Implementation of E-Office at the Office of the Regional Development Planning Agency for Research and Development of Riau Province

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ARTICLE INFO	ABSTRACT
Keywords: Bappedalitbang Riau, Policy Implementation, e-government, e-office,	Indonesia has experienced a shift towards a state system better known as bureaucratic reform. This reform includes plans to implement electronic government (e-government) in the public sector. This research aims to analyze the implementation of E-Office program policies in supporting E-government within the Riau Province government. The author uses a qualitative descriptive analysis method by collecting data through in-depth interviews, observation and documentation. The theory used is Grindle's theory of policy implementation. Based on the research results, it shows that the implementation of e-Office to support E-government measures in the Riau Province Bappedalitbang work environment generally has a positive impact on employees, namely on the type of benefits indicator. The presence of e-office makes it easier for employees to send or check manuscripts. services that are required. However, it cannot be denied that there are still indicators that have not been implemented well, namely the Resources Commitment because there are still infrastructure that is still not optimal. Because there is a significant shortage of facilities and infrastructure to support the implementation of e-Office, such as scanners and PC computers, which hinder the effective implementation of e-Office. Apart from that, the indicator for program implementers is that there are still employees who are unfamiliar with technological changes even though training and introduction to e-Office have been carried out.
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INTRODUCTION

The development of information and communication technology has expanded the information access network globally, creating an unlimited flow of information. This can change the habits of how to carry out various activities, including in organizing state activities (S. A. Afandi, 2024; S. A. Afandi, Erdayani, & Afandi, 2024). The existence of an information and communication system that affects the performance of employees effectively and efficiently to carry out their duties within government institutions (Oktaviana, 2018). In order to carry out its duties to develop the application of this technology in government agencies, the first step is "*electronic government*" or can be called "*e-government*", which is an internet-based government system (S. A. Afandi, Afandi, & Erdayani, 2023).

Indonesia has undergone a shift towards a state system better known as bureaucratic reform. This reform includes a plan to implement *e-government* in the public sector. Through Presidential Instruction No. 3 of 2003 concerning National Policies and Strategies for E-Government Development, which aims to create an efficient, open, and competent government to effectively respond to changes in the needs of the people. This was followed by the enactment of Government Regulation Number 82 of 2012 regulating the implementation of electronic transaction systems and electronic signatures as a concrete step in supporting the implementation of *e-government* (M. Afandi & Afandi, 2018; S. A. Afandi, Afandi, & Erdayani, 2022).

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In *E-government,* a software is known to support administrative activities under the name e-office. *Electronic Office* (*e-office*) is one of the software programs used in *e-Government* to support administrative tasks in managing documents and communication in government agencies (S. A. Afandi, Afandi, Erdayani, & Afandi, 2023). According to Subari in (Narsein & Sugiarto, 2022), *e-office* is designed to cover the increasing use of computer-based information technology for office operations. This illustrates how all office administration tasks in *e-Office* are completed electronically by using communication tools and e-Office information systems, which replace manual *(paper-based) administrative processes* with electronic processes (*paperless*) by using network facilities that are online internet networks and local area networks (LAN).

Through the Circular Letter of the Governor of Riau Provincial Government Number 555/Diskominfo&PDE/90.21 concerning the implementation *of e-Government* within the Riau Provincial Government in November 2014, instructing Regional Apparatus Organizations (OPD) within the Riau Provincial Government to implement *the e-Office* application as a system for distributing office correspondence that has been given training. The implementation of *e-Officei* is the basis for its use strengthened by the Governor of Riau Regulation Number 56 of 2016 concerning Guidelines for the Management of Electronic Office Applications (*e-Officei*) within the Riau Provincial Government, which can be seen in article 2 paragraph 1, namely "All Regional Architects Work Units within the Riau Provincial Government must use electronic office applications (*e-Officei*) in the implementation of office administration". The following is a list of Regional Apparatus Organizations (OPD) that have participated in training and used *ei-officei* in the Riau Provincial Government:

Table 1. List of OPDs who have participated in training and use *e-office*

No	OPD	No	OPD
1	Riau Provincial Regional Secretariat	18	Health Office
2	Bureau of Regional Government and Autonomy	19	Youth and Sports Service
3	Leadership Administration Bureau	20	Bureau of Procurement of Goods and Services
4	Legal Bureau	21	Tourism
5	Bureau of Organization	22	Education Office
6	General Bureau	23	Social Service
7	One-Stop Investment and Integrated Services Office	24	Communication, Informatics and Statistics Office
8	Regional Revenue Agency	25	Regional Civil Service Agency
9	Regional Financial and Asset Management Agency	26	Manpower and Transmigration Office
10	National and Political Unity Agency	27	Library and Archives Service
11	Regional Development Planning, Procurement and Development Agency	28	Department of Industry, Trade, Cooperatives, Small and Medium Enterprises
12	Inspectorate	29	Transportation Agency
13	Secretary of the Regional House of Representatives	30	Energy and Mineral Resources Service
14	Human Resource Development Agency	31	Secretary of the Regional House of Representatives
15	Public Works, Spatial Planning,	32	Community Empowerment, Village,

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	Housing, Residential Areas and Land Office		Population and Civil Registration Office
16	Liaison Body	33	Cultural Office
17	Marine and Fisheries Service	34	Arifin Achmad Hospital

Source:Diskominfotik Provinsi Riau, 2023

However, there are still several OPDs within the Riau Provincial Government that have not used ei-officei at all, namely: 1) Development Administration Bureau, 2) Economic Bureau, 3) Environment and Forestry Service, 4) Food, Food Crops and Horticulture Service, 5) Women's Empowerment, Child Protection, Population Control and Family Planning Service, 6) Animal Husbandry and Animal Health Service, 7) Tampan Hospital, 8) Pelita Bumi Hospital, and 9) Pamong Praja Police Unit.

Based on the table, the *e-Officei* training program is followed and implemented by each OPD within the Riau Provincial Government, one of which is the Riau Provincial Bappedalitbang which has used *e-Officei* to distribute correspondence. As is known, this agency has participated in *e-Officei training and all service staff have also used e-Office*. With the *e-Office application* on the Riau Provincial Bappedalitbang, it can make it easier to see the letters received, track incoming and outgoing letters, besides that it also helps the duties of employees (HR) who are in charge of delivering letters so that they can reach their destination quickly.

The Riau Province Regional Development Planning, Research and Development Agency (Bappedalitbang) has participated in socialization and training on *e-Office management*. In addition, the Riau Provincial Communication, Informatics and Statistics Office, represented by IT personnel who are assigned to have conducted socialization and special training for employees at the Riau Province Bappedalitbang. Until now, the Riau Provincial Bappedalitbang has used *e-Office*. The use of IT in supporting office activities has not been able to be carried out optimally due to network constraints, *e-Office servers down*, and limitations such as lack of skilled human resources in ICT, as well as technical and social problems in the implementation of *e-Office*. Therefore, it is necessary to conduct a study on implementing the use of *e-Office* in OPDs in Bappedalitbang, Riau Province to evaluate the effectiveness and efficiency of the use of *e-Office*, as well as to find factors that can affect the success of *e-Office* implementation. This can be seen in the following table:

Table 2. Office Administration at Bappedalitbang Riau Province

No	Office Administration	Manual	Electronics
1.	Decree of the Head of SKPD	-	√
2.	Circular Letter	√	√
3.	Regular Letter	√	√
4.	Certificate	√	√
5.	Warrant	-	√
6.	License	√	√
7.	Letter of Agreement	-	√
8.	Assignment Warrant	√	√
9.	Official Travel Warrant	-	√
10.	Invitation Letter	-	√
11.	Official Memorandum	√	√
12.	Staff Review	-	√
13.	Announcement	-	√
14.	Minutes	-	√

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15. Incoming Letter	-	√
16. Outgoing Letter	-	√
Total	6	10

Source : Dinas Bappedalitbang Provinsi Riau 2023

The Riau Provincial Bappedalitbang has so far made efforts to activate *e-Office* technology for all aspects of office administration. In addition, in implementing *the e-Officeidi of the Riau Province Bappedalitbang, several equipment is needed to support its implementation. Several equipment that needs to be provided to support the implementation of e-Office.* Among others: (Desktop PC, PC Computer, Printer Machine, Scanner Machine, External Hard Disk) With the available facilities and infrastructure, it will make it easier in the implementation process. It can be noted that the Riau Provincial Bappedalitbang office has been equipped with supporting facilities and infrastructure in the operation of *the e-Office* application. The completeness of supporting facilities and infrastructure owned by the HR unit to operate *the e-Office* application is still inadequate. In particular, there is a shortage of *scanning* machines, which are used to transfer files or documents in a computer. This limitation causes employees in the HR unit to share the use of the machine in turn to upload the files or documents needed by the kei in the computer server. This situation can result in a slowdown in data processing, so that the information generated becomes untimely.

Based on the explanation above, it can be seen that the Riau Provincial Bappedalitbang has implemented office administration using *e-Office*. However, the implementation of *e-Office* has not reached the optimal level because some employees do not have full ability to use *e-Office*. This lack of expertise resulted in a lack of interest from employees to use *e-Office*, so that some correspondence administration still uses a manual system with direct delivery to the intended party. This has an impact on employee performance and often causes failures in the use of information systems. In addition, there are limitations in employee expertise, which can be a major factor in the failure to utilize information systems. By overcoming these obstacles, it is hoped that the implementation of *e-Office* can run more effectively and provide optimal benefits for the organization. This research essentially has a specific purpose. The purpose to be achieved in this study is to analyze the implementation of e-Office at the Office of the Riau Provincial Regional Development Planning, Research, and Development Agency. In this study, the author uses Grindle's implementation theory, Merilee S. (1980:11), namely The *Content of Policy* and *The Context of Policy* because it is relevant to the research that the author will conduct that is influential in the implementation process.

METHOD

Based on the problems that have been presented, the author uses a qualitative descriptive approach. According to Sugiyono (2016), the qualitative descriptive method is a research method based on the philosophy of postpositivism, used to research on the natural condition of objects, where the researcher is the key instrument, the data collection technique is carried out in a trigulated (combined) manner. Qualitative descriptive research aims to describe, describe, explain, explain and answer in more detail the problems to be researched by studying as much as possible an individual, a group or an event.

The place of this research is located in the city of Pekanbaru, precisely at the Regional Development Planning Agency for Research and Development (Bappedalitbang) of Riau Province. Jl. Gajah Mada No.200 Tel. 36031- 36032, Fax (0761) 36035 Email : sekretariat@bappeda.riau.go.id. The data source in this study is the primary data source In this study, the data was obtained from employees of the Riau Province Regional Development Planning Agency (Bappedalitbang).

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Meanwhile, this secondary data source generally involves intermediaries such as books, articles, and documents in the form of voice recordings and photos as evidence of valid research implementation.

The data collection techniques used are interviews, observations, and documentation. In this study, the data analysis techniques used are by means of data reduction, data presentation, and conclusion drawing and verification. The author uses *the Purposivei Sampling* technique, where the author selects the informant who knows the most about the Implementation *of Electronic Officei* (EI-Officei) at the Office of the Regional Development Planning Agency for Research and Development (Bappedalitbang) of Riau Province. To find out how the implementation *of ei-Officei* and the factors that affect the implementation *of ei-Officei* at the Riau Provincial Bappedalitbang Office.

RESULTS AND DISCUSSION

In Riau Province, following up on the existence of Presidential Instruction No. 3 of 2003 concerning National Policies and Strategies for the Development of *E-Government,* which aims to create an efficient, open, and competent government and following up on the existence of Government Regulation No. 82 of 2012 regulating the implementation of electronic transaction and electronic signature systems as an important step in supporting the implementation *of E-government.* This is strengthened by Riau Governor Regulation No. 56 of 2016 concerning Guidelines for the Management of Electronic Office Applications (*e-Office)* within the Riau Provincial Government. The Riau Provincial Government invites every institution under its auspices to participate in implementing *E-government* in order to realize the effectiveness and efficiency of time in government administration, especially in the field of administration.

The Riau Provincial Research and Development Planning Agency (Bappedalitbang) which is under the auspices of the Riau Provincial Government carries out instructions from the Governor of Riau which issued a Circular Letter of the Governor of Riau Provincial Government Number 555/Diskominfo&PDE/90.21 concerning the implementation of e-Government within the Riau Provincial Government starting in November 2014. The implementation *of e-Office* at the Riau Province Research and Development Planning Agency (Bappedalitbang), one of the digitization of computerized administration, this service makes it easier in the process of storing, accessing, and sharing files easily and safely, as well as efficiency so as to form a government organization as expected.

1. **Policy Content**
a) **Degree of Change to be achieved**
The changes to be achieved are beneficial for employees, namely making it easier to implement the official script system by realizing a new paradigm that supports bureaucratic reform in the Riau Province Bappedalitbang. The success of the changes to be realized must be supported by laws and regulations as a legal basis, competitive personnel in their fields, facilities and infrastructure, relationships between implementing agencies within the scope of the Riau Provincial Bappedalitbang Government and the participation of all Riau Provincial Bappedalitbang employees.

b) **Program Implementer**
To achieve the goals that have been set at the beginning of policy making, effective program implementation is one of the keys to success. The program implementation team, which is responsible for implementing the e-Office Application, has a critical role in identifying the factors

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that support and hinder its implementation. They are also responsible for efforts to overcome obstacles that may arise during the implementation process.

The implementation of *e-Office* in organizations involves all parties, from leaders to staff, to adopt digital systems in the management of correspondence and other work processes. This requires proactive efforts to improve network infrastructure and training for users so that *e-Office* can run optimally and provide maximum benefits for the organization.

c) Resources Used

Apparatus resources and other resources to support policy implementation must be sufficient in accordance with the needs desired by the organization in accordance with existing standards. The resources available in the implementation of the E-Office policy are seen from the number of personnel, personnel capabilities, facilities and infrastructure, and the amount of costs. Meanwhile, the number of civil servants in Bappedalitbang Riau Province is 210 people. The resources deployed in the implementation of E-Office are not only human resources seen from the number and capabilities of personnel.

In general, human resources in Bappedalitbang Riau Province are sufficient to support the implementation of *e-Office.* The majority of employees have good basic skills in the use of technology. Intensive training has been carried out by Diskominfo at the Bappedalitbang office on April 16, 2021, to ensure that all employees, including more senior ones, can adapt to the new system. While there are initial challenges for senior employees in understanding technology, they demonstrate the ability to keep up with the office culture over time. However, there are significant shortcomings in terms of facilities and infrastructure that support the implementation of *e-Office.* Where Bappedalitbang still experiences a shortage of scanners that are essential for transferring files or documents to computers. In addition, there is also a shortage of PC computers which is an obstacle to the effective implementation of *e-Office*.

d) Types of Benefits

In a policy implementation, there must be several types of benefits that show the positive impact produced by the implementation of the policy to be implemented. The e-Office program is one of the systems provided by the Government to make it easier for all agencies to carry out activities related to administration. The *e-Office system* has several features that have been provided such as, Incoming Letters, Outgoing Letters, Dispositions, Digital Signatures and others.

The agency also provides support for this e-Office system because the benefits are felt by the agency and all employees at the Office of the Regional Development Planning, Research, and Development Agency (Bappedalitbang) of Riau Province. This e-Office system can improve administrative efficiency, which was previously done manually and required employees to come to the office. With the e-Office system, administration becomes more organized and orderly because it utilizes this technology."

2. Implementation Environment
a) Affected interests

In the affected interests, it is seen who is involved and the extent of the influence of interests on the implementation of the policy. The interests of those affected are one of the important factors in the implementation of public policies. This happens because program *implementers* or implementing organizations are trying to identify problems that occur in the community or target group.

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The implementation of the E-Office policy in Bappedalitbang of Riau Province significantly affects the interests of Civil Servants (PNS) who are the main target group. This policy is implemented by all units within the Riau Provincial Bappedalitbang Government with the aim of improving employee performance to be more effective, efficient, accountable, and transparent in managing official scripts. The influence of these interests is an important factor in the implementation of public policies because program implementers need to identify existing problems. In this context, all officials and employees within the Riau Provincial Bappedalitbang must adjust to the E-Office policy, which is expected to be able to realize this goal.

b) Leadership Characteristics

According to Grindle (1980), Leadership or institutional and regulatory characteristics are important elements that affect the design, implementation, and success of system programs. Understanding and managing the factors well can increase the chances of program success. The characteristics of institutions and authorities in implementing every detail of affairs need openness and clarity so that they can be understood by the implementers and not cause confusion. The locus for the implementation of the details of affairs must be clear and understandable by all implementing elements, so that there is a unity of action to realize policies in a direction that is more in line with common expectations.

An effective leader has a variety of characteristics. Where Mr. Kaban has an important role in implementing the e-Office policy by appealing, instructing, and being a motivator to encourage the use of e-Office by all employees. However, the lack of direct monitoring by superiors of the implementation of e-Office was due to the elimination of echelon IV, which was replaced by a team echelon. This results in the responsibility of monitoring falling to the heads of fields (kabid) who have many other responsibilities. As a result, the implementation of e-Office is not well monitored and is not optimal.

c) Respondability of implementers

According to Siagian 2000 (in Hadi, N., & Tarwan, O. 2019) argues that responsiveness concerns the ability of the apparatus to face and anticipate new aspirations, new developments, new demands, and new knowledge. Responsiveness is an important factor in the development of a successful system program. A responsive program can meet the evolving needs of users, increase user satisfaction, and increase the competitiveness of the program. By implementing strategies to improve responsiveness, program developers can ensure that their programs remain relevant and valuable to their users.

The level of compliance and responsiveness of employees to the implementation of e-office in Bappedalitbang, Riau Province is generally quite high. Despite some initial challenges, especially from employees who are less familiar with the technology, firm policies, adequate training, and constant support from the IT team have helped improve compliance and responsiveness. Employees show a willingness to learn and adapt, which ultimately increases the efficiency and effectiveness of work in the organization.

CONCLUSION

Based on the results of the research and discussion above, it can be concluded that the implementation *of e-Office* to support *E-government* *steps* in the work environment of Bappedalitbang Riau Province in general has a positive impact on its employees with the existence of *this e-office* making it easier for employees to send or check official documents that are needed, because it is enough with one application that has been integrated into various units work and to

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various agencies. However, it is undeniable that there are still indicators that have not been implemented properly, namely in *Resources committed* because there are still infrastructure facilities that are still not optimal. Because there are significant shortcomings in terms of facilities and infrastructure in supporting the implementation of *e-Office* such as scanners and PC computers, which hinder the effective implementation of *e-Office*. In addition, there are still employees who still do not understand technological changes even though training and introduction to *e-Office* have been carried out.

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