in the era of automation, its role has changed to the center of a digital-based coordination system and real-time management of data or information (Widodo, 2025). This change also requires changes in work tools, organizational structure, and human resource competencies (Naffis Ayyasy & Maelani, 2024).

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Table 1. Analysis of the Impact of Transformation on the Office

Aspects	Classic Office Functions	Office Functions of the Automation Era	Reference
(Paul Enebeli, 2024)	Administration and filing of physical documents	Digital information management and system-based coordination	(Adelia *et al.*, 2025)
Organizational Structure	Hierarchical, bureaucratic, and centralized	Flexible, adaptive, and cross-unit collaboration	(Jerab & Mabrouk, 2023)
Communication Flow	Letters, memos, and face-to-face	E-mail, chat, video conferencing, and various collaboration platforms	(Sharma, 2025)
Document Management	Physical archives, at risk of damage and difficult to find	Digital databases with cloud storage and automated backups	(Kayyisah Fakhirah & Zaehol Fatah, 2025)
Time and Cost Efficiency	Low efficiency because all processes are done manually by humans	High efficiency due to process automation and there is system integration	(Mutiara Sopari *et al.*, 2024)
The Role of HR	Administrative operators with repetitive tasks	System controllers, data analysts, and data-driven decision-makers	(Razak *et al.*, 2025)
Main Obstacles	Human error, time and space limitations	Data security risks, low digital literacy	(Banagan, 2025)

Source: Own Compilation (2025)

The New Identity of the Office in Digital Public Organizations

Digital transformation in the public sector has changed the definition, essence, and basic functions of government offices. Office identities that were once rooted in physical and procedural workspaces are now transformed into a symbol of efficiency, data, and digital inter-connectivity (Sri Wulan *et al.*, 2024). In this context, the new identity of a public office is formed by three main components, namely digital infrastructure, the value of data-based public services, and the adaptive capacity of the apparatus. Digital infrastructure includes government information systems, e-services platforms, and national databases that are at the core of data-based public services (Aryatama *et al.*, 2024). Meanwhile, the orientation of services has changed from physical presence to digital responsiveness that demands data-based transparency and accountability (Arjun *et al.*, 2025). Public officials have also undergone an identity transformation, from being an administrative implementer to a data system manager and data-based decision-maker. Some concrete examples of this are the emergence:

a) New functional positions such as data analyst, computer infrastructure, and digital statistics (Kustanto, 2023).
b) The Population and Civil Registration Office (Dukcapil) now serves the public through chatbots, video conferences, and online applications (e.g. Dukcapil Go Digital).
c) Apparatus at the Ministry of State Apparatus Empowerment and Bureaucratic Reform (KemenPAN-RB) and the State Civil Service Agency (BKN) are currently focusing on managing the transformation of SPBE and e-Government (Rochamwati & Salman, 2023)

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d) Many local governments are using digital platforms for public services and citizen participation, for example, DKI Jakarta Province with the Jakarta Kini (JAKI) platform which is an application-based integrated public service to accelerate public response and reporting. In addition, West Java Province has also developed the Sapawarga platform which is used to support citizens' digital participation and facilitate integrated government services.

Evaluation of the Effectiveness of Coordination in Digital-Based Government in the City of Bandung

Digital transformation in governance has become the agenda of the Bandung City government in realizing an effective and efficient good and smart governance system and public services. Since the implementation of the Bandung Smart City and integrated systems based on real time data such as the Bandung City Government Integrative Data Analytics System (SADIG), coordination between regional institutions has become increasingly structured, although it still faces various challenges (Sofyan, 2024).

Several studies show that digital coordination in the city of Bandung is relatively effective and efficient in data integration between institutions, especially through integrated service portals and Command Center (Sofyan, 2024). However, this effectiveness is still limited by technical aspects such as low interoperability, limited infrastructure and capacity Server, as well as standardization that is not yet uniform. Meanwhile, functional coordination such as communication between officials and policy synchronization still needs to be strengthened by building digital communication procedures across levels and across agencies, establishing periodic digital coordination forums, increasing the communication capacity of officials across sectors, and preparing guidelines for digital policy synchronization (Aulia & Tambun, 2025).

The main obstacle in the effectiveness of digital coordination is the fragmentation of information systems between companies. Some agencies still use platform without clear interoperability (Mehran *et al.*, 2022), it reduces the effectiveness of coordination. In addition, the obstacles Maintenance system and budget limitations for digitalization also affect the sustainability of the program (Rezeky *et al.*, 2024).

In the head office, data integration ideally functions as a Data Steward that manages data governance, ensuring system interoperability and facilitating inter-agency collaboration. Thus, the units under it can focus on policy analysis, public service, or program innovation without having to build their own databases (Nathalie Aurelia Simangunsong & Tri Kartika Pertiwi, 2025). Furthermore, they also mentioned that strengthening the coordinating role across units can increase the speed of response to policies and the quality of collaboration. They emphasized that if an effective collaborative governance model is to be achieved, it must be supported by an integrated information system and adequate and equitable infrastructure support in all regions.

DISCUSSION

Based on the above analysis, the transformation of office functions from classical to automation shows fundamental changes in the management of organizational administration and communication. Offices with classical functions emphasize the role of humans in each of their administrative processes, such as the process of filing, typing, and distributing documents (Adelia *et al.*, 2025). Offices with this function can run effectively in small and medium-sized organizations in an era that is not fully digital or pre-digital. However, this function is considered no longer efficient in dealing with the need for fast information and high mobility (Bannikov *et al.*, 2022). On the contrary, the

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application of automation systems makes the office not just a physical workspace, but a data center and digital collaboration between several parties. Technologies such as ERP, Robotic Process Automation (RPA), and cloud computing enable the completion of administrative tasks quickly, efficiently, accurately, and integratedly (Rakhmawati *et al.*, 2023). In addition, communication between work units can now be carried out in real time through various digital collaborative platforms that can increase the efficiency and transparency of the work process (Shankar Mishra *et al.*, 2025).

In addition, there are also data security challenges, technology dependencies, and the possibility of dehumanization administrative process (Prayitno, 2023). Therefore, office functions in the era of automation should not only pursue efficiency, but must maintain a balance between technological aspects and humanistic values that are the basis of work culture in the office with the classic system.

To face the challenges that arise due to automation, companies need to strengthen digital literacy, continuous training, and policies upskilling which ensures that every employee understands the function of the automation system to be used. In addition, the implementation of ethical and transparent data governance is also important to prevent the risk of data leakage and ensure human trust in the technology they use. With these efforts, offices with automation systems not only focus on technological efficiency, but also maintain humanistic values that are the basis of office work culture with classic systems, so as to cultivate a workplace atmosphere marked by efficiency, security, and the ability to adjust to evolving circumstances.

In the context of digital public offices, public offices are now not defined as a location, but as a system that makes it possible to provide public services anywhere and anytime through an integrated information network. This means that the public can be provided with services anywhere and anytime without having to attend the physical office directly and without the need for a physical office in person. However, the change from face-to-face interaction to online services can create an emotional distance between the government and the public which can ultimately potentially weaken the humanistic values of public services such as empathy, sympathy, and social closeness. Therefore, the formation of digital identity needs to balance the balance between ethical and social values in the information technology system used.

Digitalization also requires officials to have analytical, interpretive, and ethical skills for the databases they manage. Thus, the new identity of the office in a digital public organization is the result of thinking between technological logic and public service values. This new identity prioritizes corporate efficiency, collaboration, transparency, and adaptability, but remains rooted in humanistic principles and social responsibility towards the public. The success of this transformation depends on the ability of a public organization to place technology as a means, not as an end, and depends on the ability to build an apparatus that is not only literate in digital technology, but also ethical in using databases and information systems for the public good.

The digital transformation of government in the city of Bandung has brought significant changes to the way of working, bureaucracy, and decision-making in a government. However, based on previous discussions, the results of the evaluation of coordination effectiveness show that data fragmentation between regional institutions is still a major challenge (Kurniawati *et al.*, 2024). Therefore, a redefinition of the role of government offices is needed. The government is no longer just an administrative center but a center for data integration and cross-unit collaboration. Data integration centers are needed to overcome information silos between institutions and enable real-time use of data in decision-making or policy processes (Hidayat, 2024). This concept is relevant to what is implemented by the Bandung City government, such as the implementation of the

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Bandung Command Center (BCC) system which can be developed into an integrated data hub, not just as a monitoring center. This system proves that data integration can not only improve information accuracy, but can also strengthen cross-sector coordination and reduce program duplication.

In general, digitization of coordination in the city of Bandung can increase transparency, speed of public services, and improve the ability to monitor the performance of regional institutions. However, there are still some coordination obstacles that need to be overcome. Therefore, it is recommended to the Bandung City Government to:

a) Forming a special Data Integration and Collaboration Office unit under Diskominfo or Regional Secretaria.
b) Develop an interoperability platform between SKPDs (Regional Apparatus Work Units), with standardization of formats and metadata in accordance with SDI references.
c) Increasing human resource capacity through cross-domain analytics training.
d) Encourage a data-driven collaborative culture through cross-unit forums that regularly share insights on public service policies and innovation.
e) Establish a digital accountability mechanism, where each work unit is required to publicly upload its operational data and program achievements.

Thus, redefining the role of the office as a data integration center is not only a matter of technology, but also a matter of changing the bureaucratic model towards Governance that are collaborative, responsive, evidence-based governance.

Based on the results of the analysis and evaluation of the implementation of the digital system in the city of Bandung, this study found that effective digital government coordination is highly determined by the existence of a data integration system across work units. However, there is no formal organizational structure that facilitates such automation functions. Therefore, this study proposes the formation of new units as written in point a as a form of repositioning the function of government offices in the era of automation. This research contributes to the new concept of government offices as a center for data integration and cross-unit collaboration, which combines classical office management theory with practical modern smart governance which has not been widely discussed in the context of local government in Indonesia

CONCLUSIONS

The development of digital technology and the application of automation systems have brought changes to the essence and function of offices, especially in the government sector. The office that once functioned as a center of administrative activity is now transformed into a data-based center for information integration and cross-unit coordination. The development of this technological era requires civil servants to play the role of information managers and data-based decision-makers. However, this change also has challenges, namely the limitations of digital literacy of the apparatus and the integration of systems between institutions that have not been maximized (Judijanto *et al.*, 2025). Therefore, it is necessary to strengthen digital literacy, continuous training, and upskilling policies that ensure that all employees have understood the automation system to be used. The Bandung City Government is also advised to establish a special unit of the Data Integration and Collaboration Office, develop an interoperability platform between SKPDs, and encourage a collaborative culture and establish a digital accountability mechanism. With this step, the Bandung City government office in the era of automation can function as an efficient, adaptive, and evidence-based coordination

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center. The main finding that is new in this study is the emergence of the concept of a government office that functions as a data integration center and a center for collaboration across work units. This concept not only affirms the repositioning of office functions in the digital era, but also provides a new contribution that is relevant and applicable in strengthening local governance, one of which is in the city of Bandung.

This research is limited to the city of Bandung so the findings cannot be generalized. The data used in this study has also not been supported by quantitative evaluation of the effectiveness of automation, so the results cannot be measured objectively. Subsequent research can expand the study area to other areas, using quantitative analysis to assess effectiveness, as well as explore the aspects of data security and organizational culture that are influenced by the success of government automation.

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