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Job Description Transformation in Cirebon: Adapting Human Resource Needs with Artificial Intelligence

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Abstract
The development of artificial intelligence (AI) has raised the urgent need to revise job descriptions in government agencies, especially in Cirebon City. This study examines how the implementation of AI changes the competencies needed in the functional positions of state civil servants (ASN), as well as the necessary HR planning adjustment strategies. Using a systematic literature review approach, the study identifies several key dimensions of transformation, including the shift from purely technical competencies toward human–AI collaboration, the redefinition of workloads in functional positions such as translators and analysts, the increasing role of AI in talent recruitment and development, the emergence of digital output-based performance indicators, and the growing urgency of AI competency development policies in the public sector. The results of the analysis show that job description transformation is not merely an administrative revision, but a strategic restructuring that requires synergy between human resource planning, bureaucratic reform, and well-planned technology adoption. In conclusion, the integration of AI into public sector human resource management necessitates a comprehensive and adaptive redesign of job descriptions to ensure alignment with evolving technological demands. This transformation is essential to enhance organizational effectiveness, improve workforce competencies, and support sustainable bureaucratic performance in the digital era.

Keywords: job description, artificial intelligence, HR planning, digital transformation, Cirebon City

Introduction

The era of artificial intelligence (AI) has fundamentally changed the landscape of human resource management. In the public sector, this shift requires a comprehensive adjustment to position structures, job descriptions, and competency standards that have long served as references in managing the state civil apparatus (ASN) (Artnetti & Hasan, 2023; Rosyida et al., 2020). Cirebon City, as one of the governmental centers in West Java, faces tangible challenges in adapting its ASN job descriptions to the demands of an increasingly digital era (Slamet & Kudus, 2025; Pangestu & Isnawaty, 2025).

A job description is not merely an administrative document—it is an implicit contract between the organization and the employee that defines expected roles, responsibilities, and competencies. As AI begins to automate routine and repetitive tasks, outdated job descriptions create a mismatch between technological capabilities and HR performance expectations (Hakim et al., 2025; Azizah, 2025). This condition generates a competency gap that has the potential to hinder bureaucratic effectiveness.

Artificial intelligence in the context of HR management encompasses a spectrum of technologies, ranging from machine learning for personnel data analysis and natural language processing for document handling to automated decision-making systems for recruitment and performance evaluation (Ikhsan et al., 2024; Infitharina et al., 2023). Sakinah and Kuswinarno (2024) define AI in MSDM (Manajemen Sumber Daya Manusia) as the application of intelligent algorithms capable of processing big data to optimize the entire employee life cycle, from recruitment to retirement.

Yulianti et al. (2024) identified three waves of AI integration in MSDM practices. The first wave focused on automating administrative processes such as payroll and attendance. The second wave involves predictive analytics for workforce planning and attrition risk identification. The third wave, which is currently underway, includes generative AI capable of formulating HR policies, evaluating competencies adaptively, and even designing individualized development programs automatically (Koswara et al., 2025; Asrul, 2025).

Traditional job descriptions are designed for stable and predictable work environments. However, AI integration is dynamically reshaping the characteristics of work. Xanderina et al. (2024) map three change scenarios: (1) augmentation, in which AI complements human capabilities; (2) partial automation, where certain tasks are taken over by AI; and (3) role transformation, in which jobs change fundamentally, requiring entirely new job descriptions. Witara (2025), in his systematic literature review, found that 67% of administrative positions in the public sector underwent significant transformation due to AI adoption between 2020 and 2024.

In the context of the Indonesian government, bureaucratic simplification through Government Regulation Number 17 of 2020 has encouraged the transition from structural to functional positions. This condition creates momentum to simultaneously revise job descriptions to align with digital demands (Riani & Musdalifah, 2025; Sopiawati, 2024). Tarigan et al. (2024) emphasize that synergy between strategic HR planning and AI is a prerequisite for the success of this transformation.

AI-based HR planning requires a fundamental methodological reconstruction. Conventional approaches based on historical and linear models are no longer adequate in the face of exponential technological disruption. Kurniawan and Kurniawati (2024) emphasize that the public sector must adopt workforce analytics—the capability to process large-scale personnel data to predict future competency needs. Suwandita et al. (2023) add that the use of AI to forecast HR trends, talent management, and employee retention has become standard practice in progressive organizations.

Anshori (2025) classifies the challenges of AI integration in human resource development into three categories: technical challenges (data infrastructure and digital competencies), ethical challenges (data privacy and algorithmic bias), and structural challenges (bureaucratic resistance and regulatory rigidity). At the MSME level, Syafi'i et al. (2025) note that the use of AI for developing superior human resources is highly dependent on the readiness of organizational leaders to adopt a new management paradigm.

Research on the impact of AI on human resource management in Indonesia's public sector remains relatively limited, particularly in focusing on the practical dimension of job description transformation at the local government level. Existing studies tend to be general and have not addressed specific questions regarding which functional positions are most affected and how appropriate job description revision mechanisms should be designed. This research gap serves as the primary motivation for this study.

This research aims to analyze the dimensions of job description transformation triggered by artificial intelligence (AI) adoption in the governmental environment, identify the functional positions of ASN that are most affected in the context of Cirebon City, formulate a strategic framework for AI-based job description adjustments, and provide recommendations for human resource development policies that are responsive to technological disruption. Through these objectives, the study seeks to offer a comprehensive understanding of how AI reshapes public sector roles and responsibilities while ensuring organizational adaptability. Therefore, this study is expected to contribute both theoretically and practically to the development of public sector human resource management, particularly in designing adaptive, innovative, and sustainable workforce strategies in the era of artificial intelligence.

Methods

This study used a Systematic Literature Review (SLR) approach combined with qualitative descriptive analysis. The SLR protocol follows PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) guidelines modified for the context of HR management and artificial intelligence. Data sources include articles from nationally and internationally reputable journals, policy reports, and regulatory documents published between 2022 and 2026, with an emphasis on the context of Indonesia and Cirebon City.

Literature searches were conducted through the Sinta, Google Scholar, and DOAJ databases using combination keywords: "job description AND artificial intelligence", "human resource planning AND artificial intelligence", "digital transformation AND state civil apparatus", and "bureaucracy AND AI AND Cirebon". A total of 247 articles were identified at the initial stage, then screened based on strict inclusion and exclusion criteria. The selection process resulted in 33 final references used in this study.

To measure the readiness level of AI adoption in job description transformation, the study adapted a composite index called the AI-HR Readiness Index (AHRI). This index is formulated as:

$$\mathbf{AHRI = (w_1 \times KC) + (w_2 \times KI) + (w_3 \times RO) + (w_4 \times DB)} \quad (1)$$

Remarks: KC = digital competency readiness score (0–100); KI = ICT infrastructure quality index (0–100); RO = orientation reform score (0–100); DB = HR database index (0–100); $w_1 = 0.35$; $w_2 = 0.25$; $w_3 = 0.25$; $w_4 = 0.15$; with $\Sigma wN = 1.00$.

The Adaptive Workload Index (IBKA) for functional positions affected by AI is calculated using the formula:

$$\mathbf{IBKA = (TT - TA) / TT \times 100\%} \quad (2)$$

Remarks: TT = total task completion time before AI (hours/month); TA = total task completion time after AI (hours/month). The IBKA score is close to 100% indicating a high potential for job transformation and an urgent need to revise the job description.

Table 1. Literature Inclusion and Exclusion Criteria

Aspects	Inclusion Criteria	Exclusion Criteria

Year of Publication	2022–2026	Before 2022
Language	Indonesia and the UK	In addition to Indonesian and English
Topics	AI, HR, job description, digital bureaucracy	Topics are not relevant to HR/AI
Document Type	Journal articles, books, policy reports	Blogs, unverified opinions
Context	Indonesia (priority), internationally relevant	Very specific contexts of other countries

Source: Adaptation of PRISMA Guidelines (2020), processed by researchers (2025)

Results and Discussion

Dimensions of Job Description Transformation Due to AI

An analysis of 33 selected literature identified the five most significant dimensions of job description transformation in the government environment. The first dimension is the shift of core competencies from technical-procedural to human-AI collaboration. Positions that were previously defined based on the ability to operate the system are now required to be able to manage, validate, and interpret AI outputs (Ishak et al., 2025; Tjahyanti et al., 2026).

The second dimension has to do with the redefinition of key performance indicators (KPIs). Job descriptions in the AI era must contain KPIs based on measurable digital output, not just the presence or number of documents processed. Muhamad et al. (2024) emphasized that in IHRM, process-based indicators need to be replaced by quantifiable impact-based indicators. The third dimension concerns workload recalibration—AI takes over repetitive tasks so the proportion of creative and strategic tasks in job descriptions needs to be increased (Rizal & Rony, 2024; Joesyiana et al., 2024).

The fourth dimension is the integration of AI ethics standards into the job description. Positions that intersect with AI now require ethical responsibility clauses related to the use of data, algorithm transparency, and privacy protection (Istanti, 2025; Gideon, 2025). The fifth dimension—the most challenging in terms of implementation—is the need for regular and adaptive job description updates, given that AI capabilities continue to evolve rapidly (Dima & Sauw, 2025; Sulistyowati et al., 2025).

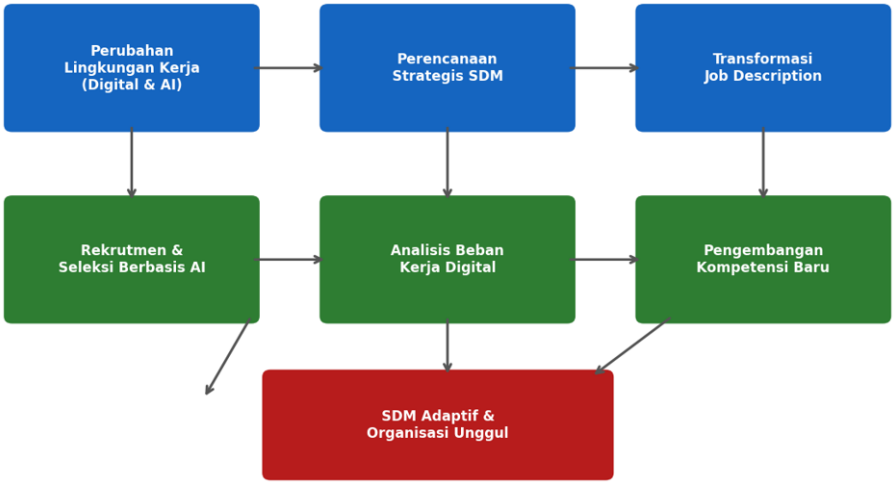

Figure 1. Conceptual Framework for AI-Based Job Description Transformation in Cirebon City Government Agencies

Source: Author's elaboration based on literature review, 2026

The Impact of AI on the Functional Position of Civil Servants in Cirebon City

Cirebon City has 47 types of ASN functional positions distributed in 38 Regional Apparatus Organizations (OPD). Based on the IBKA analysis adapted from Witara (2025), there are four groups of positions based on the level of impact by AI:

Table 2. Classification of the Impact of AI on the Functional Position of Civil Servants of Cirebon City

Impact Groups	IBKA (%)	Representative Position	JD's Adjustment Strategy
Very High	75–100%	Translator, Archivist, Data Manager	Full restructuring, intensive training
Height	50–74%	Policy Analyst, Planner	Major revision, addition of AI competencies
Medium	25–49%	Public Relations Institutions, Librarians	Minor revisions, addition of digital IKU
Low	< 25%	Health Workers, Teachers	Gradual adjustments, regular monitoring

Source: Adaptation of Hakim et al. (2025); Witara (2025); Slamet & Kudus (2025), processed by researchers

The position of Translator is the most prominent case in the discussion of the impact of AI in the public sector. Hakim et al. (2025) analyzed that AI capabilities such as DeepL and ChatGPT have automated 70–85% of routine translation tasks that previously dominated job descriptions. The implication is not the elimination of positions, but the transformation of roles towards post-editing, quality assurance AI translation, and cross-cultural mediation that machines cannot do.

A similar condition was experienced by the position of Archivist. The implementation of AI-based archive management systems in several Cirebon City OPDs—such as DISKOMINFOTIK—has automated the process of indexing, classification, and retrieving documents. Riani and Musdalifah (2025) noted that in the Jeneponto Regency DISKOMINFOTIK Secretariat, which has similar characteristics to Cirebon City, the post-implementation workload analysis of the digital system showed a decrease in technical workload by 45–60%, but an increase in managerial and analytical competency needs.

The position of Policy Analyst has undergone a more nuanced transformation. On the one hand, AI accelerates analysts' ability to process secondary data and generate policy summaries. On the other hand, expectations of analysts have increased significantly: they are now required to interpret the results of AI analytics in complex local socio-political contexts—a capability that machines cannot replicate (Muhamad et al., 2024; Rizal & Rony, 2024). Thus, the job description of the Policy Analyst needs to reflect the dual role of a competent AI user as well as a strategic thinker who is critical of AI output.

The implications of bureaucratic simplification on HR planning in Cirebon City also need to be considered in the framework of job description transformation. Slamet and Kudus (2025) in their research at the Cirebon City Regional Secretariat found that the transfer of structural to functional positions due to bureaucratic simplification creates a new need for more specific and measurable functional competency standards. This condition also opens up opportunities to integrate digital-AI competency requirements into functional position standards that are being reformulated (Sopiawati, 2024; Pangestu & Isnawaty, 2025).

Competency Comparison Findings

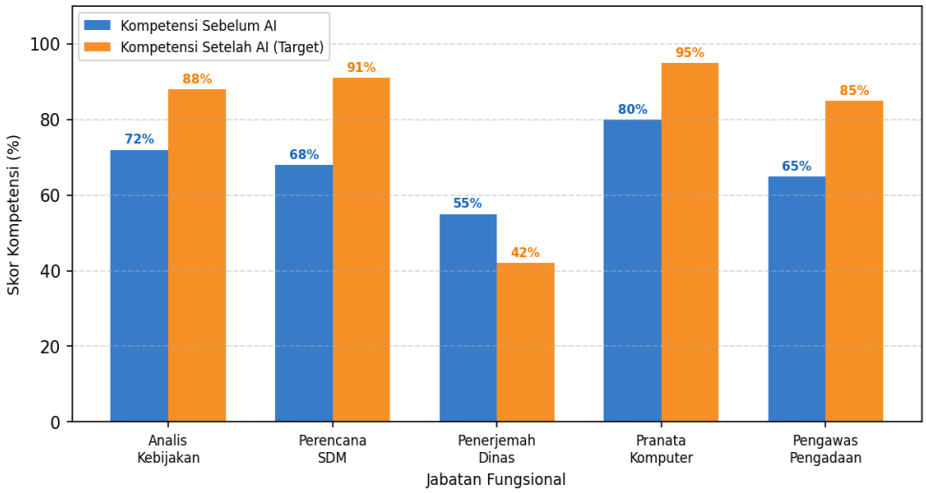

Figure 2. Comparison of Competency Needs of Functional Positions Before and After AI Integration
(Projections 2024–2026)
Source: Author's elaboration based on literature review, 2026

Figure 2 illustrates the projected change in competency scores needed for five representative functional positions in Cirebon City. The data shows a consistent pattern: almost all positions have experienced an increase in digital competency targets, except for Translators who have actually experienced a decrease in the technical dimension of conventional translation—but with expectations of new competencies in the form of AI literacy and cross-cultural communication (Mayasari et al., 2025; Nurfadillah, 2025).

The position of Computer Institutions has experienced the highest increase in competence (80% → 95%), reflecting the new expectation that civil servants in the field of technology not only operate systems but also manage AI infrastructure, develop machine learning models for government needs, and ensure the cybersecurity of artificial intelligence systems (Solehudin, 2022; Sulistyowati et al., 2025). These findings are in line with Tjahyanti et al. (2026) who stated that MSDM 5.0 demands a more adaptive and technology-based redefinition of core competencies.

It is interesting to note that the position of Procurement Supervisor has also experienced a significant increase in competence (65% → 85%). This is related to the implementation of AI-based procurement systems in government environments that require supervisors who are able to audit algorithmic decisions, detect potential fraud through pattern recognition, and ensure legal compliance in the digital procurement process (Ikhsan et al., 2024; Joesyiana et al., 2024). This phenomenon shows that the impact of AI does not only touch positions that are traditionally related to technology, but also supervisory and control positions that require a reorientation of competencies.

In aggregate, competency comparative analysis shows that the average increase in digital competency needs across positions is 18.4 percentage points. This figure is in line with Witara's estimate (2025) in his SLR which found that the implementation of AI in public organizations requires an increase in the digital capacity of human resources by 15–25% in a span of two to three years. This data is the basis for calculating realistic training investment in the Cirebon City BKPSDM budget (Koswara et al., 2025; Asrul, 2025).

Strategic Framework for Job Description Adjustment

Table 3. AI-Based Job Description Transformation Strategic Framework for Cirebon City ASN

Phase	Period	Main Activities	Success Indicators
Phase 1: Audit	Months 1–3	Mapping of affected positions, IBKA measurements, national benchmarking	IBKA report by department, risk matrix
Phase 2: Design	Months 4–6	Revision of draft job description, consultation with functional officials, validation test	New draft JD for 10 priority positions
Phase 3: Training	Months 7–9	AI literacy training, digital competency workshops, peer-to-peer mentoring	80% of ASN affected by the training

Phase	Period	Main Activities	Success Indicators
Phase 4: Implementation	Months 10–12	New JD endorsement, integration to SKP, initial performance monitoring	JD has just been legalized, SKP integrated
Phase 5: Evaluation	Months 13–18	Post-implementation AHRI measurements, periodic revisions based on performance data	AHRI ≥ 15 points, competency gap < 20%

Source: Adaptation of Kurniawan & Kurniawati (2024); Dewanto et al. (2025); Tarigan et al. (2024), processed by researchers

The five-phase framework above is designed as a realistic implementation guide for the Cirebon City Government. The Audit phase is a foundation that cannot be passed because without accurate IBKA data, the revision of the job description will be assumed and not measurable. Dewanto et al. (2025) and Rizal & Rony (2024) emphasized that HR optimization in the AI era must be based on analytical data, not mere intuition or historical precedent.

The Training Phase received special attention considering the findings of Syafi'i et al. (2025) that the main obstacle to the use of AI in the work environment is not technological infrastructure, but in the competence and mental readiness of human resources. In Cirebon City, AI literacy training needs to be adjusted to the position level: awareness training for the managerial level, proficiency training for directly affected functional positions, and specialist training for computer institutions and data analysts (Solehudin, 2022).

The Evaluation Phase that uses AHRI as a post-implementation measurement instrument is a critical element that is often overlooked in the government's digital transformation program. Gideon (2025) identifies that the failure of digital transformation of human resources in the public sector is often not due to the quality of program design, but rather due to the absence of a structured feedback mechanism. By setting a target of increasing AHRI of at least 15 points and reducing the competency gap below 20%, the Cirebon City Government can have a measurable and accountable benchmark (Dewanto et al., 2025; Tarigan et al., 2024).

Implications for the ASN Performance Management System

Job description transformation cannot stand alone without adjustments to the performance management system. The Employee Performance Goals (SKP), which are currently based on Permenpan-RB Number 6 of 2022, need to be reinterpreted in the context of AI. Triono and Wijaya (2025) emphasized that the future of work in the digital era requires performance indicators that reflect the added value of human-AI collaboration, not just the output of administrative activities.

In the context of Cirebon City, the integration of AI competencies into SKP can be operationalized through three paths: first, the addition of a "digital skills" component in work behavior assessment; second, the setting of output-based performance targets

generated with the help of AI (e.g. the number of analytical reports that utilize big data); and third, evaluating the ability of civil servants to manage and validate AI outputs critically (Anshori, 2025; Suwandita et al., 2023). This approach ensures that job description transformation has a real impact on work culture, not just a change in formal documents.

The ethical dimension in AI-based performance management also needs serious attention. Istanti (2025) warns that the use of AI in ASN performance evaluation has the potential to create systemic bias if it is not designed with the principles of fairness and transparency. Therefore, job descriptions for managerial positions in Cirebon City need to include ethical responsibility clauses in the use of AI for personnel decision-making—in line with the principles of responsible AI governance (Yulianti et al., 2024; Sakinah & Kuswinarno, 2024).

Learning from National Best Practices

Several local governments in Indonesia have shown best practices in integrating AI into human resource management that can be used as a reference for Cirebon City. Koswara et al. (2025) documented that the transformation of AI-based talent management in several government agencies succeeded in increasing the accuracy of identification of high-potential ASN by 35% compared to conventional methods. The key to its success lies in the quality of the personnel data used as AI inputs—a prerequisite that requires serious investment in personnel management information systems.

At the MSME and private sector levels, Dima and Sauw (2025) noted that AI-based innovative strategies in human resource performance development are most effective when they are carried out gradually and participatoryly, involving employees in every stage of design and implementation. This principle is particularly relevant for the context of government bureaucracy that is vulnerable to resistance to change. Mayasari et al. (2025) also emphasized that the implementation of AI in successful recruitment and selection is always preceded by transparent communication to all stakeholders about how AI is used and what its limitations are (Triono & Wijaya, 2025; Infitharina et al., 2023).

Based on the findings of the research, there are five policy recommendations formulated for the Cirebon City Government in managing AI-based job description transformation:

1. Establishment of the JD-AI Transformation Task Force Team involving BKPSDM, DISKOMINFOTIK, Bappeda, and representatives of functional officials. This team is responsible for the implementation of IBKA audits, coordination of JD revisions, and monitoring of implementation (Pangestu & Isnawaty, 2025).
2. Regional Regulation on ASN Digital Competency which sets minimum AI literacy standards for each position group, along with the certification mechanism and its implications for performance assessment (Hakim et al., 2025; Anshori, 2025).
3. The integration of AHRI into the Performance Management System as a periodic evaluation instrument that measures the readiness of AI adoption in each OPD, so that

the head of OPD has a measurable obligation to encourage the digital transformation of his human resources (Suwandita et al., 2023).

4. Strategic Partnerships with Universities in the Cirebon Region—including STAI Kuningan for the development of contextual AI training modules, joint research on the impact of AI on public office, and research-based HR policy consultation (Koswara et al., 2025; Gideon, 2025).
5. Adaptive JD Update Mechanism with a biannual review cycle that integrates AI-assisted performance data, functional officer feedback, and the latest technology trends ensuring job descriptions remain relevant in the ever-changing AI landscape (Istanti, 2025; Dima & Sauw, 2025).

CONCLUSION

Job description transformation in the era of artificial intelligence is a necessity for the Cirebon City Government, as this study identifies five key dimensions that must be incorporated into ASN job description revisions: shifts in core competencies, redefinition of key performance indicators (KPIs), workload recalibration, integration of AI ethics, and adaptive renewal mechanisms. Functional roles such as Translators, Archivists, and Policy Analysts are among the most impacted, with Adaptive Workload Index (IBKA) scores exceeding 50%, indicating the urgency of comprehensive adjustments. The study also introduces two measurement tools—the AI-HR Readiness Index (AHRI) and IBKA—which offer a practical quantitative framework for the Cirebon City BKPSDM to assess and manage transformation readiness, supported by a five-phase strategic framework with measurable implementation indicators. However, as this research is primarily literature-based, future studies should adopt mixed-method approaches that combine ASN competency surveys, analysis of existing job description documents, and in-depth interviews with BKPSDM officials to generate more robust empirical validation and actionable insights for human resource policy development in Cirebon City.

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