



Competency Analysis of Apparatus Resources in the Implementation of E-Government at the General Bureau of the Regional Secretariat of East Java Province

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ABSTRACT

This study raises issues related to the competence of human resources in the implementation of E-Government in the General Bureau of the Regional Secretariat of East Java Province, as well as the factors that inhibit these competencies. The purpose of this study is to analyze the competencies required in the implementation of E-Government and identify the obstacles faced. The approach used is qualitative analysis with data collection methods through interviews and observations. The results of the study indicate that technical, managerial, social, and intellectual competencies greatly influence the success of the implementation of E-Government. Technical competencies include knowledge, skills, and work attitudes that are relevant to carrying out tasks effectively. Managerial competencies are needed to manage complex organizational tasks, where only a small number of leaders have attended related training. Social competencies play a role in creating good teamwork, while intellectual/strategic competencies are key to formulating effective solutions.

INTRODUCTION

The use of E-Government in government, both for administration and services, is very useful in simplifying work. Some applications that have been launched by the General Bureau of the Regional Secretariat of East Java Province include the following.

Table 1 List of Applications managed by the General Bureau of the Regional Secretariat of East Java Province

No.	Application Name	Description
1.	E-SPJ (Electronic Accountability Letter)	It is an electronic-based accountability letter application used by the General Bureau of the Regional Secretariat of East Java Province, designed to make it easier for users to create reports more effectively and efficiently.
2.	e-archive "READY GOOD"	A new service in the process of storing archives, this Aplikafi creates an e-archive platform that enables universal accessibility for all users in the East Java Provincial Government's General Bureau environment, both locally and remotely, to facilitate efficient collaboration and information exchange. Implementing a sophisticated and integrated security system in the "SIAP BAIK" e-archive application, including end-to-end encryption, dual authentication, and active monitoring, to protect the integrity and confidentiality of sensitive archives.
3.	E-Guest	E-Tamu is a WEB-based guest bookkeeping application for visiting agencies at the General Bureau of the Regional Secretariat of East Java Province.
4.	SIMAS GOOD	The "Go Public Electronic Letter Management System" can be used by the Regional Secretariat of East Java Province as a way to improve public services to the community in order to provide effective and efficient letter information.
5.	Number Management System Application (SIPENO)	SIPENO application is a website-based application that has functions in terms of correspondence, including in the main menu section there is a search for the number of the Task Order Letter (SPT) as well as the creation of the Task Order Letter (SPT) and the Official Travel Order Letter (SPPD). In addition, it can also summarize documents from official travel, search for administrative numbers, document expeditions and SeromumDrive

Source: General Bureau of the Regional Secretariat of East Java Province

From table 1 it can be concluded that the General Bureau of the Regional Secretariat of East Java Province has innovated to follow the development of E-Government. The use of E-Government in government has been proven to

provide many benefits, especially in simplifying the administration process and public services. In East Java Province, the General Bureau of the Regional Secretariat has launched various applications designed to improve efficiency and effectiveness in administrative management. These applications not only make the work of civil servants easier, but also increase transparency and accountability in public services.

One of the applications introduced is E-SPJ (Electronic Accountability Letter). This application is designed to make it easier for users to create accountability reports electronically, so that the reporting process becomes faster and more effective. With E-SPJ, it is expected that budget management and financial reports can be carried out better, reducing the possibility of errors and increasing data accuracy.

There is also an E-Tamu application that functions as a guest bookkeeping system for visiting agencies. This application is web-based and allows for more structured and systematic recording. With E-Tamu, agencies can more easily manage guest data that comes, thereby increasing security and comfort in service. Another application that is no less important is SIMAS BAIK, which is an electronic-based letter management system. This application aims to improve public services by providing letter information effectively and efficiently. With SIMAS BAIK, the public can access letter information more easily, which in turn increases interaction between the government and the public.

The SIPENO (Number Management System) application also plays an important role in managing correspondence. This application allows searching and creating Work Order Letters (SPT) and Travel Order Letters (SPPD) online. With the existing features, SIPENO helps employees in summarizing travel documents and simplifying administrative processes related to correspondence. Through these various applications, the General Bureau of the Regional Secretariat of East Java Province shows its commitment to implementing E-Government to improve the quality of public services. However, although there have been several innovations in implementing E-Government, the General Bureau of the Regional Secretariat of East Java Province still faces obstacles because it does not yet have skilled human resources in running the system. This is evident from the less-than-optimal competence of human resources in implementing E-Government in the bureau.

The total number of human resources in the General Bureau of the Regional Secretariat of East Java Province is 198 people, consisting of Civil Servants (PNS) and Non-Permanent Employees with Performance Agreements (PTT - PK), as shown in Table 2.

Table 2 Employee Status of General Bureau Employees in 2021

No.	Employee Status	Amount
1.	civil servant	114
2.	PTT	84
	Amount	198

Source: General Bureau of the Regional Secretariat of East Java Province

Referring to Government Regulation No. 17 of 2020 concerning civil servant management, it is explained that every ASN is required to participate in development and training with 20 teaching hours within 1 year. In the report on the number of teaching hours in 2024 recorded until August 2024, there is information regarding the status of employee training with the number of teaching hours (JP), namely 106 employees have completed and 92 employees have not completed. The General Bureau of the Regional Secretariat of East Java Province is trying to implement E-Government as a step to increase efficiency and effectiveness in administration and public services. However, the main challenge faced is the lack of human resources who have adequate competence in running the system. This can be seen from the less-than-optimal competence of human resources in implementing E-Government in the bureau, which hinders the optimization of the use of information technology in government administration.

The constraints in the competence of civil servant resources have a direct impact on the effectiveness of the implementation of E-Government applications that have been launched, such as E-SPJ, E-Tamu, and SIMAS BAIK. The lack of training and competency development for employees is also a factor that worsens this situation. In accordance with Government Regulation No. 17 of 2020, every ASN is required to undergo development and training of at least 20 hours of lessons per year. However, data shows that out of 198 employees, only 106 employees have completed the training, while 92 other employees have not completed it. This shows that there is an urgent need to improve training programs so that employees can master the skills needed to run the E-Government system.

The implementation of employee competency development in the application of E-Government should follow the established development system. This is regulated in the Regulation of the Governor of East Java Number 53 of 2021 concerning the Electronic-Based Government System and the Regulation of the Governor of East Java Number 88 of 2023 concerning the Work Guidelines and Implementation of Duties of the East Java Provincial Government for 2023 and 2024. In these regulations, the East Java Provincial Government sets standards for managing the Electronic-Based Government System (SPBE) in the Regional Apparatus environment to improve the use and utilization of information and communication technology effectively, efficiently, usefully, integratedly, safely, and sustainably. However, there are still several obstacles in its implementation. Although technological advances have developed rapidly, the capabilities of ASN in Indonesia, especially in the General Bureau of the East Java Provincial Secretariat, have not been in line. The results of observations show that the competency of employees in the General Bureau of the East Java Provincial Secretariat has not fully met expectations. The strategic plan (Renstra) of the General Bureau of the East Java Provincial Secretariat for 2019-2024 noted that the quality of existing human resources was not comparable to the burden of the General Bureau's duties which were quite large and the scope of work was wide. Although the number of available human resources is quite large, there are deficiencies in several competencies that are greatly needed. This shows that

employees in the General Bureau of the Regional Secretariat of East Java Province do not yet have optimal resources.

LITERATURE REVIEW

Civil Service HR Competence

Human Resources (HR) is a key element in organizational development. The term used has evolved from Human Resources, which seemed like a disposable resource, to Human Capital, which has the potential to be continuously developed. HR plays a role as the main driver in achieving organizational goals and objectives. Therefore, organizational productivity is highly dependent on HR productivity, which in turn is determined by the competencies possessed. Competence can generally be understood as the level of skills, knowledge, and behavior of individuals in carrying out tasks given in an organizational context. According to Boyatzis (1982), competence is defined as the ability seen from a person's attitude that is in accordance with the needs of the job in the organizational environment and produces the desired results. Rotwell also explains that competence includes areas of knowledge or skills that are crucial to producing output, and can be divided into four categories, namely technical competence, managerial competence, social competence, and intellectual/strategic competence.

State Civil Apparatus (ASN) plays a crucial role as human resources in running the government of the Unitary State of the Republic of Indonesia. ASN competency is measured through the Competency Dictionary, which is a collection of information regarding names, definitions, descriptions, competency levels, and behavioral indicators. This dictionary is often used as material in briefing prospective assessment participants. However, the main purpose of compiling the Competency Dictionary is to shape the character of ASN. Therefore, it is important for ASN to understand well the competency standards that serve as a reference in developing their character. Based on the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform of the Republic of Indonesia Number 38 of 2017, every ASN must have managerial competency, technical competency, and socio-cultural competency.

METHODOLOGY

The approach in this research is a qualitative approach. This means that the data taken is not from numbers, but rather the data comes from observations, interviews and documentation (Sukirman, 2021). So the aim of qualitative research is to describe the empirical reality behind the phenomenon in depth, detail and thoroughly (Creswell, J., 2012). The research was conducted at the General Bureau of the Regional Secretariat of East Java Province. The location of this research was chosen because the General Bureau of the Regional Secretariat of East Java Province has a complex work of organizing administrative correspondence, policy formulation and administrative coordination of the implementation of regional apparatus tasks and administrative services in the Regional Secretariat Equipment Section, Financial Administration Section, and the Administration and Household Section as well as implementing national

holidays within the scope of the Regional Secretariat of East Java Province so that it is only natural that human resources are needed who have high work discipline and good work supervision so that they have an impact on improving the organizational performance of the General Bureau of the Regional Secretariat of East Java Province. Therefore, certain methods or systems are needed to capture the social symptoms that occur (Moleong, 2000)

The informant determination technique used in this study is purposive (taking informants based on objectives). The determination of informants in this study is based on the object being studied and based on the relevance of the informant to the study (Sugiyono, 2014). The informants in this study consisted of informants related to the implementation of E-Government policies in East Java Province. Informants who came from officials of the Regional General Bureau of East Java Province. The focus of this study is to discuss how the Analysis of Apparatus Resource Competence in the Implementation of E-Government at the General Bureau of the Regional Secretariat of East Java Province. The informants selected to explain how the competence of human resources in implementing e-government in the General Bureau of the Regional Secretariat of East Java Province has strong relevance based on their roles and responsibilities. The following are the reasons why each informant was chosen:

- 1) Head of General Administration Sub-Division of General Bureau
As leaders in the sub-section that manages administration and business administration, these informants have deep insights into policies and procedures that support e-government implementation. They can provide perspectives on how the administration supports digital transformation in public services.
- 2) Head of General Affairs and Personnel Sub-Section
These informants are responsible for human resource management and general administration. They can explain the competencies required for officials in implementing e-government, including the training and development required to improve technical and managerial capabilities.
- 3) Head of Sub Coordinator for Correspondence and Archives
With a focus on document and archive management, these informants have knowledge of how e-government systems can improve efficiency in information management. They can provide insight into the challenges and solutions in digitizing archives and correspondence.
- 4) Staff of Correspondence and Archives Section
As implementers in the field, these staff have first-hand experience in using e-government systems. They can provide insight into the day-to-day challenges faced in implementing technology and how their competencies contribute to the success of the system.

In this study, triangulation of data sources was used, where data from the interview process, observation and documentation were presented so that conclusions could be drawn. (Sahir, 2022). Triangulation of data sources involves using multiple sources of information to verify the findings obtained. By comparing data from interviews, observations, and documentation, researchers

can ensure that the information collected is consistent and accurate. (Elia & et al., 2023).

RESULTS AND DISCUSSION

Analysis of Human Resources Competence in the Implementation of E-Government in the General Bureau of the Regional Secretariat of East Java Province

1. *Technical Competence*

Technical Competence is the work ability of every Civil Servant which includes aspects of knowledge, skills, and work attitudes that are very necessary in carrying out their job duties. Likewise in the implementation of E-Government, adequate competence of human resources is required. As an illustration, employees are required who have knowledge and skills in the field of information technology, which is the main basis of E-Government itself, shown in table 3 as follows:

Table 3 Knowledge and skills in the field of information technology

Information	Year			
	2021	2022	2023	2024
Number of employees who have Field certificates Science and Technology	2 persons	2 persons	3 people	4 people

Source: E-Master BKD East Java Province

Based on the data, when compared to the number of employees of the General Bureau, only a few employees of the General Bureau of the Regional Secretariat of East Java Province have certificates or skills in the field of Science and Technology. This is one of the factors that hinders the implementation of E-Government in the East Java Provincial Government.

Education includes various activities designed to improve a person's overall abilities in a particular field, including outside of work. Meanwhile, training focuses on activities that aim to improve individual performance in the work being carried out or related to the work. Therefore, education and training have a very important role in developing work skills, both technical and managerial. Both government and private institutions or agencies organize this activity. One of the ministries or government agencies that hold Technical Guidance (Bimtek) on the Implementation of E-Government is the Center for Research and Development of Literacy and the Profession of Communication and Informatics Human Resources at the Ministry of Communication and Informatics (Kemenkominfo). The purpose of implementing this bimtek is to provide additional knowledge and skills to government officials about the implementation of E-Government. The expected output of this activity is an increase in the understanding and capacity of participants in developing E-Government in their respective agencies. However, until now, the General Bureau of the Regional Secretariat of East Java Province has not implemented the bimtek activity.

The implementation of E-Government in the General Bureau of the Regional Secretariat of East Java Province is an important step in improving the efficiency and effectiveness of public services. However, the success of this implementation is highly dependent on the competence of human resources, especially in terms of technical competence. The theory of competence according to Rotwell emphasizes that mastery of relevant skills and knowledge is the key to carrying out tasks effectively. In this context, technical competence includes the knowledge, skills, and work attitudes needed to carry out the main tasks of the organization.

Based on existing data, the technical competence of employees in the General Bureau is still relatively low. Only a few employees have certificates in the field of information technology, with the number of employees who have certificates reaching only 4 people in 2024 from the total number of existing employees. This shows a gap between the competency needs needed to support the implementation of E-Government and the abilities possessed by employees. This limitation hinders the optimization of the use of E-Government applications that have been developed, such as E-SPJ and e-archives, which should be able to increase performance efficiency.

One of the factors contributing to low technical competence is the lack of training that focuses on improving skills in implementing E-Government. Although the General Bureau has allocated a budget for technical guidance, the training provided is still limited to the socialization of laws and regulations and does not include the development of practical skills needed to operate the E-Government system. This shows that the General Bureau has not fully utilized the potential of education and training as an investment to improve employee competence. Employee work attitude is also an important factor in implementing E-Government. A proactive attitude and willingness to learn are needed so that employees can adapt to new technologies well. However, interviews with several employees showed that interest in participating in education and training is still low, which contributes to their limited skills. Therefore, efforts need to be made to increase employee motivation to be more open to relevant training.

In this context, it is important for the General Bureau to design a training program that is more focused and relevant to the needs of E-Government. This program should cover not only technical aspects, but also the development of positive work attitudes. Thus, employees will not only have the necessary skills, but also attitudes that support the implementation of technology in public services. Furthermore, collaboration with the Ministry of Communication and Information (Kemenkominfo) can be a strategic step to improve employee competence. Kemenkominfo has the experience and resources that can be utilized to provide more effective technical guidance in the implementation of E-Government. This will help employees to understand and implement technology better. Periodic evaluation of employee competence is also very important. By conducting systematic assessments, organizations can identify areas that need improvement and design appropriate interventions. This will ensure that employees have adequate technical competence to support the implementation of E-Government optimally.

2. *Managerial Competence*

Managerial competence is often associated with organizational performance. In the context of government, a leader who has and applies competence well will produce superior performance compared to those who are less competent. Leaders who are able to show their best performance will have a positive impact on organizational performance (Mwesigma & Naslima, 2014). This shows that competence is important for leaders to be able to manage their subordinates effectively.

Table 4 List of Structural and Functional Official Participants who have participated in E-Government Training and Education

No.	Year	Name
1.	2022	<ul style="list-style-type: none"> ➤ NUNING HARINI, S,STP., M.Si. ➤ GUNAWAN WIBISONO, S.H., M.M. ➤ SUMARYONO, S.H
2.	2023	<ul style="list-style-type: none"> ➤ NUNING HARINI, S,STP., M.Si. ➤ GUNAWAN WIBISONO, S.H., M.M. ➤ SUMARYONO, S.H
3.	2024	<ul style="list-style-type: none"> ➤ NUNING HARINI, S,STP., M.Si. ➤ GUNAWAN WIBISONO, S.H., M.M. ➤ SUMARYONO, S.H ➤ FIRDAUS ARDISTYA HUTAMA, S.STP., M. AP

Source: General Bureau of the Regional Secretariat of East Java Province

From the data above, it can be concluded that only a small number of leaders have attended training or education and training related to E-Government, so it is still considered lacking in the ability to manage subordinates for the use of technology effectively and efficiently. Human resource management (HR) has an important role for structural and functional officials in managing HR and employees in order to achieve optimal results and build high loyalty. In addition, subordinates will become more professional and reliable in achieving organizational goals.

Managerial competencies include various abilities needed to manage and lead organizational units. In the context of the General Bureau, the apparatus must have the ability in planning, organizing, implementing, and controlling activities related to E-Government. This is in line with the statement of Mwesigma & Naslima (2014) who emphasized that competent leaders can produce better organizational performance. Data shows that only a small number of leaders in the General Bureau have attended training related to E-Government. This creates a gap in managerial competence, which can hinder the process of implementing E-Government. Without adequate training, officials will have difficulty in understanding and implementing the information technology needed to improve public services. Human resource management (HR) in the General Bureau is also a challenge. Low managerial competence can result in a lack of coordination and communication between team members. Increasing

managerial competence is expected to create a more open and collaborative work environment, which is very important in the context of E-Government which requires cross-functional cooperation.

Field facts show that many officials do not fully understand the importance of E-Government. Lack of adequate socialization and training are the contributing factors. Therefore, efforts are needed to improve the understanding of officials about E-Government and how to implement it effectively. This can be done through workshops, seminars, and training involving various stakeholders. Furthermore, the development of managerial competence must be balanced with mastery of technical competence. Officials who have good technical competence will find it easier to operate the E-Government system. The combination of managerial and technical competence will create a strong synergy in carrying out the main tasks of the organization.

The General Bureau needs to formulate a comprehensive competency development strategy. This includes identifying training needs, compiling a curriculum, and evaluating training results. With a systematic approach, it is expected that the competency of civil servant resources can be increased, thus supporting the successful implementation of E-Government. From the analysis above, it can be concluded that it is important to emphasize that the development of civil servant resource competencies is not only an individual responsibility, but also an organizational responsibility. The General Bureau must create a learning culture that supports continuous competency development. Thus, the civil servant will be better prepared to face challenges in the implementation of E-Government and can provide better public services.

3. *Social Competence*

Social competence is the ability to communicate and interact effectively, which is also very important in the scope of government. Skills in communication between employees can create a harmonious work environment. In addition to helping the organizational work process, social competence also plays a role as an alternative solution in solving problems in the organization. Therefore, in addition to the development of technical and managerial competence, the development of social competence is also needed to support the achievement of performance, both at the individual and organizational levels, in the government environment. However, based on the author's observations, communication and coordination skills between employees in the General Bureau of the Regional Secretariat of East Java Province are still not optimal. This can be seen from the teamwork that has not been maximized, as well as the lack of coordination which causes performance achievement to be less than optimal. This indicates that the lack of teamwork and communication skills in carrying out tasks has an impact on the less than optimal performance of human resources or employees in providing services.

The results of the study show that although the General Bureau has implemented various self-development activities, such as outbound, to improve solidarity between employees, there are still challenges in terms of effective communication. Suboptimal communication skills result in a lack of coordination

and teamwork, which has an impact on less than optimal performance achievement. This shows that the development of social competence must be a priority in efforts to improve the effectiveness of e-government implementation.

Miscommunication that occurs between employees, as expressed by staff in the General Bureau, shows that repeated data input and errors in updating monthly performance achievements are often caused by a lack of clear communication. This indicates that even though employees have adequate technical skills, without the support of strong social competence, the effectiveness of task implementation will be hampered. Social competence not only functions to support the work process, but also as an alternative solution in solving problems in the organization. Skills in communication between employees can create a harmonious work environment, which in turn will improve individual and organizational performance. Therefore, the development of social competence must be carried out in a planned and sustainable manner.

One way to improve social competence is through more structured communication training. These activities can include work situation simulations, group discussions, and negotiation training. Thus, employees will be better prepared to interact and collaborate in teams, which is very important in the context of e-government involving many parties. In addition, it is important to create an organizational culture that supports open communication. This can be done by encouraging employees to share information and provide constructive feedback. With a good communication culture, employees will feel more comfortable expressing their ideas and problems, thereby reducing the risk of miscommunication.

Good leadership also plays an important role in developing social competence. Leaders who are able to inspire and motivate employees to communicate effectively will create a more productive work environment. Leaders must set an example in terms of good communication and encourage employees to do the same. In the context of implementing e-government, good social competence will support collaboration between agencies and improve the quality of public services. Employees who have good communication skills will be better able to explain procedures and services to the public, thereby increasing public satisfaction with government services. From the analysis above, it can be concluded that social competence has a crucial role in implementing e-government in the General Bureau of the Regional Secretariat of East Java Province. To achieve optimal performance, more attention needs to be paid to developing communication skills between employees, so that it can create a more harmonious and efficient work environment.

4. Intellectual / Strategic Competence

Intellectual competence refers to the ability and willingness related to rational and strategic problem solving. Robbins (2001:137) states that intellectual competence is the ability needed to carry out mental activities. In this context, intellectual competence includes the ability to think, analyze, and solve problems. Each type of work has different demands on intellectual ability, so

appropriate abilities are needed to achieve effective results. This is also relevant in the development of human resource competence in the implementation of E-Government, where the ability and willingness of individuals to hone their reasoning and logic will facilitate the implementation of tasks and the implementation of E-Government, which in turn supports employee performance.

Resources, including human resources, are the potential owned by the General Bureau in carrying out its duties and functions in the Regional Secretariat of East Java Province. Human resources are an important element that must be owned by an agency to achieve organizational targets and improve performance. The General Bureau has a total of 198 human resources, with the following details:

a. Status

The total human resources in the General Bureau of the East Java Provincial Secretariat are 198 people with employee status divided into Civil Servants (PNS) and Non-Permanent Employees with Performance Agreements (PTT - PK).

b. Rank and Class

Civil servants of the General Bureau based on the rank and job group as referred to in the strategic plan of the General Bureau of the Regional Secretariat of East Java Province

Table 5 Civil Servants of General Bureau based on Rank and Class

No.	Rank Group	Amount
1.	Group IV	7
2.	Group III	70
3.	Class II	37
	Amount	114

Source: General Bureau Strategic Plan

c. Level of education

The education level of PNS and PTT-PK employees in the General Bureau is based on education.

Table 6 Education Level of Civil Servants in General Bureau

No.	Education	Amount
1.	Elementary School/Equivalent	7
2.	Junior High School/Equivalent	5
3.	High School/Equivalent	55
4.	D-1	-
5.	D-4	2
6.	D-3	5
7.	S-1	26

No.	Education	Amount
8.	S-2	14
9.	S-3	-
	Amount	114

Source: General Bureau Strategic Plan

Table 7 Education Level of PTT General Bureau

No.	Education	Amount
1.	SD	1
2.	Junior High School/Equivalent	10
3.	High School/Equivalent	44
4.	S1	29
	Amount	84

Source: General Bureau Strategic Plan

In the table above, the Education Level is an important reference for improving the implementation of E-Government in the General Bureau of the Regional Secretariat of East Java Province, namely that on average they have sufficient competence in implementing E-Government. Strengthening Education Financing Resources is an important step in supporting the improvement of the quality of education and ensuring more equitable and inclusive access to education in the implementation of E-Government. Through improving the quality of education, we can equip the community or students with the knowledge, skills, and values needed to contribute positively to national and global development. The ability to think critically, work together, and adapt to change will be a strong foundation for the General Bureau of the Regional Secretariat of East Java Province in facing increasingly complex world challenges in the future. By producing quality human resources, Indonesia can create innovation, increase economic competitiveness, global competitiveness, and build a solid foundation for sustainable development. Improving the quality of education is not only about academics, but also about the formation of responsible character and leadership. With a spirit of collaboration between the government, educational institutions, industry, and the entire community, Indonesia can build a bright future through sustainable investment in the General Bureau of the Regional Secretariat of East Java Province.

One indicator of intellectual/strategic competence is the ability to think critically. Employees who have this ability can evaluate information well, identify problems, and formulate alternative solutions. In the context of E-Government, this ability is very important to overcome various challenges, such as resistance to change and limitations of technological infrastructure. By thinking critically, officials can develop better strategies to implement E-Government systems effectively. In addition, a far-sighted vision is an important

aspect of intellectual/strategic competence. Officials who have this vision can plan the steps needed to achieve long-term goals. In the implementation of E-Government, this vision includes an understanding of how technology can be used to improve public services and meet community expectations. By having a clear vision, employees can be more focused in carrying out their duties and responsibilities.

Education and training also play an important role in developing intellectual/strategic competencies. The General Bureau needs to ensure that employees receive relevant training to enhance their strategic thinking skills. A well-designed training program can help employees understand E-Government concepts and how to apply them in practice. This will increase their confidence and ability to face existing challenges. Furthermore, collaboration between departments is also an important factor in implementing E-Government. Intellectual/strategic competencies encourage employees to work together and share information. With good collaboration, various perspectives can be integrated to formulate more comprehensive solutions. This is especially important in the context of E-Government, where various departments need to work together to provide integrated and efficient services.

The challenges faced in implementing E-Government also require an innovative approach. Employees who have intellectual/strategic competence can think outside conventional boundaries and find creative solutions. Innovation in public services can increase public satisfaction and strengthen trust in the government. Therefore, it is important for the General Bureau to create an environment that supports innovation and creativity among employees. Evaluation and feedback are also important parts of developing intellectual/strategic competence. The General Bureau needs to implement an effective evaluation system to assess employee performance in implementing E-Government. By providing constructive feedback, employees can understand areas that need improvement and develop strategies to achieve better goals. This process will help create a culture of continuous learning within the organization.

In conclusion, the competence of human resources in the implementation of E-Government in the General Bureau of the Regional Secretariat of East Java Province is greatly influenced by intellectual/strategic competence. The ability to think strategically with a far-sighted vision is the key to facing challenges and formulating effective solutions. Therefore, it is important for the General Bureau to continue to develop this competence through education, training, and collaboration between departments. Thus, the implementation of E-Government can run successfully and provide maximum benefits to the community.

Inhibiting Factors of Competence in Human Resources in the Implementation of E-Government

In the sub-discussion of the results of this study, identifying the factors that inhibit the Competence of Human Resources of the Apparatus in the implementation of E-Government, the main thing faced is the low work motivation of employees. This hinders the achievement of organizational effectiveness which requires an active role from the General Bureau of the

Regional Secretariat of East Java Province, namely its human resources to be able to manage other resources in the organization in achieving its goals. The inhibiting factor faced is weak teamwork. The Competence of Human Resources of the Apparatus in the implementation of E-Government is less able to work together and support each other with their respective strengths and weaknesses in working together to achieve their goals, This will hinder the achievement of group work results.

Table 8 Identification of Inhibiting Factors in the Development of Human Resources in the Implementation of E-Government in the General Bureau

Category	Because	Consequence
Competence technical	The unpreparedness of human resources in terms of support for HR development, in this case increasing HR competency, is inadequate. There is no integrated education and training of human resources in the field of information and communication technology.	Limitations in knowledge and work ethic in implementing E-Government
	Not budgeting for employee skills in implementing E-Government	Employees do not take the initiative to support the implementation of E-Government
Managerial competencies	The leadership did not conduct collective collegial socialization to employees regarding the implementation of E-Government.	Employees are not aware of the implementation of E-Government because structural officials and functional officials do not provide direction to their employees/staff
Social competence	In implementing the application of E-Government, employees make no effort to coordinate with each other in a harmonious collegial manner.	HR competency in implementing E-Government is not running optimally
Intellectual competence	Employee indiscipline in efforts to implement E-Government Lack of employee interest in implementing E-Government	Not optimizing existing applications and not maintaining them properly in order to improve good public services.

Source: General Bureau Strategic Plan

In table 8 above, the author identifies the factors that inhibit the Development of Human Resources in the implementation of E-Government at

the General Bureau of the Regional Secretariat of East Java Province based on the results of the analysis by Rothwell (1994) which states that there are 4 (four) indicators in human resource development, namely technical competence, managerial competence, social competence, and intellectual competence. The factors that inhibit the Competence of Human Resources in the implementation of E-Government at the General Bureau of the Regional Secretariat of East Java Province are:

- 1) Unpreparedness of human resources both in terms of support in HR development in this case increasing HR competency is inadequate and there is no integrated HR education and training in the field of information and communication technology. Not budgeting for employee skills in implementing E-Government
- 2) For the implementation of the Development of Human Resources, especially in the Application of E-Government in the General Bureau of the Regional Secretariat of East Java Province, the Leadership did not conduct Collective Collegial socialization to employees regarding the implementation of E-Government.
- 3) Officials In implementing the application of E-Government, employees make no effort to coordinate with each other in a harmonious collegial manner and also HR competence in implementing E-Government does not run optimally.
- 4) The performance of human resources or employees in providing services is less than optimal because communication and coordination skills between employees are still not optimal;
- 5) Employee indiscipline in efforts to implement E-Government and lack of employee interest in implementing E-Government

CONCLUSION AND RECOMMENDATION

Conclusion

Based on the results of the data analysis conducted, the author obtained the following conclusions:

- 1) The Competence of Civil Servants in the Implementation of E-Government in the General Bureau of the Regional Secretariat of East Java Province shows that the success of the implementation of this system is highly dependent on various aspects of competence possessed by the apparatus. Referring to the theory of competence according to Rotwell, there are four main aspects that need to be considered: technical competence, managerial competence, social competence, and intellectual/ strategic competence.
 - a) Technical competence is an important basis in the implementation of E-Government. Apparatus who have adequate technical skills can operate the information and technology systems needed to provide public services efficiently. Without this competence, the digitalization process will be hampered and cannot run properly.
 - b) Managerial competence is also very crucial. Apparatus who have good managerial skills can plan, organize, and supervise the implementation of E-Government effectively. They are able to manage existing resources

and ensure that all elements in the organization function synergistically to achieve the goals that have been set.

- c) Social competence plays a role in building good relationships between the apparatus and the community. The ability to communicate and interact well will increase public trust in the government. In the context of E-Government, this social competence is important to understand the needs and expectations of the community, as well as to provide responsive services.
 - d) Intellectual/strategic competence is key in formulating long-term vision and strategy. Apparatus who are able to think strategically can identify existing opportunities and challenges, and formulate the steps needed to achieve E-Government goals. This ability is very important in facing the dynamics of rapid change in the digital era.
- 2) The inhibiting factors of competence in human resources in the Implementation of E-Government show that there are several main obstacles, namely low employee work motivation is a significant obstacle in achieving organizational effectiveness. In addition, weak teamwork and unpreparedness of human resources in terms of HR development support also contribute to the problem. Other inhibiting factors include the lack of education and training in the field of information and communication technology, as well as employee indiscipline in implementing E-Government. Less than optimal employee performance due to lack of communication and coordination between employees is also a problem that needs to be addressed.

Recommendation

- a) Improving Technical Competence
Conduct regular training on information technology and E-Government systems for all employees. This will ensure that the apparatus has the necessary skills to operate the system efficiently. For example, conducting a workshop on the use of the new public information management system, so that the apparatus can operate the system properly and efficiently.
- b) Improving Managerial Competence
Providing leadership and management development programs for civil servants, so that they can plan, organize, and supervise the implementation of E-Government more effectively. For example, conducting project management training involving simulations of E-Government project management, so that civil servants can learn to plan and supervise the implementation of projects effectively.
- c) Improving Social Competence
Conducting workshops on communication and interaction with the community, to build good relationships and increase public trust in the government. For example, holding training sessions on effective communication techniques and public service, where officials can practice interacting with the community and understanding their needs.
- d) Improving Intellectual/Strategic Competence

Encourage the apparatus to attend seminars and workshops on strategic planning and environmental analysis, so that they can think strategically in formulating a vision and steps to achieve E-Government goals. For example, holding a seminar on technology trends and public policies that can affect E-Government, so that the apparatus can think strategically in formulating a vision and steps to achieve E-Government goals.

ADVANCED RESEARCH

Future research on civil servant competence in E-Government implementation should explore the intersection of digital governance, organizational behavior, and competency development using advanced analytical frameworks. A longitudinal study employing data-driven approaches such as machine learning-based performance analysis or network analysis of interdepartmental collaboration could reveal hidden patterns in skill gaps and efficiency bottlenecks. Additionally, investigating the impact of adaptive learning technologies and AI-driven competency-building programs on civil servants' technical and managerial skills could offer scalable solutions for workforce development. Comparative case studies between regions with varying levels of E-Government maturity could further highlight best practices in fostering digital-era public administration, emphasizing the role of leadership, motivation, and institutional readiness in successful digital transformation.

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