Strategy for Making E-Office Service Policy Transformation Effective in the New Order Period at the Regional Secretariat of Sumedang Regency

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ABSTRACT

The use of information technology in government activities is a form of implementation of national policies through the Electronic-Based Government System. The Regional Secretariat of Sumedang Regency has responded to this with e-Office services in government administration. The purpose of this research is to analyze the strategy undertaken to be able to make e-office service policy transformation effective in the new order period at the Regional Secretariat of Sumedang Regency. This research method uses qualitative descriptive analysis. The results of the study show that the transformation of e-office service policies at the Regional Secretariat of Sumedang Regency is running effectively. Instruments as institutions, politics of instrument, instruments of government will work effectively if they are strengthened by an adaptive leadership role. In conclusion Developing a new form of internal service (e-Office) is not just a rational process and requires a form of leadership that is more than a set of tools and competencies but requires confidence in long-term learning effects.

1 Introduction

Any organization, including local governments, is faced with the VUCA environment (volatility, uncertainty, complexity, ambiguity) during the COVID-19 pandemic. The new adaptation period (new normal) is predicted to last a long time (Lee & Moon, 2022), and become the beginning of policy transformation in government activities (Shufutinsky et al, 2020). The role of stakeholders is indispensable for optimizing the potential of the new habit itself. The pandemic points to other conditions that make public policy coordination weak and limited (Dunlop, Ongaro, & Baker, 2020: 365), seen not only across provinces and districts, but also across countries with the same border and are more global.

Several examples of policy transformation illustrate how the different articulations of transformative policies are expressed in practice. For example, Anticevich (2010) conducted an investigation on South African local government, found that in such policy transformations the system uses online components that dynamically monitor the behavior of employees and related elements defined in the system to ensure that the stated objectives are met. Lumbanraja (2020) in his analysis of several local governments in Indonesia indicates that the implementation of policy transformation in the new order leads to an increase in the quality of electronic-based services.

The example of policy transformation above emphasizes that there are efforts that are always being made to improve services, coordination between local level government agencies even during the COVID-19 pandemic. For this reason, the effect to be achieved from new habits through policy transformation is the application of *e-government* and policy innovation (Jacob & Ekins, 20 20); structuring the government budget (Kobayashi et al , 2020). Several implementations of national and regional policies during the pandemic period provided a basis for studies for the Regional Secretariat of Sumedang Regency to implement various new regulatory schemes during the COVID-19 pandemic through policy transformations .

Policy transformation is also a *network of thinker's* whose aim is to encourage data and fact-based policy making. Policy transformation always moves on the basis of encouragement to contribute to making public policies, and developing a number of programs for structuring government activities as previously described (Bibri, 2018) . Information dissemination, and research publications are some of the materials for carrying out policy transformation. Collaborating with related parties to strengthen thinking about policy transformation in Sumedang Regency by building networks and coordinating transformation with policy makers at the local level (Ulum & Anggaini, 2020).

Transformation is a tool for compiling change with various forms of policies aimed at changing, designing policies towards affirmative policies. Furthermore, policy transformation in government activities also aims to achieve better service inclusiveness (Sahraoui, 2007). On the other hand to implement the new order and also pay attention to prevention efforts through the transformation of *e-Office service policies* in the management of activities and services. The use *of e-Office* aims to increase the effectiveness and efficiency of government performance to identify, monitor and measure the performance of apparatus. Apart from that, coordination with the central government, OPD elements and sub-districts also made changes to the implementation using technology applications in the network. The transformation of *e-Office* service policies is also an implication of the Presidential Regulation of the Republic of Indonesia Number 95 of 2018 concerning Electronic-Based Government Systems (SPBE), that in order to realize clean, effective, transparent and accountable governance as well as quality and reliable public services are needed electronic government system .

In addition, the transformation of *e-Office service policies* will be effective, at least requiring changes in the way institutions work, a conducive political climate for producing various policies, as well as good governance. This influences the design of deregulation or elementary formation to understand the process of transformation in its function (Wagener, 1993). However, during the COVID-19 pandemic, the use of information technology was the right choice to continue carrying out government activities. Hood (2006) mentions that there are three (3) tools to determine policy transformation, namely *instruments as institutions, politics of instruments, instruments of government*. Against the transformative vision, information, communication technologies on government, and the kinds of changes that enable underlying social relations remain the same. Many experts argue that technology in government tends to reflect and reproduce a culture developed in expectations that are better in the climate of government organizations .

However most studies describe how the transformation is carried out under normal conditions. Although previous studies have laid a very important foundation for understanding, analyzing and describing research themes, this research provides a different nuance from previous studies to describe internal service policy transformation. However, in the era of VUCA *(volatility, uncertainty, complexity, ambiguity)* during the COVID-19 pandemic, the uncertainty of circumstances demands radical changes that continue to move to involve various government instruments such as budgets, integrity, compliance, and governance and service policies (Haris, 2005) .

This research observes that service policy transformation must be driven from institutional, political and governmental instruments, on the other hand these three instruments are rarely studied simultaneously so that radical changes during the COVID-19 pandemic for a new order achieve the expected goals. At this point, the government as a provider is obliged to provide good service. Therefore the transformation of *e-Office service policies is* important to disclose as a response to the implementation of the new order during the COVID-19 pandemic which limits all activities as a form of prevention and termination of the supply chain of transmission of COVID-19 .

2 METHODS

The research method used is qualitative, the selection of this method is an attempt to answer the research problem formulation that has been described . With qualitative a researcher can search for the meaning contained in the phenomenon of the problem, it is expected to be able to explain, describe, and to understand the phenomenon of the problem that is happening (Creswell, 2013). Specifically, this research uses qualitative methods with a descriptive research strategy with the following reasons . *First,* descriptive is communicated through data and theoretically communicated through concepts illustrated by data. *Second,* that the descriptive data obtained is more detailed and in-depth, the data depicts realistically the actual events and cannot be described numerically. Data collection techniques in this study used in-depth interviews and observations as primary data, literature and documents as secondary data . Finally, the data will be analyzed using an interactive model.

3 RESULTS AND DISCUSSION

Streamline the transformation of *e-Office service policies* by identifying policy objectives and foundations, establishing policy foundations, responsibilities and relationships with work units and related parties, cooperation in the development of application models with a culture of mutual cooperation, periodic monitoring and evaluation, and further development . One of the informants gave the reason that *e-Office* was designed to facilitate government administration and as the implementation of the government's SPBE policy. For this reason, various steps have been prepared in the planning document including assistance to the relevant ministries to obtain the right modules for *e-Office development*. In addition, local governments go through the entire planning process by soliciting input from

interested parties or being open and inclusive during the strategic planning process will be critical to its success. With the guidance of several regulations as the basis for the local government to set aggressive goals, but still maintain a realistic mindset that this program will support local governments in administering government even though high enthusiasm will be counter to the program will fail in its implementation .

Several informants also revealed that,

Responsibilities owned by the local government in accordance with regulations allow various programs that are designed to be implemented (Interviews with the Sumedang Regent and Sumedang District Secretary).

This means that the government is responsible for achieving the results and impacts of government activities. In the case of this research, the responsibility can not only achieve results and impacts, but the entire process can be assessed and the level of implementation can be measured. So to form better performance (responsibility) the role of adaptive leadership plays a role in ensuring that all parts involved can carry out their respective duties and functions.

The ability of the leader to delegate some of the authority they have to supervise the work unit level is a determinant of how far performance and control is carried out. Leaders direct, implementation is on the leaders who are under him. Causality like this allows monitoring reports to be more comprehensive and accurate, because leaders who are under them report directly to superiors. In addition to the government's internal supervisor, the role of the legislature with its oversight function is also involved to ensure that performance is in accordance with regulations .

In the case of *e-Office* , performance monitoring is carried out through internal meetings, identifying problems that arise in each work unit which is carried out every week, providing warnings and assistance to work units whose use of *e-Office* tends to be low. Identification of problems to find the right solution to what extent *e-Office* can contribute to government administration and apparatus internal services. Indeed, implementing new things and changing traditional habits requires adjustment time. On the other hand, the application of new things will generate skepticism from the apparatus whether the program initiated is part of a *trial and error scheme.* Good planning, feasibility studies and infrastructure support are needed and in the end the application of new methods in internal services does not seem experimental .

Cooperation in the development of application models with a culture of mutual cooperation, for example the involvement of the private sector and universities will provide mutually beneficial cooperation. The private sector plays a role in providing infrastructure such as internet accessibility, while universities play a role in designing and promoting government programs. Supervision can also be carried out by universities by providing a comprehensive supervision concept that can be implemented by local governments so as not to violate higher regulations.

Practitioners and academics have informed the development of governance, as Knott's research (2016) concluded that effective governance involving the use of various institutional instruments is essential for economic development and reform. It is inevitable that currently, especially local governments, must improve governance because local governments are still facing social, political, and economic problems and have bad governance in most local governments. In the context of this research, good governance is a competitive advantage in today's complex digital world (Sawir, 2020) . And the first step toward modernizing governance frameworks requires a clear identification of the problem. the practice of empowering government leaders with the technologies, insights, and processes to drive good governance to thrive in today's fast-paced digital era .

One informant confirmed that,

The implementation of e-Office is carried out routine monthly monitoring, so that all problems and successful implementation can be seen so that various solutions can be formulated immediately. The monitoring mechanism will help ensure that the objectives of the government's strategies and initiatives are achieved (Interview with Secretary of Sumedang District).

This includes identifying institutional actors responsible for collecting and disseminating information and data, developing indicators and developing a culture that is conducive to monitoring and evaluating e-Office. Because monitoring practices are an integral part of evidence-based policy making and help strengthen accountability.

The results of the observations provide information that the monitoring mechanism has so far been carried out in meetings, whether *the e-Office* is being used or not, then it is announced that the OPD uses the most and the least uses *the e-Office* so that a sense of embarrassment arises. The presence of a sense of shame and culture will

create a sense of empathy that the previously designed program supports the effectiveness and efficiency of performance. At this point monitoring is carried out and the ability of the leadership will internalize the values so that they become a culture. So that there is concern and produces *digital values* , digital values are educated through repeated socialization, internalized so that ASN motivation arises to use *the e-Office* as a *digital worker* , then the system is built and leadership is also formed on an ongoing basis .

Then monitoring identifies actions to overcome challenges to increase the use of e-Office. Identify appropriate goals, measures and benchmarks, analyze and report targeted information. Create opportunities to better utilize e-Office performance data and coordinate and combine monitoring of results with evidence-based policy-making efforts. Monitoring systems are typically used to track key program performance over time, measure short-term or long-term results and can be especially useful in detecting DPOs with the least e-Office usage performance, and whether usage is increasing or vice versa. To advance the monitoring system, local governments can set benchmarks and targets for the expected use of e-Office, use actual and historical data to track progress, and include narrative information to understand the context of the results of e-Office implementation .

Further development of the *e-Office super application is* carried out in collaboration with various parties. There is a significant difference between cooperation and collaboration. Collaboration is a joint effort to achieve a common goal, while collaboration is working together to make something. Collaboration is carried out to avoid planning and program failures, development with the principle of collaboration provides better results and participation (Masruroh & Arif, 2021). In general, the government provides budgetary resources for programs that can be carried out by various parties.

Several informants confirmed that,

Governance is closely related to coordination and collaboration, with regard to the implementation of e-Office as an effort to transform policies for coordination between OPDs and collaboration with the private sector and universities (Interviews with the Sumedang District Secretary and the Secretary of the Sumedang District Office of Communication and Informatics, Encryption and Statistics).

Government partnerships are designed to help public organizations address the problems that arise from public partnerships and to develop the skills to manage them. Partnership is a contractual arrangement between the government and parties or parties outside the government entity and these outsiders can be the government or other organizations (Said, 2018). The advantage gained from collaboration between the government and other parties is the transfer of knowledge which is injected into the management of government programs and activities. There is sharing or joint risk management (risk management), there is accuracy in implementation, and opening up long-term investments (Arrozaaq (2016). So at this point the model of collaboration with other parties is the main menu for the government to carry out various activities with the aim that the programs planned on time and can provide the right benefits For example the Sumedang Regency Government in designing and running e-Office cooperates with the private sector (such as programmers who design e-Office applications) so that a super application is realized that is in accordance with the wishes and needs of the local government and in accordance with regulations -regulations that apply.Then this application is also developed according to conditions and needs in order to stay abreast of government policies which can change at any time.

In addition, the implementation of *e-Office* requires a network connection and various technological equipment settings so that it can be accessed and functions properly. The network is only provided by the private sector so that mutually beneficial cooperation occurs. The government uses private networks, and the private sector benefits from government budget allocations. However, the performance reputation of the private sector is a consideration to be able to cooperate. In addition, the government replicates best practices, learns lessons, provides adequate staff, infrastructure and resources for existing and new coordination capabilities, and creates more co-financing opportunities for inter-agency collaboration (Fairuza, 2017).

Collaboration schemes that have been implemented so far have had impacts and benefits. Public-private collaboration is a valuable tool for tackling big problems, but real barriers can discourage agencies from using it. Administrative guidance that leverages the wealth of expertise and leverages existing resources within each institution can be beneficial in spurring innovation across sectors. In addition, the implementation team should have designated leaders, roles and responsibilities, and work together to ensure that results are aligned with policy and management. Executive level officials should be mobilized to help implement cross-agency initiatives to sustain the momentum of change .

, the strategy was implemented to make *e-Office service policy transformation effective* in the new era at the Regional Secretariat of Sumedang Regency:

a) Identify objectives and policy foundations; The first step is to identify the objectives to be achieved by the new strategy based on the available policies. Without a clear picture of what you want to achieve, it can be difficult to come up with a plan to achieve it.

b) Establishing the basis for policies, responsibilities, and relationships with work units and related parties; After setting goals, then creating a roadmap for achieving these goals, setting future expectations, and communicating implementation plans clearly.

c) Collaborative application model development with a culture of mutual cooperation; Knowing what needs to be done to ensure success, determining who needs to do what and when, and delegating authority and tasks to the appropriate team members.

d) Periodic monitoring and evaluation; Provision of time to receive problems, challenges, input and how to overcome them.

e) Further development; Implementation is an iterative process, so the work does not stop after reaching the goal. Processes may change midway, and unexpected problems or challenges may arise. Sometimes, the initial goal needs to be changed due to the nature of the job itself.

f) Adaptive leadership. Activities identify goals and policy foundations, create policy foundations, responsibilities, and relationships with work units and related parties, collaborate on the development of application models with a mutual cooperation culture, periodic monitoring and evaluation, and further development driven by adaptive leadership focused on decision making , open to feedback, ready for inevitable change, skilled with adaptive challenges.

Strategy implementation is carried out through the process of turning plans into actions to achieve the desired results. Basically, it is the art of getting things done. The success of any organization lies in its capacity to implement decisions and execute key processes efficiently, effectively and consistently. But how can local government ensure that the implementation of the strategy will be successful. Successful strategy implementation and execution involves delivering what was planned or promised on time, on budget, of quality, and with minimum variability even in the face of unforeseen events and contingencies.

Without an efficient implementation process, even the best plans may not come to fruition. Strategy execution should link directly to job responsibilities regularly will help ensure that each individual is focused on the right things, and provide appropriate support resources for the things that matter most. But getting started on strategy requires a lot of involvement across the organization. Thus, although leadership is critical to this process, risk management can play a role in minimizing failure .

4   CONCLUSION

The strategy for streamlining the transformation of e-Office service policies during the new era of research findings is the activity of identifying policy objectives and foundations, establishing policy foundations, responsibilities, and relationships with work units and related parties, cooperation in the development of application models with a culture of mutual cooperation, monitoring and periodic evaluations, and further development driven by adaptive leadership from the leadership of the Sumedang Regency Government. Strategy implementation is carried out through the process of turning plans into actions to achieve the desired results. The success of any organization lies in its capacity to implement decisions and execute key processes efficiently, effectively and consistently. This strategy cannot stand alone, but through a series of appropriate analyzes and adjustments to the conditions and capabilities of local governments. Also paying attention to the vision and mission of Sumedang Regency so that each program and activity can translate the aims and objectives of the vision and mission . Major changes need to be made to ensure long-term success. These changes involve existing products, services, and the organization-wide business model, and what processes, tools, and infrastructure are used. So that in every effective strategy, there is always a focus on organizational change (structure, strategy, business processes, systems, technology, products or services), the people involved in the change and the change process itself.

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