**TRANSFORMASI KEBIJAKAN LAYANAN E-OFFICE DI MASA TATANAN BARU PADA SEKRETARIAT DAERAH**

**KABUPATEN SUMEDANG**

***POLICY TRANSFORMATION E-OFFICE IN NEW NORMAL ERA IN THE LOCAL GOVERNMENT SECRETARIAT***

***OF SUMEDANG REGENCY***

**ARTIKEL**

**Disusun Dalam Rangka Memenuhi Syarat Guna Mengikuti**

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**Oleh:**

**Rika Kusdinar**

**NPM. 189020007**

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**ABSTRAK**

Era VUCA (*volatility, uncertainty, complexity, ambiguity*) di masa COVID-19 menuntut perubahan secara radikal yang melibatkan berbagai instrument pemerintahan seperti anggaran, integritas, kepatuhan, serta tata kelola dan kebijakan layanan. Penggunaan teknologi informasi dalam aktivitas pemerintah adalah salah satu bentuk implementasi dari kebijakan nasional melalui Sistem Pemerintah Berbasis Elektronik. Sekretariat Daerah Kabupaten Sumedang telah merespon hal tersebut dengan penerapan kebijakan untuk peningkatan kinerja, pelaporan, melalui transformasi kebijakan layanan *e-Office* dalam tata laksana pemerintah. Adapun tujuan dari penelitian ini adalah untuk mengetahui transformasi kebijakan layanan *e-office*, serta untuk menganalisis strategi yang dilakukan untuk dapat mengefektifkan transformasi kebijakan layanan e-office dalam masa tatanan baru di Sekretariat Daerah Kabupaten Sumedang.

Metode penelitian ini menggunakan kualitatif dengan jenis analisis deskriptif. Informan penelitian ini berjumlah 18 orang yaitu Bupati, Sekretaris Daerah, Ketua DPRD, Asisten Pemerintahan dan Kesejahteraan Rakyat, Asisten Perekonomian dan Pembangunan, Asisten Administrasi Umum, Para Kabag di lingkungan Sekretariat Daerah sebanyak 11 orang, Sekretaris Dinas komunikasi dan Informatika, Persandian dan Statistik. Teknik pengumpulan data menggunakan wawancara mendalam *(*in-dept interviews), observasi dan studi kepustakaan. Triangulasi digunakan untuk validasi data dan model interaktif sebagai alat untuk analisis data.

Hasil penelitian menunjukkan bahwa transformasi kebijakan layanan e-office di Sekretariat Daerah Kabupaten Sumedang berjalan efektif walaupun terdapat faktor dari *Instruments as institutions, politics of instrument, instrument of government* yang tidak menunjukkan hubungan yang koheren antara wawancara, observasi, dan dokumentasi seperti advokasi kebijakan, tingkat kepercayaan, komitmen, kapasitas sumber daya manusia, dan kebutuhan. *Instruments as institutions, politics of instrument, instrument of government* akan berjalanefektif apabila dikuatkan dengan peran kepemimpinan adaptif. Pemerintah daerah membutuhkan kepercayaan yang lebih besar dari berbagai pihak jika transformasi ingin terjadi. Mengembangkan bentuk baru pelayanan internal *(e-Office)* bukan hanya proses rasional dan membutuhkan bentuk kepemimpinan yang lebih dari seperangkat alat dan kompetensi. Hal ini membutuhkan keyakinan dalam efek belajar jangka panjang. Sebuah perubahan akan muncul dari aparatur yang bekerja untuk mengubah dan menantang pola kerja lama dalam praktik nya. Inovasi membutuhkan pemodelan konseptual yang menyampaikan “keterhubungan” dan dapat membantu melalui kompleksitas faktor-faktor realitas.

Kata kunci: transformasi, kebijakan, layanan *e-Office,* pemerintah daerah

***ABSTRACT***

*The VUCA (volatility, uncertainty, complexity, ambiguity) era during the COVID-19 demands radical changes that involve various government instruments such as budgets, integrity, compliance, and governance and service policies. The use of information technology in government activities is a form of implementation of national policies through the Electronic-Based Government System. The Secretariat of Sumedang Local Government has responded to this by implementing policies to improve performance, reporting, through the transformation of e-Office service policies in government administration. The aim of this study is to determine the transformation of e-Office service policies, as well as to analyze the strategies undertaken to make e-Office service policy transformations effective in the new normal period at the Regional Secretariat of Sumedang Regency.*

*In this study, the research method used was qualitative with descriptive analysis type. There were 18 informants in this study namely the Regent, Regional Secretary, Chair of the DPRD, Assistants for Governance and People's Welfare, Assistants for the Economy and Development, Assistants for General Administration, Heads of the Regional Secretariat consisting of 11 people, Secretary of the Office of Communication and Informatics, Coding and Statistics. Data collection techniques used in this study were in-depth interviews, observation, and literature study. Triangulation was used for data validation and interactive models as a tool for data analysis.*

*The result of the study shows that the transformation of e-office service policies at the Regional Secretariat of Sumedang Regency has been effective although there are factors from instruments as institutions, politics of instruments, instruments of government which do not show a coherent relationship between interviews, observations, and documentation such as policy advocacy, level of trust, commitment, human resource capacity, and needs. Instruments as institutions, politics of instruments, and instruments of government will work effectively if they are strengthened by an adaptive leadership role. Local governments need greater trust from various parties if transformation is to be achieved. Developing a new form of internal service (e-Office) is not just a rational process and requires a form of leadership that goes beyond a set of tools and competencies. This requires belief in long-term learning effects. A change will emerge from the apparatus who work to change and challenge old work patterns in practice. Innovation requires conceptual modeling that conveys “connectedness” and can help navigate the complexities of reality.*

*Keyword: transformation, policy, e-Office service, local government*

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