

ABSTRACT

DEVELOPMENT OF ADMINISTRATIVE RESOURCES IN THE IMPLEMENTATION OF E-GOVERNMENT IN THE ADMINISTRATIVE DEVELOPMENT BUREAU OF THE EAST JAVA PROVINCIAL SECRETARIAT

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The spirit of E-Government is the use of Information Technology as a tool and its utilization to make government services more efficient. E-Government provides new opportunities to improve the quality of government. The seriousness of the East Java Provincial Government in the implementation of E-Government is also proven by the issuance of the East Java Governor's Decree No. 188/126/KPTS/013/2022 on the Coordination Team for Electronic Based Government Systems of the East Java Province in 2022, which has the task of providing recommendations for the direction of development of information and communication technology and coordinating the implementation of Electronic Based Government Systems (SPBE) in the East Java Provincial Government. However, from the observations made, it appears that the development of employees in the Administration Development Bureau of the East Java Provincial Secretariat has not fully progressed as expected. The purpose of this study is to identify and analyze the development of Human Resources and the barriers to the implementation of E-Government in the Administration Development Bureau of the East Java Provincial Secretariat. The researcher uses a qualitative research method. The focus of this study is on the development of Human Resources in the Administration Development Bureau of the East Java Provincial Secretariat. The research instrument is through interviews. The informants in this study are the Administration Development Bureau of the East Java Provincial Secretariat, the Head of the Administration Sub-Division, the Functional Officials and Staff at the Administration Development Bureau of the East Java Provincial Secretariat. The results show that the development of Human Resources is still not given enough attention by the Administration Development Bureau of the East Java Provincial Secretariat, as seen from the low interest of employees (staff) in carrying out new things, especially in education and training and the lack of ability to think or reason/logic to optimize applications, resulting in the lack of optimal performance from the employees.

Keywords: Development of Public Officials' Resources, E-Government.

1. INTRODUCTION

The Civil Servants need to be developed, this is an implementation of Law No. 5 of 2014 on Civil Servants, through a good human resources development program, the institution will have a more competitive strength that is more effective and able to compete positively in national and global competition so it is difficult to be imitated by other institutions. Then in Law No. 23 of 2014 on Regional Government greatly helps in the process of development in the human resources sector with the management of matters related to a portion of government affairs will be given to the regional government. This empowerment has the purpose so that important functions of government such as services, empowerment, and development can be maximally implemented and focused more maximally.

With the rapid advancement of technology, resulting in new innovations in the form of E-Government, the government should be able to facilitate the provision of quality services to the public. However, in reality, due to the inability of Civil Servants to support the implementation of E-Government, the innovation will not bring any benefits. Therefore, in addressing issues related to the competence of Civil Servants who are deemed insufficient, a systematic government HR planning is required. Planning is defined as the process of preparing activities systematically that will be carried out to achieve a specific goal.

In the implementation of employee development and development in the application of E-Government in general, it should be based on the existing development and development system. This is regulated in Governor Regulation of East Java Number 55 of 2021 on Guidelines for Work and Implementation of Tasks of the Provincial Government of East Java in 2021 which is where the Provincial Government of East Java establishes standards for the management of the Electronic Government System (EGS) in the environment of the East Java Provincial Government Apparatus to improve the use and utilization of effective, efficient, useful, integrated, safe, and sustainable information and communication technology, where in this case Human Resources in the management of the Electronic Government System (EGS) each Government Apparatus appoints structural officials and technical staff to be responsible for the SPBE business process, SPBE data and information, SPBE service, SPBE security, SPBE application, and SPBE infrastructure. The seriousness of the Provincial Government of East Java in the implementation of E-Government is also proven by the issuance of the Governor's Decree of East Java Number 188/126/KPTS/013/2022 on the Coordination Team of the Electronic Government System of the Provincial Government of East Java in 2022 which has the task of providing recommendations for the development of the EGS, coordination and supervision of the implementation of the EGS, and reporting the results of the EGS implementation to the Governor. The development of Human Resources in the implementation of the EGS is very important because the EGS is a system that is based on information technology, so the competency of its Human Resources in the field of information technology is very determinative in the success of the EGS implementation. Therefore, it is necessary to have a system for the development of Human Resources in the implementation of the EGS in order to improve the competency of Civil Servants in the field of information technology. The development system that can be applied are :

Table 1.1
List of Applications Managed by the Development Administration Bureau of the Provincial Secretariat of East Java

| No. | Application Name | Description |
|-----|---|---|
| 1. | SINFRA (Infrastructure Information System) | The Infrastructure Information System (SINFRA) is an application established with the aim of providing information on the development of National Strategic Project infrastructure and the development of other Priority Program infrastructure in East Java that is updated and integrated. |
| 2. | KPBU Data Room | Based on LKPP Regulation No. 29 of 2018 - Procedures for Procurement of Government Cooperation with Business Entities in the Provision of Infrastructure Data and Information Room (Data Room) is a physical and electronic data room prepared by PJKP and managed by the Procurement Committee of the Implementing Business Entity, to provide access convenience and maintain the security of documents related to Procurement of the Implementing Business Entity. |
| 3. | KPBU Selasar (KPBU Basic Self-Assessment) | A self-assessment/screening tool based on multi-criteria analysis indicators for the Basic KPBU Plan with a scheme provided by the KPBU Node of the Development Administration Bureau of the Provincial Secretariat of East Java, Selasar KPBU East Java is intended to obtain assessment information on the suitability of the KPBU financing scheme in meeting the infrastructure provision needs based on the RPJMD Document, Regional Spatial Planning Plan, and other related documents using the Screening toolkit to identify project plans before entering the KPBU planning stage. |
| 4. | SMEP (Development Monitoring and Evaluation System) | A real-time, online-based application for monitoring and evaluating the progress of development projects in East Java Province |
| 5. | E- Pedum | A web-based application design managed by the Development Administration Bureau with the aim of facilitating proposals for changes and implementation of work |

Source: Development Administration Bureau of the Provincial Secretariat of East Java

In the table, it can be concluded that the Development Administration Bureau of the Provincial Secretariat of East Java has innovation to follow the development of E-

Government. However, with this innovation, the Development Administration Bureau of the Provincial Secretariat of East Java does not have competent HR in its operation. This is proven by the fact that the development of HR in the implementation of E-Gov in the Development Administration Bureau of the Provincial Secretariat of East Java has not been optimal, as conveyed in the Long-Term Plan (Renja) Document of the Development Administration Bureau in 2022 summarized by the author as follows:

1. Coordination with related Regional Apparatus (PD) in the implementation of policy development and administrative control of development has not been optimal due to several things, namely: (a) Coordination mechanisms for policy development have not been optimally implemented, (b) Coordination mechanisms for the implementation of administrative control of development have not been optimally implemented, and (c) The availability of Information and Communication Technology (ICT) facilities to support the implementation of administrative control of development is inadequate;
2. The implementation of monitoring and evaluation of development policies in the fields of Kebinamargaan and National Strategic Project infrastructure has not been optimal. This is because the development of a monitoring and evaluation system for development policies in the fields of Kebinamargaan and National Strategic Project infrastructure based on ICT has not been optimal;
3. The implementation of monitoring and evaluation of development policies in the transportation sector and KPBU is not optimal due to insufficient availability of human resources (HR) and inadequate utilization of information and communication technology (ICT) to support the monitoring and evaluation of development policies in the transportation sector and KPBU;
4. The implementation of training and facilitation of administration in the field of Affordable Housing, Residential Areas and Cipta Karya is not optimal. This is due to the insufficient availability of HR and ICT support for training and facilitating administration in the related field;
5. The implementation of training and facilitation of administration of development policies in the field of construction is not optimal due to the insufficient availability of HR and ICT support for training and facilitating administration in the related field.

2. THEORETICAL BASIS

2.1 Development of The Civil Service

According to Rotwell, he has an opinion related to competence, which is an area of knowledge or skill that is critical for production to outputs. According to Rotwell, competence can be divided into four categories:

1. **Technical competence**, which is competence in the field that is the main task of the organization.
2. **Managerial competence**, which is competence related to various managerial skills needed in managing organizational tasks.
3. **Social competence**, which is the ability to communicate needed by the organization in carrying out its main tasks.
4. **Intellectual/strategic competence**, which is the ability to think strategically with a long-term vision.

Competence can be in the form of behavior (personal), which is often known as personal competence, basic work competence or work competence, initial competence and implementation competence.

2.2 E-Government

According to The World Bank Group (Falih Suaedi, Bintoro Wardianto 2010:54), E-Government is an effort to utilize information and communication technology to improve the efficiency and effectiveness, transparency and accountability of the government in providing better public services. Then according to Depkemenfo (Samodra Wibawa 2009:114), E-Government is defined as public services that are carried out through a government website where the domain used also indicates the Indonesian government domain (go.id). According to Clay G. Weslatt (August 15, 2007) on the website, E-Government is the use of information and communication technology to promote more efficient government and effective cost emphasis, then facilities for the general public and make the government more accountable to the public.

E-Government refers to the use of government information bodies of technology (such as Wide Area Network, Internet, and cellular computing) which has the ability to change relationships with citizens, businesses, and other government weapons. (World Bank in Indrajit Book, 2004: 2). With the use of information technology media, the government is trying to maximize public services based on technology that has been applied to private bodies that have implemented it earlier to facilitate their business, then the government adopts the system to simplify the work system in the government, with these facilities will have a positive impact on the community that can directly feel good. Because with these facilities will provide satisfaction for the community to be able to apply E-Government. The implementation of E-Government will provide convenience in carrying out daily mobility quickly without carrying out manual systems and making it difficult.

3. RESEARCH METHODOLOGY

In this research, the author uses a qualitative research method approach in which the approach used is by trying to understand phenomena in the natural setting and context that occurs. The goal of using the qualitative method is for the author to try to delve into and understand the different meanings of truth by different people. In qualitative research, one of the frequently used approaches is the case study approach.

Data collection is needed in a research because the data is processed and used as analysis material. Data collection affects the success of a research, if the data cannot be collected then the research can fail. Therefore, the availability of the needed data must be considered when determining the focus and location of the research. To be able to collect data according to needs, techniques for data collection must be used.

According to Silalahi (2012:339), in qualitative research data, "the techniques for analyzing data are data reduction, data presentation, and drawing conclusions."

A. Data Reduction

Data reduction is the process of selecting, focusing on simplification, abstraction, and filtering rough data that emerges from written records in the field. Data reduction is a form of analysis that sharpens, categorizes, directs, removes unnecessary data, and organizes data in such a way that final conclusions can be drawn and verified. The stages in reducing data are summarizing, coding, tracing themes, making clusters, and writing memos.

B. Data Presentation

Data that has been reduced or filtered between what is needed and not needed will then be presented so that it will produce structured information that allows for the possibility of drawing conclusions and taking action, looking at the presented data, we can see and understand what is happening and what needs to be done in the research.

C. Drawing Conclusions

After the data is presented perfectly, the next action that can be taken is to draw conclusions from each of the obtained data..

4. RESEARCH RESULT

4.1 Theory of Human Resource Development

The development of the Civil Service in the Implementation of E-Government at the Secretariat of the Provincial Development Administration Bureau of East Java needs to be carried out to realize good governance. In this discussion, the researcher uses the theory of Human Resource Development from (Rothwell, 1994) which has an opinion on the development of HR related to competence through 4 (four) indicators namely technical competence, managerial competence, social competence, and intellectual competence. The researcher then incorporates the four indicators into the current implementation of E-Government. Next, the researcher will identify the causes or factors that hinder the Development of the Civil Service in the Implementation of E-Government at the Secretariat of the Provincial Development Administration Bureau of East Java.

According to Rotwell, he has an opinion related to competence, which is an area of knowledge or skill that is critical for production to outputs. According to Rotwell, competence can be divided into four categories:

1. **Technical competence**, which is competence in the field that is the main task of the organization.
2. **Managerial competence**, which is competence related to various managerial skills needed in managing organizational tasks.
3. **Social competence**, which is the ability to communicate needed by the organization in carrying out its main tasks.
4. **Intellectual/strategic competence**, which is the ability to think strategically with a long-term vision.

1. Technical Competency

Technical competency is the work ability of each Civil Servant which includes the aspects of knowledge, skills, and work attitude that are absolutely necessary in carrying out their job duties. Similarly, in the implementation of E-Government, the development of Human Resources in the Implementation of E-Government is necessary. However, the Bureau of Development Administration of the East Java Provincial Secretariat only allocates Education and Training as an illustration of the number of employees who have knowledge and skills in the field of Technology, which is the basis of E-Government itself, as shown in Table 4.1 below:

Table 4.1

| No. | Year | Number of employees with certificates in the field of Technology |
|-----|------|--|
| 1. | 2019 | 2 people |
| 2. | 2020 | 2 people |
| 3. | 2021 | 4 people |
| 4. | 2022 | 4 people |

Source : E-Master BKD Prov. East Java

In addition to the above table, the development of human resources that focuses on education and training for the implementation of E-Government in the Bureau of Development Administration of the East Java Provincial Secretariat is still insufficient. This can be seen in the Work Plan (Renja) of the Bureau of Development Administration of the East Java Provincial Secretariat for 2022, as shown in the following table.

Table 4.2
Work Plan (Renja) of the Bureau of Development Administration of the East Java Provincial Secretariat for 2022

| Program | Activity | Output | Allocation of Funds | Target |
|---|--|--|---------------------|--------|
| Synchronization Program for Strategic Infrastructure Project Cooperation between the Government and Business Entity (KPBU), Merit and Communication | Implementation of Strategic Infrastructure Development Project Administration and Government Cooperation with Business Entities (KPBU) | Number of policy modules for strategic project development and cooperation with business entities (KPBU) | IDR 971,231,096 | 100% |
| | Administration of Infrastructure Development in the Field of Environmental Sustainability | Number of policy modules for environmental sustainability infrastructure | IDR 1,092,354,545 | 100% |
| | Administration of Transportation Infrastructure Development | Number of policy modules for transportation infrastructure | IDR 2,090,598,359 | 100% |

Source: Work Plan (Renja) of the Bureau of Development Administration of the East Java Provincial Secretariat for 2022

Based on the data obtained from the table of the Work Plan (Renja) of the Administrative Development Bureau of the East Java Provincial Secretariat in the above, it is obtained that in 2022, the Administrative Development Bureau of the East Java Provincial Secretariat did not budget for the sector of improving Human Resources, or the sector of Human Resource Development. The Administrative Development Bureau of the East Java Provincial Secretariat focuses more on budgeting in the field of activities for

the Administration of Strategic Infrastructure Development Projects and Government Cooperation with Business Entities (KPBU), the Administration of Infrastructure Development in the Kebinamargaan field, and the Administration of Infrastructure Development in Transportation.

As for Education and Training at the Administrative Development Bureau of the East Java Provincial Secretariat that has been carried out is recorded in the Evaluation of Budget and Funding Realization at the East Java Provincial Secretariat in recent years with the following table.

Table 4.3
Table of the Strategic Plan Budget for the East Java Provincial Secretariat for the past several years

| No. | Description | Budget | | |
|-----|--|----------------------|----------------------|--------------------|
| | | 2019 | 2020 | 2021 |
| | Bureau of Development Administration of the East Java Provincial Secretariat | | | |
| 1. | Infrastructure Improvement Program | | | |
| | Provision of equipment and infrastructure facilities | IDR 1,159,646,975 | IDR 1,115,725,325 | IDR 766,387,535 |
| 2. | Discipline Improvement Implementation Program | | | |
| | Welfare of Officials and Performance Evaluation | IDR 331,468,000 | IDR 343,360,000 | IDR 309,321,000 |
| 3. | Civil Servant Development Program (ASN) | | | |
| | Education and Training of Employees Based on Duty and Function | IDR 313,808,800 | IDR 303,345,250 | IDR 289,315,475 |

Source: Strategic Planning Budget Table for the East Java Provincial Secretariat for the Year 2022

Table 4.4
Table of Actualization of the Strategic Planning Budget for the East Java Provincial Secretariat for the past few years

| No. | Description | Realization | | |
|-----|---|----------------------|----------------------|--------------------|
| | | 2019 | 2020 | 2021 |
| | Bureau of Administration Development of the Secretariat of the East Java Province | | | |
| 1. | Infrastructure Improvement Program | | | |
| | Provision of equipment and infrastructure facilities | IDR 1,155,366,875 | IDR 1,113,325,725 | IDR 756,587,585 |
| 2. | Discipline Improvement Implementation Program | | | |
| | Welfare of Officials and Performance Evaluation | IDR 329,348,000 | IDR 336,960,000 | IDR 300,893,000 |

| No. | Description | Realization | | |
|-----|--|--------------------|--------------------|--------------------|
| | | 2019 | 2020 | 2021 |
| 3. | Civil Servant Development Program (ASN) | | | |
| | Education and Training of Employees Based on Duty and Function | IDR 306,284,940 | IDR 294,375,380 | IDR 251,649,395 |

Source: Table of Realization of Strategic Budget Plan for the East Java Provincial Secretariat for the year 2022

The comparison from the previous years is presented in the following table:

Table 4.5

Table of Comparison of Realization of Strategic Budget Plan for the East Java Provincial Secretariat for the previous years

| Description | Budget | | |
|---|-------------|-------------|-------------|
| | 2019 | 2020 | 2021 |
| Civil Service Development Program (ASN) | | | |
| Education and Training of Employees Based on Duties and Functions | 313,808,800 | 303,345,250 | 289,315,475 |
| | Realization | | |
| | 2019 | 2020 | 2021 |
| Civil Service Development Program (ASN) | | | |
| Education and Training of Employees Based on Duties and Functions | 306,284,940 | 294,375,380 | 271,649,395 |

Source: Table of Realization of Strategic Budget Plan for the East Java Provincial Secretariat for the year 2022

2. Managerial Competence

government context, a leader who has competence and applies it well will produce superior performance compared to one who does not have competence. A leader who is able to show their best performance will have an impact on the organization's performance (Mwesigma & Naslima, 2014). This shows that competence also applies to leaders in order to effectively manage their subordinates.

From this statement, it can be concluded that the development of competence not only applies to subordinates but also applies to structural and functional officials in order to understand the technicalities of the implementation and importance of E-Government, and to be able to manage subordinates according to their classification and competence in their respective fields. The following is data on structural and functional officials who participated in Education and Training:

Table 4.6
Number of Participants of Structural and Functional Officials in Training and E-Government Courses

| No. | Year | Number of Participants | | Total |
|-----|------|------------------------|---------------------|-------|
| | | Official Structural | Official functional | |
| 1 | 2018 | 3 | - | 3 |
| 2 | 2019 | 3 | - | 3 |
| 3 | 2020 | 4 | - | 4 |
| 4 | 2021 | 1 | 4 | 5 |

Source : Bureau of Administration and Development of the East Java Provincial Government

Table 4.7
Participant list of Structural and Functional Officials in order to participate in e-Government Training and Education

| Year | Name |
|------|---|
| 2018 | Kristinah , S.Si. , MM Haryo Bimo Bramantyo , SH., M.Kn Mochammad Radan Vickar , S.STP, MAP |
| 2019 | Kristinah , S.Si. , MM Haryo Bimo Bramantyo , SH., M.Kn Mochammad Radan Vickar , S.STP, MAP |
| 2020 | Kristinah , S.Si., MM Haryo Bimo Bramantyo, SH., M.Kn Muhammad Radan Vickar , S.STP, MAP Ahmad Oktabri Widyananda , S.IP , M.SE |
| 2021 | Ir. Sigit Panoentoen , M.Sc Kristinah , S.Si., MM Haryo Bimo Bramantyo, SH., M.Kn Muhammad Radan Vickar , S.STP, MAP Ahmad Oktabri Widyananda , S.IP , M.SE |

Source : Bureau of Administration and Development of the East Java Provincial Government

implementation of e-government, which is deemed insufficient to effectively and efficiently manage subordinates in the use of technology. Human resource management is extremely important for structural and functional officials in managing human resources and employee resources in order to achieve maximum results and have high loyalty. In addition, subordinates will have professionalism in their work and can be relied upon to achieve organizational goals.

3. Social Competency

Competence in social interactions is the ability to communicate and interact, which also occurs in the government sphere where the ability to communicate between employees is necessary in order to create a harmonious work environment. In addition to supporting the performance of an organization, it can also be an alternative solution for an organization to solve problems. Therefore, in addition to

the development of technical and managerial competencies as discussed above, the development of social competencies is also needed to support the performance of both individuals and organizations in the government sphere.

This statement can also be proven by the budget planning activities in the Sub-Division of Administrative Affairs for the implementation of self-development or outbound activities as stated in Table 4.8 below:

Table 4.8

DPA Bureau of Administration and Development of the East Java Provincial Government

| Sub-Activity | Indicator | Target | Amount |
|---|--|------------|-----------------|
| Education and Training of Employees based on Duties and Functions | Number of reports on education and training of employees based on duties and functions | 1 Document | IDR 289,315,475 |

Source : Bureau of Administration and Development of the East Java Provincial Government

Based on the table evidence above, it can be concluded that the Administrative Development Bureau of the East Java Provincial Secretariat is very enthusiastic in the implementation of self-development, as evidenced by the fact that every year the administration sub-section budget for the implementation of such activities.

However, based on the author's observation, the Administrative Development Bureau of the East Java Provincial Secretariat is still not optimal in terms of communication and coordination skills among employees. This can be seen from the less than optimal teamwork and lack of coordination that leads to less than optimal performance.

4. Intellectual / Strategic Competence

Intellectual competence is the ability and willingness to deal with rational and strategic problems. Robbins (2001: 137) stated that intellectual competence is the ability required to carry out mental activities. This also applies to the development of Civil Servants in the implementation of E-Government, with the ability and willingness of each individual to sharpen their reasoning and logic in carrying out tasks and the implementation of E-Government which will certainly facilitate the performance of each employee.

Obstacles

The writer identifies the factors that hinder the Development of Civil Service Resources in the implementation of E-Government in the Bureau of Administration and Development of the East Java Provincial Secretariat based on the analysis of Rothwell (1994) which states that there are 4 (four) indicators in the development of human resources, namely technical competence, managerial competence, social competence, and intellectual competence. The factors that hinder the Development of Civil Service Resources in the implementation of E-Government in the Bureau of Administration and Development of the East Java Provincial Secretariat are:

- a. The interest of employees or staff is still low in carrying out new things, especially in training and training, and the lack of motivation of employees, so that

employees or staff who have skills in the implementation of E-Government are still minimal;

- b. For the implementation of the Development of Civil Service Resources, specifically in the Implementation of E-Government in the Bureau of Administration of the East Java Provincial Secretariat, it is not included in the Work Plan (Renja) for 2022 and the occurrence of budget refocusing due to Covid-19, so that the Implementation of E-Government Training conducted by the Ministry of Communication and Informatics (Kemenkominfo) is not carried out;
- c. Structural officials and functional officials are unable to manage subordinates optimally because of the minimization of capacity building for structural officials and functional officials in the implementation of E-Government;
- d. The performance of Civil Service Resources or employees in providing services is less optimal due to the lack of communication and coordination skills between employees;

Applications that already exist are less useful because they are not used optimally due to the still many employees who do not have the competence for the implementation of E-Government and the lack of ability to think or reason/logic in order to optimize the application.

5. CONCLUSION

Based on the results of data analysis carried out, the author concludes as follows:

- a. The development of Human Resources in the implementation of e-government at the Bureau of Development Administration of the East Java Provincial Secretariat has not been maximized. Human resource development still needs to be improved because according to data, analysis results, and interviews, the Bureau of Development Administration of the East Java Provincial Secretariat has not yet applied good planning such as the absence of a recruitment system for candidates in the field of technology or a budget planning system that is not focused on the human resources development sector. Similarly, in the education and training sector and employee management, which are still not effective due to the lack of employee motivation in doing new things such as in the field of technology and information, the e-government management system at the Bureau of Development Administration of the East Java Provincial Secretariat has not yet achieved an effective and efficient status.
- b. The factors that hinder the development of human resources in the implementation of e-government at the Bureau of Development Administration of the East Java Provincial Secretariat are the low interest and motivation of employees in carrying out new things, especially in training and technical guidance, and the lack of employee motivation, so that employees or staff who have skills in the implementation of e-government. In addition, the implementation of human resources development specifically in the implementation of e-government at the Bureau of Development Administration of the East Java Provincial Secretariat is not included in the 2022 Work Plan (Renja) and the refocusing of the budget due to Covid-19, resulting in the non-implementation of e-government technical guidance conducted by the Ministry of Communication and Information Technology (Kemenkominfo) which resulted in structural officials and functional officials being unable to optimally manage

subordinates due to the lack of capacity building for structural officials and functional officials in the implementation of e-government, so the performance of human resources or employees in providing services is less than optimal and the existing application becomes less useful because it is not used optimally.

SUGGESTION

In order for the development of Human Resource in the implementation of E-Government in the Bureau of Development Administration of the Provincial Secretariat of East Java to run optimally, the author tries to recommend some suggestions, namely:

- a. Improving planning activities, education and training, and employee management at the Bureau of Development Administration of the Provincial Secretariat of East Java, especially in the field of education and training, the frequency and number of employees in attending training, seminars and courses on E-Government needs to be increased, so it is expected to increase knowledge and skills of each individual employee at the Bureau of Development Administration of the Provincial Secretariat of East Java. The Bureau of Development Administration of the Provincial Secretariat of East Java should also pay attention to the reward with fair incentives for employees who work beyond office hours, so it is expected to be able to increase the motivation of employees in working which will subsequently increase the results of employee performance
- b. The development of employee competence is needed to improve knowledge and skills, and work attitudes especially in the implementation of E-Government at the Bureau of Development Administration of the Provincial Secretariat of East Java, it is necessary to conduct competence development for both structural officials and functional officials to understand the technicalities of the implementation and importance of E-Government, in addition to motivating subordinates to professional attitudes in working and managing subordinates according to classification and competence so that the employee can follow training and abilities to optimize existing applications and achieve organizational goals.

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