

Patterns of Behavior of State Civil Apparatus in The Implementation of E-Government (Case Study in The Regional Secretariat of Bantul District, Indonesia)

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Abstract: The main subject of this research is the behavior patterns of civil servants in dealing with changes in e-government. This study aims to determine the behavior patterns of Civil Servants at the Regional Secretariat of Bantul Regency. The theory used is the bureaucratic theory by Miftha Thoha, formulated in five aspects, namely Capability, Needs, Trust, Experience, and Expectations, and implementation theory by Edward III, which is developed in four aspects: communication, resources, dispositions, and bureaucratic structure. This study uses a qualitative method. The informants were leaders at the Regional Secretariat of Bantul Regency who were taken using a purposive sampling technique. Data collection techniques consisted of observation, interviews, and documentation, while data analysis techniques involved data reduction, data presentation, and conclusion drawing (verification). The results showed that the civil servants' behavior patterns in implementing e-government at the Regional Secretariat of Bantul Regency have not been carried out optimally, as seen from the design of behavior and e-government. Aspects of trust have not gone well either. Trust has not been earned because it is hindered by employees' ability at 50 years and over. Regarding e-government, aspects of resources and bureaucratic structure still have obstacles. There are also several deficiencies. Parts of the bureaucratic system have obstacles to differences in employee benefits between heads of subdivisions and current functional positions. Therefore, leaders need to make a work plan to meet these needs. Ways that need to be taken to deal with this problem include encouraging employees aged 50 years and over and providing them with technology training, adding employees through broad selection, and understanding employees who have experienced reduced employee benefits.

Keywords: Behavior pattern; E-Government; Civil servant

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INTRODUCTION

In today's world, citizens demand that governments meet their requirements to find a place to live, function, and breathe. Society certainly requires that the government provide social services that are reliable and trustworthy. This transition in service delivery is contributing to a revolution in how resources are delivered. With the digitization of facilities, there has been a 90%

growth in government ICT usage. Electronic administration (e-government) is ICT in government facilities. About e-government, Internet-based technology systems are electronic administration or e-government, which strive to provide its users with appropriate knowledge and use government resources, including delivering government services to citizens in a personalized and interactive manner through information and communication technologies at the highest possible level of capital (Sharma, 2015). Developed and developing countries are beginning to introduce e-government regarding responsiveness and productivity.

Since e-government has been introduced around the world, it has provoked strong reactions from many government officials at all stages. The data collected for this analysis is attitudes and actions toward applying computational methods. Philosophy is an acquired tendency to perceive situations, objects, actions, or people favorably or unfavorably (Shah & Khan, 2015). A person reacts to certain circumstances based on whether he agrees (or disagrees) with them. Government authorities determine whether it should be allowed or denied.

In e-government, various goals are anticipated to change how government works. Government reforms, including better-planned transparency and empowering educated citizens, were carried out based on the suggestions of extensive studies (Bal et al., 2015). In transparency and performance, it is essential to support technical tools, such as the legal basis relevant to regulations that will support the implementation of this assignment.

To create a fully functional e-government, we need a robust legal framework. In Presidential Regulation Number 95 of 2018, an electronic-based government system will help administer the technology-based government. The paper notes that government regulations with an electronic-based government system will be helpful in technology-based government (Indonesia, 2018) so that the rules regarding the introduction of e-government become a guarantee in implementing this activity.

The E-Government system influences government leaders. In the past, residents used to go to offices to access health or welfare care, and now elected leaders must come to the neighborhood in person. The subject of the test is how officers (government officials) act when introducing e-government. Acceptance of technology among government workers refers to the acceptance of modern methods of government operations by those employees. Each regulatory condition can also have a significant effect on the actions of city officials, such as the creation of a code of conduct for politicians, law enforcement within administrative bodies, knowledge sharing from government agencies, the rule of law, assessment of government results (Channov & Dobrobaba, 2020). Therefore, all civil servants act based on the policies given. The effectiveness and quality of these programs influence the behavior of civil servants. Efficiency maximizes all ongoing operations.

The Bantul Regency Government is starting to implement e-government in the current era. In practice, the Bantul Regency Government carries out e-government activities based on Bantul Regent Regulation Number 132 of 2020 concerning Electronic-Based Government Systems in the Administration of Regional Government as amended by Bantul Regent Regulation Number 45 of 2021 concerning Amendments to Bantul Regent Regulation Number 132 of 2020 concerning Electronic-Based Government System in the (Bantul, 2020, 2021b). Some examples of programs carried out by the Bantul Regency Government in implementing e-government are the use of the DUKCAPIL SMART, Bantulpedia, SIPD applications, and others. In particular, SIPD is an application developed by the Ministry of Home Affairs of the Republic of Indonesia, which is applied to all provincial and district/city governments throughout Indonesia. Implementing this application is regulated by the Minister of Home Affairs Regulation Number 70 of 2019 concerning Regional Government Information Systems (K. D. Negeri, 2019).

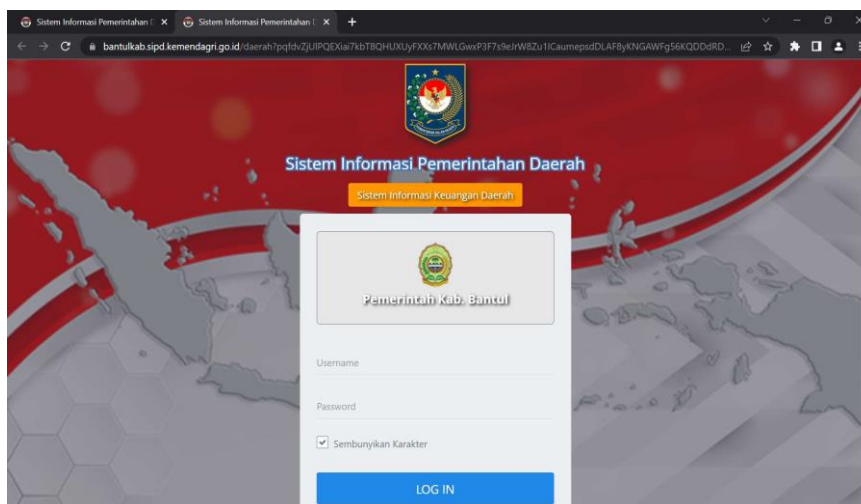


Figure 1. SIPD Application Screenshot
Source : (A. K. D. Negeri, 2019)

In the Electronic-Based Government System which contains e-government, the Government of Bantul Regency won the title of "very good" in assessing the Electronic-Based Government System carried out by the Ministry of State Apparatus Empowerment and Bureaucratic Reform of the Republic of Indonesia with a score of 3.62 and Bantul Regency entered in the ranks of 100 intelligent cities (Birokrasi, 2021). The value of a highly Electronic-Based Government System is essential for Regional Governments in measuring the extent to which electronic-based government services improve services to the community.

This high score is the basis for the author to find out the behavior patterns of the State Civil Apparatus in implementing e-government. E-government has the hope of helping in government activities between servants and service recipients and between fellow government servants. Thus, there is a correlation between the behavior of the State Civil Apparatus and the implementation of e-government. E-government for State Civil Servants is also intended to increase the level of welfare of employees working in government institutions (Rahmawati & Febriana, 2021).

Previous studies reviewed the behavior of the state civil apparatus. The behavior of the State Civil Apparatus has a very close relationship with the behavior of the bureaucracy. Bureaucratic behavior is the essence of bureaucratic interaction as a collection of individuals with their environment (Wijaya, 2016). Bureaucratic deviant behavior is more accurately considered as bureaucratic pathology or a symptom of deviant bureaucratic behavior. For the phenomenon of bureaucratic behavior, positions, roles, and functions cannot be separated from individuals who are employees who have the awareness, values, motivation, and knowledge to carry out social functions, duties, and responsibilities.

The people's behavior in the organization determines how optimally the goals of the organization are achieved. According to Thoha, Individual behavior is formed through the interaction between the individual himself and his environment. Each individual has unique characteristics, and these traits are carried out when entering a particular domain (Simpu, 2017). These characteristics include abilities, personal beliefs, needs, and experiences. Likewise, the organization as an environment for individuals has specific features. The order stated in the hierarchy is work, duties, authority and responsibility, a reward system, and a control system. If individual characteristics (machines) and organizational characteristics (bureaucracy) interact, then individual behavior (machines) within the organization (bureaucracy) is formed.

The nature of bureaucratic behavior problems is essentially part of the form of feudalism perpetuated by the bureaucracy, creating a bureaucratic life full of collaborative efforts between state and bureaucratic institutions. Furthermore, state dominance overshadows other societal forces, forcing the bureaucracy to control most political information to influence public opinion. In the state, the life of community organizations in the state's territory is called the government apparatus. The individual (people) becomes essential and the organization's engine. If there were no human dimension, there would be no organization. Personal behavior is an attitude or action

that each individual expresses, and each individual's actions must differ. Human behavior is a function of the interaction between individuals and their environment.

Human behavior is a multidisciplinary scientific study. Indeed, the behavior itself is a reflection of various aspects, both material and immaterial. Among the sciences that have made a significant contribution to the development of behavior:

- a. Psychology is a science that is concerned with measuring, explaining, and sometimes modifying behavior from a psychological point of view.
- b. Sociology studies social systems in which individuals play roles and humans concerning other humans (aspects of society).
- c. Social psychology studies behavior between individuals with one (viewed from a social aspect).

Article 1 of Law Number 5 of 2014 concerning the State Civil Apparatus states that "State Civil Apparatus (from now on abbreviated as State Civil Apparatus) is a profession for civil servants and government employees with employment agreements in government agencies" (Indonesia, 2014). The State Civil Apparatus is appointed by the Personnel Development Officer, accompanied by duties and obligations, and receives a salary following the provisions of the laws and regulations. The State Civil Apparatus consists of Civil Servants and Government Employees with Work Agreements.

Several indicators can determine the behavior of state civil servants. These indicators were put forward by Miftha Toha, who said that in measuring human behavior, there are five indicators: capabilities, needs, beliefs, experiences, and expectations (Simpu, 2017). These indicators can measure the behavior of state civil servants because the behavior of state civil servants can describe the behavior of humans who are part of the government.

At present, all state civil servants are required to understand e-government. However, we must know about e-government. The word e-government comes from the exchange of computers and government. It deals with information and communication technologies in public administration and service delivery (Mittal & Kaur, 2013). So, the main goal and concept of e-government are to transform traditional governments into technology-based organizations whose mission is to connect people with government and government with people called e-government (Agangiba & Kabanda, 2016; D. A. D. Putra et al., 2018).

The goal of e-government is to facilitate the performance of government activities without compromising the nature of public services. Another goal is to improve the quality of government services that are effective, efficient, and accountable. Policy implementation happens when the government sets clear goals to do or stop doing something, and the final effect is a world of action (Nuzulalita et al., 2020).

The Ministry of Administrative Reform and Bureaucratic Reform of the Republic of Indonesia evaluates an electronic-based government system. This evaluation aims to monitor the implementation of an electronic-based government system carried out by ministries/agencies/regional governments and identify their strengths and weaknesses. In terms of stability, it will be conveyed to be improved, and deficiencies will be reported to improve the application's progress in the future.

Policy implementation can be successful if it can be accepted and utilized by the intended target group. Policy implementation based on Edward III is divided into four variables: communication, resources, disposition, and organizational structure (E. P. Putra & Tukiman, 2019). The application of e-government by using technological devices reduces the costs incurred by the public and government officials in service activities provided by the government.

In terms of e-government implementation, it can be measured by looking at the government's performance of policies. Implementation measurement is measured by several variables: communication, resources, disposition, and organizational structure (Nuzulalita et al., 2020). All the variables above are related to each other to achieve successful implementation of a policy implemented by the government or government officials.

RESEARCH METHOD

This study used research with qualitative methods. Qualitative research is conducted by naturally collecting data and looking at various existing phenomena (Sukamto, 2018). Qualitative

research methods are carried out with the aim of understanding phenomena in a natural social context by emphasizing communication between researchers and studying the phenomena in depth (Shentika, 2016). Qualitative research methods have ten characteristics consisting of natural background, humans as tools (founded theory), descriptive, prioritizing process over results, the existence of "limits determined by focus," there are special criteria for data validity, and temporary designs (Aziz et al., 2016).

The author used this qualitative approach to find out directly the behavior patterns of state civil servants in implementing e-government. This research uses primary data and secondary data. This primary data is data from filling out questionnaires from informants using a purposive sampling technique, meaning that the method used is to take a representative sample (Rudangga & Sudiarta, 2016). This primary data was obtained from interviews conducted by researchers with several sources to obtain a valid data source based on the direct words of the authorities.

The informants in this research were the Regional Secretary of Bantul Regency, Assistants within the Regional Secretariat of Bantul Regency, and all Heads of Sections within the Regional Secretariat of Bantul Regency. There were 11 informants in this study. All informants are direct superiors of the staff because leaders can directly describe the behavior of their team. This research also uses secondary data. Secondary data is obtained or collected from existing sources by those conducting research (Wicaksono et al., 2020). Secondary data in this research was obtained through documentation data collection techniques using reference sources such as journal publications, online news, legal products, and documents from regional officials and business entities related to the research. The data obtained is processed using data reduction, presentation, and conclusion (Budiman et al., 2015).

RESULTS AND DISCUSSION

The Behaviour of the State Civil Apparatus

a. Ability

The ability in humans can occur naturally or from learning new things. A State Civil Apparatus must be able to complete the tasks given by its superiors. Employees' ability at the Regional Secretariat of Bantul Regency is seen in the accuracy of carrying out tasks and improving the quality of work implementation.

The accuracy of carrying out the tasks is seen from the extent to which the distribution of functions follows the duties of the personnel seen from the respective substance groups in each section at the Regional Secretariat of Bantul Regency.

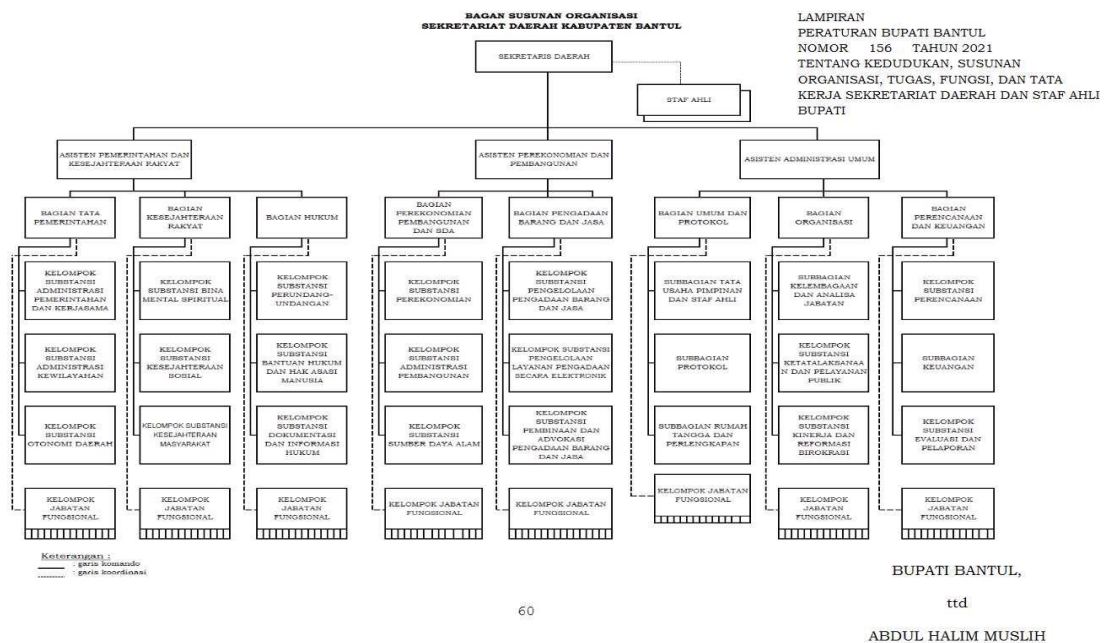


Figure 2. Organizational Structure Chart of the Regional Secretariat of Bantul Regency
 Source: (Bantul, 2021a)

Accuracy in carrying out assignments is a point of concern for the writer. Accuracy in carrying out tasks is an essential point because it is one of the parameters in assessing whether the work on a job is carried out according to directions and procedures. Mr Suparman, S.IP., M.Hum. as Head of the Legal Section of the Regional Secretariat of Bantul Regency, confirmed that accuracy is vital in assessing the implementation of subordinates' duties. The results of the interview are expressed as follows.

“The implementation of duties in the Legal Department has been carried out well. It happens because the activities' performance has been divided according to tasks. Especially in making legal products, we have adjusted the distribution to each personnel according to the Decree of the Regency Regional Secretary Bantul Number 62/Kept/Sekda/2022 concerning the Formation of a Legal Services Working Team in the Legal Section of the Bantul Regency Secretariat. With the existing distribution, it is hoped that employees can carry out orders optimally.”

Accurate implementation of tasks is also carried out well in the Governance Section of the Regional Secretariat of Bantul Regency, according to Drs. Danang Irwanto, M.Sc.:

“The structure, organization, and work procedures have carried out the implementation of duties in the Governance Section. Following Bantul Regent's Regulation Number 156 of 2021 concerning position, organizational structure, duties, functions, work procedures, and the Regent's Expert Staff, cooperation matters are handled by several employees who have positions such as Cooperation Analyst. Regional officials within the Bantul Regency Government always ask for assistance from the Governance Department in implementing cooperation, from submission to signing, because every collaboration between the Bantul Regency Government and outside parties is always through the Governance Section.”

Based on the two things above, the ability of the State Civil Servants in the Regional Secretariat of Bantul Regency can carry out their duties properly. It can be seen from the division of tasks carried out well following the division of assignments based on Bantul Regent Regulation 156 of 2021 concerning Position, Structure Organization, Duties, Functions and Work Procedures, and Regent's Expert Staff (Bantul, 2021a).

b. Need

Needs are things that are needed by every living thing. Needs are fundamental for every living thing. Humans need to achieve the things they want. A State Civil Apparatus needs to fulfill its needs in supporting its duties. With the needs fulfilled, the tasks given to the State Civil Apparatus will be carried out correctly. Indicators for employee needs at the Regional Secretariat of Bantul Regency are divided into meeting individual needs and meeting organizational needs.



Figure 3. Facilities in the People's Welfare Section
Source: Processed by researchers (2022)

Fulfilling individual needs and group needs is an essential point because this supports the State Civil Service in completing its duties. Mr. Pambudi Arif Rakhman, S.IP, Head of the People's Welfare Section of the Regional Secretariat of Bantul Regency, has a view according to the above statement. The results of the information are expressed as follows.

“The needs of individuals and groups in the welfare section of the Bantul Regency Regional Secretariat have been met. One example is the need for computer equipment. Every employee already has a computer, so employees don't need to borrow each other's computers. Individual and group requirements will support the implementation of tasks well.”

Fulfilling individual and group needs is also felt important in supporting the duties of state civil servants in the Bantul Regency Regional Secretariat, one of which is in the Planning and Finance Section. Mrs. Dian Mutiara Sri Rahmawati, S.H., M.M., Head of the Planning and Finance Department, revealed the following to the author.

"Individual needs and group needs are important. Here, the needs required by state civil servants are more work support devices, such as laptops, PCs, and printers. Because the planning and finance section is at the heart of the regional secretariat in planning activities and finances, the supporting tools have been fulfilled as far as possible, and thank God they have been fulfilled both using procurement and when we won the competition in terms of financial absorption and reporting within the regional secretariat which is held every quarter in the current fiscal year."

From the two interviews above, it can be concluded that individual and group needs in the Bantul Regency Regional Secretariat have been met. It can be seen from the two interviews above that individual needs and group needs in the form of computers, laptops, and printers, can be met either by procurement or by giving prizes to quarterly financial absorption and reporting competitions in the current fiscal year from the Regional Secretary of Bantul Regency. Needs that can be met affect the quality of employee work (Lawongo et al., 2017). Thus, the quality of employee work increases if all individual and group conditions can be met.

c. Trust

The approach to the aspect of trust in studying individual behavior is situational (opportunity) in giving tasks and authority to subordinates. The first belief approach says that certain beliefs combine observable traits. A leader has specific characteristics or qualities that enable him to lead his associates. These qualities include energy, vision, knowledge and intelligence, imagination, self-confidence, honesty, eloquence, mental and emotional control and balance, physical fitness, social engagement and sociability, passion, enthusiasm, courage, and assessment of leaders to subordinates in giving specific tasks.

Trust is seen in the extent to which the delegation of authority and the execution of tasks following the directives are accurate. Here, the author looks at the General Section and Protocol of the Regional Secretariat of Bantul Regency.

No Urut	Tanggal Ditetapkan	Instruksi	Nomor Surat	Asal Surat	Pejabat	Rincian	Status
2752	20 Desember 2022	Uk dibantu dalam hal-hal teknis terkait surat	001/06/160/2022	Sekretariat Daerah	Sekretaris Daerah	Uk dibantu dalam hal-hal teknis terkait surat dan lain-lain yang berkaitan dengan tugas pokok dan fungsi Sekretariat Daerah Kabupaten Bantul.	LOD/DAK/001
2752	20 Desember 2022	Uk dibantu dalam hal-hal teknis terkait surat	001/06/160/2022	Sekretariat Daerah	Sekretaris Daerah	Uk dibantu dalam hal-hal teknis terkait surat dan lain-lain yang berkaitan dengan tugas pokok dan fungsi Sekretariat Daerah Kabupaten Bantul.	TSD/001/06/160/2022
2753	20 Desember 2022	Uk dibantu dalam hal-hal teknis terkait surat	001/06/160/2022	Sekretariat Daerah	Sekretaris Daerah	Uk dibantu dalam hal-hal teknis terkait surat dan lain-lain yang berkaitan dengan tugas pokok dan fungsi Sekretariat Daerah Kabupaten Bantul.	LOD/DAK/001
2754	20 Desember 2022	Uk dibantu dalam hal-hal teknis terkait surat	001/06/160/2022	Sekretariat Daerah	Sekretaris Daerah	Uk dibantu dalam hal-hal teknis terkait surat dan lain-lain yang berkaitan dengan tugas pokok dan fungsi Sekretariat Daerah Kabupaten Bantul.	LOD/DAK/001
2755	20 Desember 2022	Uk dibantu dalam hal-hal teknis terkait surat	001/06/160/2022	Sekretariat Daerah	Sekretaris Daerah	Uk dibantu dalam hal-hal teknis terkait surat dan lain-lain yang berkaitan dengan tugas pokok dan fungsi Sekretariat Daerah Kabupaten Bantul.	LOD/DAK/001
2756	20 Desember 2022	Uk dibantu dalam hal-hal teknis terkait surat	001/06/160/2022	Sekretariat Daerah	Sekretaris Daerah	Uk dibantu dalam hal-hal teknis terkait surat dan lain-lain yang berkaitan dengan tugas pokok dan fungsi Sekretariat Daerah Kabupaten Bantul.	LOD/DAK/001
2757	20 Desember 2022	Uk dibantu dalam hal-hal teknis terkait surat	001/06/160/2022	Sekretariat Daerah	Sekretaris Daerah	Uk dibantu dalam hal-hal teknis terkait surat dan lain-lain yang berkaitan dengan tugas pokok dan fungsi Sekretariat Daerah Kabupaten Bantul.	LOD/DAK/001
2758	20 Desember 2022	Uk dibantu dalam hal-hal teknis terkait surat	001/06/160/2022	Sekretariat Daerah	Sekretaris Daerah	Uk dibantu dalam hal-hal teknis terkait surat dan lain-lain yang berkaitan dengan tugas pokok dan fungsi Sekretariat Daerah Kabupaten Bantul.	LOD/DAK/001
2759	20 Desember 2022	Uk dibantu dalam hal-hal teknis terkait surat	001/06/160/2022	Sekretariat Daerah	Sekretaris Daerah	Uk dibantu dalam hal-hal teknis terkait surat dan lain-lain yang berkaitan dengan tugas pokok dan fungsi Sekretariat Daerah Kabupaten Bantul.	LOD/DAK/001
2760	20 Desember 2022	Uk dibantu dalam hal-hal teknis terkait surat	001/06/160/2022	Sekretariat Daerah	Sekretaris Daerah	Uk dibantu dalam hal-hal teknis terkait surat dan lain-lain yang berkaitan dengan tugas pokok dan fungsi Sekretariat Daerah Kabupaten Bantul.	LOD/DAK/001

Figure 4. Delegation of Authority from Superiors to Subordinates
 Source: processed by researchers (2023)

Accuracy in delegation of authority and implementation of tasks according to directions are the parameters used by the author to determine the extent of trust in the Regional Secretariat of Bantul Regency in implementing e-government. It will be expressed by Mrs. Reni Mariastuti, S.H., M.Hum. as Head of the General and Protocol Section.

“Accuracy in carrying out tasks has been carried out according to the rules in a hierarchical manner starting from the Head of Division, Head of Subdivision, Executive and Functional Positions. However, sometimes, we are at the implementation level, and sometimes, it is slow because the existing human resources still don't understand how to complete the tasks. Especially in state civil servants aged 50 years and over, some still need help understanding technology, so they still need help from other young employees.”

It differs significantly from the delegation of authority carried out by the Economy, Development, and Natural Resources Section. Mr Drs. Fauzan Mu'arifin, as Head of the Economy, Development and Natural Resources Section, said the following.

“The tasks carried out by sub-coordinators and staff in the Economy, Development and Natural Resources Section have been carried out well. One is drafting a Regent's Regulation on Architectural Guidelines for New Buildings with Typical Bantul Characteristics. The process of preparing the regent's regulations, which the Culture Service manages, is assisted by the sub-coordinator of the development administration substance group. In drafting this regent's decree, the sub-coordinator of the development administration substance group assisted the Culture Service in coordinating between regional officials and other parties to prepare this regent's regulation.”

From the two things above, it is known that the working relationship between superiors and subordinates and vice versa in the General and Protocol Sections already has a high level of trust. However, there are still problems in this working relationship. One of them is the existing human resource factor. Existing human resources are still lacking. There are state civil servants in the General and Protocol Sections who are over 50 years old. In the context of carrying out tasks, superiors are sometimes still unsure if the job is carried out by an employee over 50 years old, which results in younger employees having additional charges that these employees cannot carry out. With little superior trust in subordinates, it can influence the model's behavior (Latief et al., 2020). A little confidence can cause the behavior of a superior who initially cares to become indifferent to subordinates.

d. Experience

Aspects of individual experience are essential to organizational success. An employee with longer work experience has several advantages, including detecting errors, understanding the causes of errors, and finding the reasons. It is useful for skill development. Different people's experiences influence task performance (Wiguna & Suputra, 2016). A person's work experience indicates what work a person has done and provides excellent opportunities to do a better job. Experience is seen from work and resolution when there are problems. Here, the author looks at the Governance Section of the Regional Secretariat of Bantul Regency.

The author uses the work period and resolution if there are problems to determine the extent of the employee's experience. In this case, the author interviewed with Drs. Danang Irwanto, M.Si as Head of the Governance Section. The results of the author's interview are as follows.

“The working period affects our performance. The work period is synonymous with work experience. Here, employees with a short service period are indeed technologically literate but still need to improve in completing work and completing work where there are still obstacles. The story is different with employees who have served for a long time because their technology tends to be lacking. However, in terms of work experience, they can handle various things that employees with little work experience still feel need help.”

Long working periods also influence the implementation of employee duties and the employee's ability to solve problems. It is following the statement of Mr. Ir. Pulung Haryadi, M.Sc., as General Administration Assistant. The results of interviews conducted by the author are recorded as follows.

"A more extended period of work influences the ability to carry out work. I started working in 1990 and have held various positions, from staff to currently being a General Administration Assistant. Even though I have worked for quite a long time, I still need good technology skills. So, I often ask my staff for help teaching them about technology. Everyone must have technological skills, including employees who have worked for quite a long time, to stay relevant."

From the two indicators, it can be seen that there are differences in experience between junior state civil servants and senior state civil servants. Employees need work experience so that the role of senior employees can assist junior employees in carrying out official duties.

Experience for employees is an essential capital in carrying out official duties. Employee experience is obtained from carrying out official duties with a focus on one area, so it can be said that a work environment that focuses on one field can improve work experience (Simpu, 2017).

e. Expectancy

Expectancy is the sum of an individual's ability to create the necessary paths to achieve desired goals and the motivation to use those paths. Expectations are based on positive expectations about goal attainment (Apriliyanti Sembiring & Fauzia, 2012). Hope is essential for an individual because it is a person's goal in carrying out tasks.

Expectations are seen from employee responses to success and organizational reactions to success. The author here looks at the Organizational Section of the Regional Secretariat of Bantul Regency.

The author uses employee responses and organizational responses to success to determine the level of employee expectations. In this case, the author interviewed Mr. Agus Sriyana, S.H., who is the Head of the Organizational Section.

"The implementation of e-government provides the view of employees and organizations that through e-government, the performance of government runs well. The existing State Civil Apparatus becomes the driving force behind government performance. If they feel happiness in carrying out their duties, it is hoped that the government's performance will improve even more."

Mr Drs. Helmi Jamharis, M.M., as Regional Secretary of Bantul Regency, also expressed employees' hopes for the success of e-government implementation. He conveyed to the author as follows.

"It is hoped that e-government in Bantul Regency, both by all state civil servants and regional organizations, will make their work easier. "With the ease of carrying out their work, they hope that the implementation of government activities will run well so that the public can enjoy the services they provide."

Based on the two indicators above, expectations are the main capital to support behavior. Hope is a desire to be achieved, where the expectations expressed in their actions become critical in shaping the individual characteristics of the organization.

This hope can be said to an attitude or behavior. So, ideally, that hope starts with a pattern of clear thinking and doesn't expect rewards for completing tasks. Mifta Thoha said that if you want to achieve a high career, you need to learn from senior figures who can be used as role models (Simpu, 2017). According to several previous theories, an individual needs to hone work experience to create individual work maturity when entering work life.

Factors Influencing E-Government

a. Communication

In implementing e-government, communication needs to be carried out by all State Civil Apparatuses. Communication is carried out to disseminate activities to be carried out by regional apparatus. This communication supports the implementation of e-government, which is expected to facilitate government activities (Nugraha, 2018). So that the State Civil Apparatuses can adjust their abilities, behavior, and others to fulfill their duties. Communication here is divided into conversations related to e-government and clarity regarding e-government.

The implementation of e-government has the aim of facilitating government activities. In implementing e-government, there needs to be communication between related parties. This communication helps support the implementation of e-government in government agencies, one of which is within the Bantul Regency Government. Based on an interview between the author and Drs. Helmi Jamharis, M.M., as Regional Secretary of Bantul Regency, can be seen as follows.

“In implementing e-government, much communication needs to be done. It happens because for activities to be carried out well, there must be communication between superiors and subordinates. Good communication between managers and assistants can make changes in the organization. Good communication between superiors and subordinates will increase cooperation in carrying out official duties, which has implications for improving community satisfaction. Apart from that, communication also helps implement e-government, which aims to make it easier for the public to obtain services from the government.”

As head of the people's welfare section, Mr Pambudi Arif Rakhman, S.IP, has the following views.

“Communication in implementing e-government is essential. It happens because, currently, almost all government activities use e-government. Communication in implementing e-government is helpful so that information or orders from superiors can be passed on and executed by subordinates. So that existing and mature government activities can prove the implementation of e-government.”

Based on the two indicators above, communication is essential in implementing e-government at the Regional Secretariat of Bantul Regency, as seen from the subordinates carrying out the tasks given to the fullest. With good communication between superiors and subordinates, it can be seen that all activities can be carried out correctly and according to directions from the managers of each State's Civil Apparatus. Communication also acts as an order from superiors to subordinates. If communication is not perfect, it can impact subordinates with interpretations that do not follow directions (Pina, 2016).

b. Resource

Resources are essential in implementing activities. If good resources and adequate numbers do not support an action, it is feared that the activity will not be carried out correctly. Good resources come from a good distribution of employees. Resources here are divided into the availability of human resources to implement e-government and the readiness of human resources to implement e-government.



Figure 5. Organizational Structure of the Legal Department
 Source: (Hukum, 2022)

Factors that influence the successful implementation of e-government are the availability of human resources and the readiness of human resources in implementing e-government. The performance of e-government can only improve if the existing human resources are met and ready, resulting in e-government stalling and poor results.

Mr. Ir. Pulung Hariyadi, M.Sc., Assistant for General Administration, has the following views regarding this phenomenon.

“There is still a need for more personnel at the Regional Secretariat of Bantul Regency. It can be seen from one of the examples in the Legal Section. Yesterday, the Head of the Legal Department, who delivered a presentation in the Regent's Office Room, said the legal products prepared during 2021 amounted to almost 900 statutory documents. It is only managed by 2 Analysts and 1 First Expert Legislative Drafter in the legislation sub-section, plus the head of the legislation sub-section to make four people. That's still the case; the head of the legal department also helps. That work that should be handled by a minimum of 6-7 staff is only taken by three people. Existing resources are essential to achieve tasks with existing personnel.”

The same happened in one section of the Bantul district regional secretariat in the previous interview. The head of the organization, Mr. Agus Sriyana, S.H., stated the following:

“In the organizational section, there is still a need for more personnel. The institutional and job analysis subsection only has two staff members. The Institutional and Job Analysis subsection has essential tasks, including drafting regent regulations regarding the Position, Organizational Structure, Duties, Functions, and Work Procedures of each regional apparatus with 30 units and 17 sub-districts. So there is still a staff shortage of around 2-4 more people.”

Based on the two indicators above, resources are important in implementing e-government at the Regional Secretariat of Bantul Regency, as seen from one example in the organization department, which only has three staff in the statutory substance group. The amount there is very influential in the ability to carry out tasks. Tasks will be completed more easily if the number of existing personnel has the same ratio as the tasks assigned by superiors.

c. Disposition

Disposition means the will, inclination, and desire of policy actors to implement policies so that these objectives can be fulfilled. For policy implementation to be effective and efficient, implementers must know what needs to be done and have the necessary skills and motivation to implement it (Riswandi, 2020). The disposition here is divided into the existence of a commitment to e-government and the delegation of authority in e-government.

Perihal : **Surat Pengantar Pengiriman Draft Keputusan Bupati Bantul Tentang Rencana Kebutuhan Tugas Belajar Pegawai Negeri Sipil Pemerintah Kabupaten Bantul Tahun 2023. (Draf melalui JDIH)**

Tanggal : 11 Januari 2023

Diterima :
Tanggal : 13 Januari 2023 20:48

Diselesaikan :
Asal : Badan Kepegawaian dan Pengembangan Sumber Daya Manusia

Tanggal Surat : 10 Januari 2023

Nomor Surat : 890/00079

Keterangan :

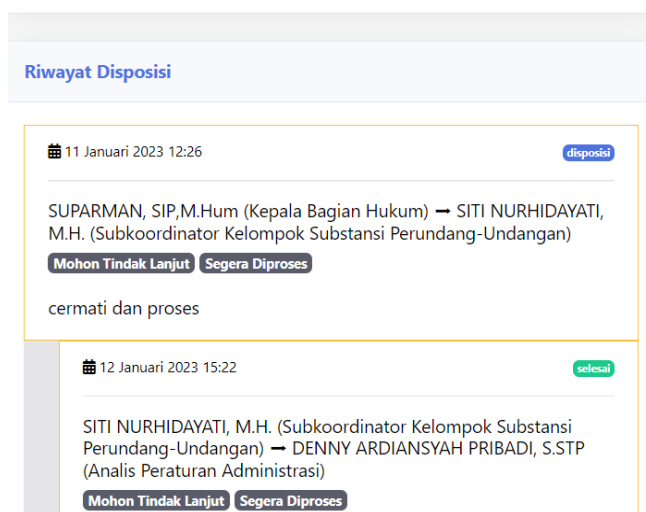


Figure 6. Delegation of Authority from Superiors to Subordinates
Source: processed by researchers (2023)

In implementing e-government, commitment is required because if the employee implements a system with total commitment, it will run according to the initial purpose of creating the plan.

The above statement follows the results of an interview between the author and Mr. Bambang Guritno, S.H., as Assistant for Economy and Development. The results of the written interview are as follows.

"In Bantul Regency, various applications support e-government. One is the General Procurement Plan Information System (SiRUP) application developed by LKPP of the Republic of Indonesia. This application was created to notify the public regarding the government's procurement. "With the commitment of the admin of each regional apparatus to use this application as a medium of information for the public and business actors regarding procurement within the Bantul Regency Government, the public and business actors can find

out about the implementation of procurement of goods/services within the Bantul Regency Government."

In administering a government with high commitment, delegation of authority is required. Delegation of authority is necessary for the government to run well. This statement follows Mr. Yanatun Yunadiana, S.Si., M.Si., as Head of the Procurement and Services Section. The statement reads as follows.

"Heads of regional apparatus often carry out delegation of authority from superiors to subordinates. That aims to divide the work to be carried out completely—one in procuring goods and services. As the head of the department, I delegate authority to my subordinates. For example, my subordinates are delegated as procurement officers because I have served as a Commitment officer in the procurement process. I do this so that the division of work can be carried out well. And all the tasks carried out by each employee can be carried out well."

Based on the two indicators above, it can be explained that in terms of disposition, the authority given from superiors to subordinates in Bantul Regency has been appropriately implemented. It can be seen that the delegation of authority is carried out in order to make it easier for superiors to carry out activities in each regional apparatus. Subordinates, as recipients of management from superiors, can carry out tasks according to their superiors' directions.

d. Bureaucratic Structure

The structure of the bureaucracy is inseparable from the many layers of positions and the many spans of bureaucratic control, which shows the organization's layers vertically and horizontally. Long spans of bureaucratic control can result in longer bureaucratic flows. The bureaucratic structure is closely related to standard operating procedures. Standard operating procedures are needed to become a guideline for all policymakers.

The bureaucratic structure has meaning regarding the distribution of positions and tasks. A short bureaucratic system makes it easier for superiors to control their subordinates. Control that is carried out easily from managers to assistants provides comfort for seniors and subordinates in carrying out work.

Mrs. Dian Mutiara Sri Rahmawati, S.H., M.M., as Head of the Planning and Finance Section, said the following.

"Currently, the bureaucratic structure has been entirely trimmed by the government. The president's direction to cut bureaucracy makes it easier for me to carry out my duties at the policy-making level in the planning and finance department. We can see that previously, under me, there was still a sub-division head. It has been replaced with a sub-coordinator supervised by functional officials resulting from equalization. Indeed, there are still sub-coordinator positions being created as sampiran positions. This sub-coordinator exists as a transition period before employees who were heads of sub-divisions become full functional positions. This change makes it easier for me as a section head to carry out my duties because the structure is flexible. But it's a pity there is a sub-coordinator who previously served as sub-division head, who had more allowances as sub-division head when he became a functional position. There are pros to this downsizing, but there are cons."

This statement follows the results of an interview between the author and Mr. Bambang Guritno, S.H., as Assistant for Economy and Development. Following are the results of the interview.

"Indeed, by streamlining the bureaucracy, the running of the government is shorter in terms of the span of policy making. But when it comes to switching time, this becomes a problem. So, there needs to be a slight change in government activities. E-government is very helpful in implementing these activities. With e-government, employees can immediately carry out actions based on the new bureaucratic structure over time."

Based on the two things above, an excellent bureaucratic structure makes it easy to implement e-government. All sections of the regional secretariat can feel this convenience. However, there are still deficiencies in the existing bureaucratic system. These deficiencies are indeed non-technical in nature but can also affect the enthusiasm of state civil servants in carrying out their official duties.

CONCLUSION

The pattern of behavior of state civil servants in e-government within the Regional Secretariat of Bantul Regency has been well implemented. At least some successes can be seen from some of the indicators described in this study. However, several indicators still cannot be fully implemented. This indicator cannot be fully implemented because there are several things the author found to be noted in e-government. The indicators are in the form of trust, resources, and bureaucratic structure.

Trust here can be seen from superiors who feel unsure of subordinates who are aged 50 years and over because there are employees who are aged 50 years and over. Usually, the enthusiasm for work has begun to decline, as seen from the statement that the tasks that should be given to seniors are instead given to those who are still juniors, resulting in more tasks being given to junior employees.

The resources here are known. There is a section in the regional secretariat that has many tasks but is not supported by sufficient human resources. It can be seen in the legal department that in 2021, approximately 900 legal products were issued, but only two executive positions and one functional position were responsible. So, superiors must help and execute positions from other substance groups.

The bureaucratic structure here has non-technical problems and problems related to employee benefits. When he was still the head of a subdivision, the amount of employee benefits was seen from regional policies. However, when he became a functional position, the central government regulated the number of employee benefits by regulating the Minister for Administrative Reform and bureaucratic reform in each operating place.

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