

## Civil Service Adaptation Strategy in the Indonesian Capital

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**Abstract.** *This study aims to analyze the adaptation strategies employed by Civil Servants (ASN) in the Nusantara Capital City (IKN). Since their relocation, ASN have faced various challenges, such as limited infrastructure, an underdeveloped transportation system, and the need to adapt to a new culture and work environment. This study adopts a qualitative approach using Case Studies and SWOT analysis. The findings reveal that ASN in IKN benefit from government-provided facilities and technological support that enhance mobility and work efficiency. However, several challenges, such as inconsistent policies, limited public transportation, and unclear Standard Operating Procedures (SOP), hinder the adaptation process. On the other hand, ASN have opportunities to enhance their competencies and expand their networks through involvement in IKN development, despite threats such as political uncertainty and delays in infrastructure development. The adaptation of ASN in the IKN will be successful if supported by consistent policies, clear work structures, and improved existing facilities. Effective strategies for ASN adaptation must include career development pathways, technology-based training, and infrastructure improvements to ensure a smooth transition and the success of governance in the IKN.*

**Keywords:** *Adaptation; Capital; Relocation.*

### 1. Introduction

The relocation of the Indonesian capital to East Kalimantan is a strategic step by the Indonesian government to equitably distribute development and reduce dependence on Jakarta. In 2024, the government planned to relocate the State Civil Apparatus (ASN) to the Indonesian Capital City (IKN) with an initial target of 11,274 ASN. However, after evaluating the readiness of infrastructure and supporting facilities, the number of ASN transferred in the first phase was adjusted to approximately 3,246 ASN. Unfortunately, as of March 1, 2025, only approximately 628 employees from the Indonesian Capital City Authority (OIKN) had been successfully relocated, of which 326 were ASN. The following is a detailed breakdown of the OIKN employees who have been transferred to the IKN:

OIKN Employee Number Data Table

No	Information	Amount
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<b>1</b>	ASN employees	326
<b>3</b>	Other Employees	302
<b>TOTAL</b>		<b>628</b>

Data source: OIKN Human Resources and Public Relations Bureau

One of the main challenges faced by civil servants in the capital city (IKN) is limited infrastructure, which is still under construction. As Indonesia's new capital city, the capital city is undergoing rapid development, but many basic facilities are still not fully ready to support civil servants' needs in carrying out their duties. Crucial infrastructure, such as housing, public transportation accessibility, and other basic services, is still under construction and not yet operational at optimal levels.

In June 2025, the OIKN received 574 additional employees from the 2024 fiscal year ASN Candidate selection process, who will work and reside directly in the capital city. This presents an additional challenge, as the current OIKN office cannot accommodate the current staff capacity of the CPNS, and the housing is still under construction.

A concrete example of this challenge is the public transportation system, which was designed with an environmentally friendly concept. While the concept aims to promote sustainability and efficiency, the system remains very limited in scope and reach, covering only a small portion of the Central Government Core Area (KIPP). This presents a challenge for civil servants (ASN), who were previously accustomed to Jakarta's well-integrated transportation system, which allows them to manage their mobility and work hours more efficiently.

In the new capital city (IKN), civil servants (ASN) must adapt to a more limited and less effective transportation system, which undoubtedly impacts their work performance and efficiency. This change in transportation patterns directly impacts the daily routines of civil servants, who must contend with predetermined travel times from the OIKN, increased uncertainty about arrival times at the office, and inconveniences in mobility that can ultimately disrupt the smooth running of their duties. This situation requires civil servants to make adjustments that involve not only the physical aspects of their work but also how they manage their time and more flexible administrative processes.

Furthermore, adapting to this limited infrastructure creates an additional burden on planning and coordinating daily activities. Civil servants are not only required to remain productive in their work but also to adapt to the various uncertainties arising from these limited infrastructure. Therefore, it is crucial for civil servants to develop adaptation strategies that can help them maintain work quality despite the challenges of unstable infrastructure.

Beyond infrastructure challenges, the ongoing development of the new capital city presents significant challenges not only for civil servants working there but also for the wider public, who are increasingly attracted to the area. As the prospective new capital city, the new capital city symbolizes significant progress and change for Indonesia, attracting attention not only from government officials but also from the general public. This phenomenon is inevitable,

given that the new capital city is the center of attention for those eager to witness firsthand the development and potential of the city under construction.

Civil servant relocation is a key component of the capital city relocation process, crucial for the smooth operation of government administration. Since the strategic steps began in 2022, the government has implemented several important initiatives, from civil servant selection through competency tests to developing a relocation plan and implementing the first phase of the civil servant transfer to the new capital city.

However, analysis of existing data reveals a significant discrepancy between the plans and the results achieved, indicating that the relocation process is far more complex than just logistical issues and transportation arrangements. One of the biggest obstacles identified is the difficulty for civil servants in adapting to the new work environment, which includes not only physical changes but also changes in work culture, bureaucratic systems, and the civil servants' personal readiness to transform and adapt to these changes.

These challenges demonstrate the importance of a more comprehensive approach to the relocation process, emphasizing not only administrative aspects but also psychological and social support to help civil servants adapt better. The following table illustrates the progress of the civil servant relocation plan from 2022 to 2025, including both achievements and ongoing challenges encountered throughout the process.

This discrepancy between plans and achievements indicates that the relocation of civil servants to the new capital city (IKN) requires more time and strategy than previously anticipated. This phenomenon underscores the importance of research on civil servant adaptation strategies in the new capital city. Furthermore, from 2022 to 2024, infrastructure development in the new capital city was managed by the Ministry of Public Works and Public Housing (PUPR), which focused on the construction of basic facilities such as roads and government buildings. However, starting in 2025, this responsibility shifted to the OIKN, which is leading this major infrastructure project for the first time. This change in management increases the workload for civil servants, as the OIKN lacks sufficient experience in managing large-scale infrastructure development. Therefore, civil servants need to adapt to new policies and procedures, making this research highly relevant for formulating effective adaptation strategies for civil servants in facing this change.

## 2. Research Methods

This research uses a qualitative analysis method with a case study approach and SWOT analysis to understand the adaptation strategies of civil servants (ASN) who were relocated to the new capital city (IKN). The relocation of ASN to the new capital city is part of an effort to achieve equitable development and create a more balanced center of government. This study aims to explore the experiences of ASN in adapting to the new conditions in the new capital city, covering physical, social, and psychological aspects. A qualitative approach was chosen because it allows the freedom to explore how ASN respond to changes in the new capital city,

as well as to explore their perceptions and experiences. This method allows researchers to gain in-depth insights into the dynamics of ASN adaptation, including the challenges faced and the OIKN policies that influence the process.

### 3. Results and Discussion

The results of the interview to be able to make a SWOT analysis are as follows:

#### 1) Strength

a. Informant 1, the First Expert Archivist, stated, "Many civil servants previously worked in the private sector, so they adapted more quickly, and some leaders provided effective guidance." (Informant 1, First Expert Archivist, interview, June 10, 2025). This experience enabled them to adapt more quickly to the new environment in the IKN. Furthermore, the provision of sound guidance from their leaders was also a supporting factor that accelerated the civil servants' adaptation process. This strength demonstrates that the combination of experience and leadership support can strengthen the civil servants' ability to adapt more efficiently and effectively in the IKN.

b. Informant 2, as the First Expert Policy Analyst, added, "The facilities probably come from the flats. The flats have smart locks where you just need to use a code to enter the door." (Informant 2, First Expert Policy Analyst, interview, June 10, 2025) Facilities such as housing and other basic necessities have been provided, such as free electricity and adequate tenant facilities. Furthermore, advanced technology such as smart locks and the use of technology facilitate daily activities, thus accelerating the adaptation process.

c. Informant 3, the First Expert Archivist, stated, "The atmosphere here is new and there is no high traffic congestion." (Informant 3, First Expert Archivist, interview, June 11, 2025). The new, comfortable atmosphere without traffic jams is one of the strengths in adapting to work at the IKN.

d. Informant 4, Adyatama Tourism and Creative Economy First Expert, said, "The advantages of working in the IKN are far more than I imagined, because previously I worked in Jakarta in one of the Ministries. So I think the facilities are quite supportive because we don't use private vehicles much, then we are facilitated with using, and our work scope is also quickly accessed unlike in Jakarta." (Informant 4, Adyatama Tourism and Creative Economy First Expert, interview, June 11, 2025). The facilities provided in the IKN are far more adequate than the previous place, including ease of access and reduced dependence on private vehicles.

e. Informant 5, who serves as Special Staff to the Head of the Indonesian Capital City Authority for Audit and Development Supervision, said, "In terms of facilities and infrastructure here, everything is complete. Let's talk about, for example, the offices have been prepared. In fact, perhaps most of them are complete. Then for ASN housing, we have prepared housing. For environmental comfort, this is also comfortable because the new city will become a smart city and is more environmentally friendly." The source also added, "Here

we live healthily, because here, of course, we, especially young people, are provided with facilities for sports and transportation is now very easy, and in the future there will be an airport in the Indonesian capital and a toll road will also be completed. From Balikpapan to here it only takes 1 hour" (Informant 5, Special Staff to the Head of the Indonesian Capital City Authority for Audit and Development Supervision, interview, June 11, 2025). Complete facilities in the IKN, including offices and housing, support faster ASN adaptation and facilitate ASN self-development in the new environment. A comfortable environment and a focus on healthy living provide an adaptation advantage, especially for younger, health-oriented civil servants. Easy access to transportation and the continued development of transportation facilities make it easier for civil servants to adapt.

f. Informant 6, the First Expert Planner, added, "The government has provided facilities, including housing for civil servants and transportation to and from the office. And I think the natural conditions here are also good, we can also refresh ourselves, refreshing in the sense of not refreshing ourselves at the mall or the beach, besides we can exercise for physical fitness and our work is more peaceful. In terms of security here, it is good. Security is carried out by our stakeholders, both the TNI and Polri, and we also have an internal oversight division, namely the Directorate of Public Order and Security, which indeed works extra every day to maintain security and order within the IKN area itself" (Informant 6, Expert Planner, interview, June 11, 2025). Complete facilities such as housing, transportation, and office infrastructure provide comfort and ease for civil servants in adapting to the new environment in the IKN. The natural environment that supports physical activity and fitness, as well as the availability of sports facilities, accelerates the adaptation of civil servants who have a healthy lifestyle. Security carried out by the TNI, Polri, and extra internal supervision makes ASN feel safe and comfortable working in the IKN.

g. Informant 7, the First Expert Disaster Analyst, added, "In my opinion, facilities come first. If a civil servant has comfortable facilities, he will certainly follow those comforts. For example, there is a bus from the apartment to our office. Well, this is also one of the things that supports the comfort of civil servants in working. A new work atmosphere, a new culture. Well, this is what we hope, this new culture should increasingly lead us to a more modern, better, and better civilization" (Informant 7, First Expert Disaster Analyst, interview, June 11, 2025). Adequate facilities, such as transportation between residences and offices using buses, provide comfort and support civil servants in adapting to their work. The existence of a new, more modern and challenging culture provides an opportunity for civil servants to adapt to a more efficient and progressive way of working.

h. Informant 8, a Young Expert Policy Analyst, stated, "Facilities help us adapt more quickly because they relate to all our needs. For operational purposes as humans, for living and working, the IKN has almost 100% of these facility needs met." (Informant 8, Young Expert Policy Analyst, interview, June 11, 2025). Adequate facilities in the IKN for ASN needs, both for living and working, help accelerate adaptation and support ASN comfort in the new environment.

i. Informant 9, the First Expert Spatial Planner, stated, "A substantial allowance, perhaps beyond what is generally applicable in other ministries and institutions, actually functions to attract individuals with adequate capabilities to join the IKN." (Informant 9, First Expert Spatial Planner, interview, June 12, 2025). Attractive salary allowances help attract qualified employees to join the IKN, providing them with an incentive that encourages them to adapt more quickly.

## 2) Weakness

a. Informant 1, the First Expert Archivist, stated, "The main challenge is the large number of policies. First, there are quite a lot of policies. Second, these policies often change and are inconsistent. Then third, there is a lack of learning or capacity-building activities such as training for friends or colleagues, most of whom are still relatively new, and the Standard Operating Procedures need to be organized and clarified so that each employee can work with a more definite direction." (Informant 1, First Expert Archivist, interview, June 10, 2025). The large number of inconsistent and frequently changing policies can cause confusion for ASN in carrying out their duties and adapting. The lack of adequate learning or training for ASN, the majority of whom are still new, becomes an obstacle to increasing their capacity. Ambiguity and irregularity in Standard Operating Procedures (SOPs) also hinder ASN from working with a definite direction. All of these factors need to be addressed so that the ASN adaptation strategy can run more smoothly and effectively in the IKN.

b. Informant 2, the First Expert Policy Analyst, added, "The first is the climate, the weather here is quite hot, and perhaps transportation access. Currently, the electric buses used are only for purposes of the central government core area (KIPP), then to the OIKN office. Also, standard operating procedures (SOPs) might be strengthened. And perhaps also referring to the educational background of the team, some of our friends also work, but their educational backgrounds are not relevant, although perhaps it is still possible. We are learning to adapt." (Informant 2, First Expert Policy Analyst, interview, June 10, 2025). The main challenges are the more extreme hot weather in the IKN compared to other areas such as Balikpapan, especially when working in the field, limited public transportation, with limited operating hours, forcing ASN to rely on private vehicles outside of working hours. There is still ambiguity in the SOP, and ASN placement does not always match their educational background or expertise.

c. Informant 3, the First Expert Archivist, revealed, "Actually, from a work perspective, we have to adjust our transportation, because up until now, we probably brought our own vehicles. We are provided with complete transportation in urban areas, whereas in the newly launched OIKN, there is still minimal transportation except for the transportation provided. Then there are no public transportation points either. And we are still far from family. Maybe that is the current weakness because we are all here as migrants" (Informant 3, First Expert Archivist, interview, June 11, 2025). Limited transportation in the IKN area is one of the main weaknesses, considering that there are only a few transportation options available. The long

distance from family is a psychological and emotional weakness that affects the well-being of ASN.

d. Informant 4, Adyatama Tourism and Creative Economy First Expert, assessed, "Because now even though we live here, we are still side by side with the development process. So we are truly side by side with it. So our mobility is sometimes limited because there are some accesses that we may not be able to pass through or maybe there are some accesses that we cannot go to. As for others, maybe yes. We know maybe it's just the facilities, because maybe the facilities are still limited. Although not all are there, but yes, we have not yet fully gained access to all places with facilities that are considered adequate " (Informant 4, Adyatama Tourism and Creative Economy First Expert, interview, June 11, 2025). The unfinished development process is an obstacle in mobility and access around the IKN. Some facilities are still limited, even though basic needs have been met, more complete facilities still need to be improved.

e. Informant 5, who serves as Special Staff to the Head of the Indonesian Capital City Authority for Audit and Development Supervision, stated, "Challenges, if I say there are almost none, right? Especially with today's transportation facilities being very easy, but perhaps when talking about schools, places for my wife to shop, well, these are just developing, right?" (Informant 5, Special Staff to the Head of the Indonesian Capital City Authority for Audit and Development Supervision, interview, June 11, 2025). The ongoing development process is one of the weaknesses, especially related to educational facilities and shopping places which are still limited.

f. Informant 6, the First Expert Planner, stated, "However, the downside is that there are no malls or entertainment venues here." (Informant 6, First Expert Planner, interview, June 11, 2025). The limited entertainment venues and recreational facilities, such as cinemas or malls, are one of the weaknesses in the daily lives of ASN in the IKN to relieve stress from work.

g. Informant 7, the First Expert Disaster Analyst, stated, "Perhaps many of us still don't understand who we should coordinate with in carrying out our daily tasks. It's just that because we are placed in the administration department, we only carry out tasks and functions according to the direction of our superiors. Our interactions with other employees are sometimes still a bit difficult. In our work, we still use laptops. There are no computers that are truly integrated. If the computer can be directly connected, it should be called direct data sharing between computers." (Informant 7, First Expert Policy Analyst, interview, June 11, 2025). Difficulties in coordinating and interacting with other employees, especially for new employees who do not yet fully understand their duties and responsibilities. Limited work facilities such as the use of laptops that are not properly integrated limit the work efficiency of ASN in the IKN.

h. Informant 8, a Young Expert Policy Analyst, stated, "The weakness is transportation. The IKN's weakness is the lack of connecting transportation between it and other cities. Limited public transportation makes adaptation somewhat slower." (Informant 8, Young Expert Policy

Analyst, interview, June 11, 2025). The limited transportation connecting the IKN to other cities slows down the adaptation of civil servants and impacts health and emergency response.

i. Informant 9, the First Expert Spatial Planner, said, "There are definitely weaknesses in the organization, and they should be fixed. One of them is the gap between civil servants and other employees. Even though they make the same contribution." (Informant 9, First Expert Spatial Planner, interview, June 12, 2025). The status gap between civil servants and other employees or other non-ASN employees is a weakness, because different statuses should not hinder their contributions to development.

### 3) Opportunity

a. Informant 1, the First Expert Archivist, said, "The opportunities are great because here, work orientation is no longer solely based on a person's practical background or initial position. If an employee has strengths in a particular field, they should be directed to a position or place that allows them to develop further and contribute optimally." (Informant 1, First Expert Archivist, interview, June 10, 2025). The flexibility of work orientation is no longer dependent on a person's practical background or initial position. This opportunity opens up opportunities for civil servants to further develop and contribute optimally according to their strengths or special skills. By directing employees to positions that match their abilities, civil servants can better adapt and have a greater impact on the organization, while simultaneously accelerating the adaptation process in the IKN.

b. Informant 2, the First Expert Policy Analyst, added, "It can expand relationships, and it can also improve communication skills because you interact with various people here. Collaboration is also possible, most likely one of which is the Ministry of Public Works, of course. Then we will definitely collaborate with the Ministry of Housing and Settlements" (Informant 2, First Expert Policy Analyst, interview, June 10, 2025). Civil servants have the opportunity to improve their communication skills and expand their network of relationships, as well as learn to interact with various parties. There are opportunities to strengthen cooperation between agencies, for example with other agencies such as the Ministry of Foreign Affairs to handle foreign guests, which can also improve the adaptability of civil servants in carrying out their duties.

c. Informant 3, the First Expert Archivist, stated, "The opportunity is more about maintaining good working relationships, and the opportunity to learn more because it is in accordance with the leadership's policy of requiring us to take further education." (Informant 3, First Expert Archivist, interview, June 11, 2025). ASN have the opportunity to improve their skills through training and learning assignments given by their leaders.

d. Informant 4, Adyatama Tourism and Creative Economy, First Expert, stated, "So, here, we might have a lot of new work cultures. We don't have private vehicles, and we're also bothered by traffic regulations and all sorts of things. So, if we still bring our old work patterns here,



that's one of the things we have to leave behind." (Informant 4, Adyatama Tourism and Creative Economy, First Expert, interview, June 11, 2025). Civil servants have the opportunity to adapt to the new work culture in the IKN, which prioritizes independence and efficiency.

e. Informant 5, who serves as Special Staff to the Head of the Indonesian Capital City Authority for Audit and Development Supervision, said, "The opportunity is a chance to gain experience as a pioneer. Pioneer means that we do the work for those who haven't done it yet, the predecessors. Our opportunity to provide services to the community, doctor's permits, hospital construction permits, trade permits, all from here and of course how we can provide good service to the community." (Informant 5, Special Staff to the Head of the Indonesian Capital City Authority for Audit and Development Supervision, interview, June 11, 2025). Civil servants have the opportunity to be pioneers in the development of the new capital city and can prepare the system for future generations. Providing better and faster services to the community is a great opportunity for civil servants to improve the quality of public services.

f. Informant 6, the First Expert Planner, stated, "I think external opportunities are very open. However, they must be equipped with scientific competencies that are indeed sufficient to support the future development of the IKN. As for training, I think that those who enter to work in the IKN must have a primary foundation. They must have a qualified education and skills. This is an opportunity for us as the first ASN here. And those who prepare for future generations." (Informant 6, First Expert Planner, interview, June 11, 2025). ASN have a great opportunity to develop their careers and competencies in the IKN, with the support of training and complete facilities to prepare them to face the challenges of a modern city that is being built. ASN have a great opportunity to develop their careers and competencies in the IKN, with the support of training and complete facilities to prepare them to face the challenges of a modern city that is being built.

g. Informant 7, the First Expert Disaster Analyst, stated, "External training opportunities for us as civil servants are indeed very necessary because civil servants come from diverse backgrounds." (Informant 7, First Expert Disaster Analyst, interview, June 11, 2025) Human resource training and development that focuses more on improving civil servant skills is considered crucial to prepare them for greater tasks and responsibilities in the IKN.

h. Informant 8, a Young Expert Policy Analyst, stated, "From an external perspective, the public has been very welcoming of the presence of ASN and even able to collaborate together. However, it will take time; it won't be immediate. We need to return to a different concept. The IKN is different from Jakarta." (Informant 8, Young Expert Policy Analyst, interview, June 11, 2025). ASN have a significant opportunity to collaborate with a supportive community, as well as develop themselves through educational programs that help adapt and perform well in the IKN. It offers a significant opportunity to build a more modern city with government support, although it will require time and a shift in mindset from the previous capital city model.

i. Informant 9, the First Expert Spatial Planner, stated, "Management must strive to provide training to address the shortcomings of individuals here. Human resource management must be observant in identifying the gap between the organization's needs and the current human resources available." (Informant 9, First Expert Spatial Planner, interview, June 12, 2025) Training tailored to the organization's needs provides an opportunity to improve the competency of civil servants and other employees in contributing to the development of the IKN.

#### 4) Threat

a. Informant 1, the First Expert Archivist, stated, "One of the obstacles is the difference in policies between leaders. These leaders do not yet have a shared vision regarding the direction of the IKN's progress. Some of them still use old leadership styles, even though ASN now hope to adopt a new work style that prioritizes the use of technology." (Informant 1, First Expert Archivist, interview, June 10, 2025). Differences in policies between leaders and their dissimilar visions regarding the direction of the IKN's progress. Some leaders who still use old leadership styles become obstacles to ASN adaptation, especially those who want a change to a more modern and technology-based work style. The mismatch between ASN expectations and the leadership style implemented can slow the adaptation process and hinder organizational progress in the IKN.

b. Informant 2, the First Expert Policy Analyst, added, "Another threat is that the number of electric buses is still limited. Operating hours are still limited." (Informant 2, First Expert Policy Analyst, interview, June 10, 2025). Limited public transportation threatens the mobility of ASN, who still rely on private vehicles.

c. Informant 3, the First Expert Archivist, stated, "The capital of the archipelago will be the nation's capital. Naturally, the world's attention and the wider public's attention will be focused here. Yes, perhaps. Hopefully, there will be no significant threats that usually occur in big cities, such as security, disturbing the safety and comfort of the community by injuring people. We also have to be more vigilant about the surrounding environment because the current environment is still surrounded by wilderness, we must be wary of threats from wild animals." (Informant 3, First Expert Archivist, interview, June 11, 2025). Threats from groups who dislike the construction of the new capital, which can disrupt the security and comfort of the community. Threats from the natural environment, such as wild animals around the IKN Authority area, are something that ASN working in the IKN need to be wary of.

d. Informant 8, a Young Expert Policy Analyst, stated, "Personal threats, especially those related to transportation, also relate to health. So, because there is no adequate public transportation in the IKN, it is related to health if an emergency or other matters occur. In addition, political policies from the president or people outside his power do make us a little worried." (Informant 8, Young Expert Policy Analyst, interview, June 11, 2025). Limited transportation facilities, especially in emergency situations that require quick access to health facilities, are threats that need to be watched out for. Political uncertainty and issues regarding

the IKN project that could be stalled or hampered threaten the sustainability of development and the success of the IKN as the new national capital.

e. Informant 9, the First Expert Spatial Planner, stated, "Looking at the current situation, our main leader, the president, should provide support. But I see that there hasn't been any support since his inauguration as head of state. I'm worried that many people are a bit pessimistic about this. Seeing how there isn't any support like in previous years." (Informant 9, First Expert Spatial Planner, interview, June 12, 2025). Political uncertainty, including a lack of support from the central government after the presidential inauguration, could hamper the sustainability of the IKN project and affect the optimism of civil servants..

### **Opportunity Factor Analysis**

#### 1) Career Development

Civil servants have the opportunity to develop their careers through direct involvement in major capital city development projects, which provides valuable experience in managing government projects.

#### 2) Flexibility in work orientation

Placing ASN in positions that match their expertise ensures that tasks are carried out better, improving the quality of work and ASN career development.

#### 3) Expanding relationships

Collaboration with various agencies increases the effectiveness of ASN work and strengthens professional relationships in completing government tasks.

#### 4) Be a pioneer

ASN have the opportunity to become pioneers by contributing from the early stages of the development of the new capital city.

### **Threat Factor Analysis**

#### 1) Political instability

Political uncertainty can undermine the stability of ASN jobs, causing policy changes that disrupt the performance of their duties.

#### 2) Hampered development

Delays in the development of IKN infrastructure or the cancellation of IKN development projects indirectly affect the work of ASN.

#### 3) Issues related to development

Negative perceptions developing in the media regarding the sustainability of development projects can affect the enthusiasm of ASN and slow down the implementation of their work.

#### 4) Natural Environment

According to the forest city concept, the residence and work environment of OIKN ASN live side by side with wild plants and animals, requiring every ASN to always be alert if there is a threat of wild animal attacks.

Based on the IFAS and EFAS analysis, an IE matrix can be developed to design an adaptation strategy for ASN in the IKN. This matrix will identify the strengths, weaknesses, opportunities, and threats faced by ASN in the adaptation process in the IKN and provide a foundation for developing an effective strategy. This matrix is presented as follows:

IE Matrix Image

		INTERNAL		
		Kuat	Sedang	Lemah
EKSTERNAL	Tinggi	4,0 I	3,0 II	2,0 III
	Menengah	3,0 IV	2,0 V	1,0 VI
	Rendah	2,0 VII	1,0 VIII	IX
	1,0			

Source: Data processed by researchers

The main issues faced stem from the organization's internal weaknesses in responding to various emerging threats. However, opportunities to overcome these challenges can be found in the organization's strengths and potential to maximize existing opportunities. By considering the results of the identification of internal and external factors, a grand strategy can be designed to strengthen the adaptation process of civil servants in the IKN. This strategy can be formulated using a SWOT analysis matrix as a formulation tool.

#### 4. Conclusion

The SWOT method is a strategic tool used to analyze various aspects that influence the adaptation of civil servants in the capital city, including strengths, weaknesses, opportunities, and threats. In this study, the SWOT approach was utilized to uncover and understand the internal and external elements that impact the readiness and ability of civil servants to adapt

to the dynamics of the new work environment in the capital city. This includes an assessment of the organization's potential, internal challenges, and various external factors that can become opportunities or obstacles in the adaptation process.

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