

Employee Performance in the Utilization of E-Office at the Directorate General of Regional Autonomy, Ministry of Home Affairs

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This study aims to analyze employee performance in the implementation of the E-Office system at the Directorate General of Regional Autonomy (Ditjen Otda), Ministry of Home Affairs. Along with the rapid development of information technology, the implementation of E-Office in government institutions is expected to improve employee performance by providing more efficient, effective, and transparent administrative services. However, the adoption of this technology also requires employees to adapt and change their work behavior in carrying out their duties. This research employed a descriptive method with a quantitative approach. Data were collected through a survey involving employees of the Directorate General of Regional Autonomy using a questionnaire designed to measure performance aspects affected by the use of E-Office, including productivity, service quality, and employee satisfaction with the implemented system. Data analysis was conducted using descriptive statistical techniques to describe the extent to which the implementation of E-Office influences employee performance. The results indicate that the implementation of E-Office has indirectly transformed the work structure and organizational culture of employees at the Directorate General of Regional Autonomy, thereby making a significant contribution to employee performance, particularly in accelerating administrative processes. However, its utilization is still considered suboptimal, and improvements are needed in terms of employee mindset transformation and system enhancement, such as reducing paper usage, improving accessibility to information, and increasing socialization efforts. In addition, several challenges remain, including limited technological infrastructure and insufficient socialization and training for some employees, which affect the optimization of E-Office system utilization. This study concludes that although the utilization of E-Office at the Directorate General of Regional Autonomy has contributed to improving employee performance, further efforts are still required in the areas of training, infrastructure development, and increased socialization to ensure the optimal use of the system.

Keywords: Employee Performance, E-Office Utilization, Directorate General of Regional Autonomy, Ministry of Home Affairs.

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1. Introduction

The rapid development of information and communication technology has encouraged both government and private organizations, as well as companies, to maximize the use of automation technology by utilizing existing and emerging technologies. These technologies are used for communication, information dissemination, and office administration purposes, such as filing, documentation, and correspondence processes that are commonly carried out in office environments. Conventional services are often associated with being slow, complicated, difficult to access, and less reliable. Therefore, the government is required to create innovations to address problems in administrative processes within public bureaucracy, one of which is through the implementation of the E-Office application. This application is expected to facilitate administrative and correspondence processes within government bureaucracy, thereby improving the effectiveness and efficiency of document management and administrative archiving.

E-Office is a web-based office administration application designed to facilitate document disposition by leaders and manage correspondence efficiently, making administrative processes, document retrieval, and archiving easier. The implementation of the Electronic-Based Government System (SPBE) has also been adopted by various government institutions at both central and regional levels, including the Directorate General of Regional Autonomy (Ditjen Otda) of the Ministry of Home Affairs.

The implementation of E-Office within the Ministry of Home Affairs has become a necessity in the modern era to address global challenges and various bureaucratic issues in the digitalization era (e-government). Consequently, the Ministry is required to implement digital governance through the adoption of E-Office across all organizational components and work units in an integrated manner. It is expected that the implementation of this electronic-based application for correspondence and administrative processes will positively impact employee performance in delivering public services.

One of the undeniable advantages of E-Office is its ability to assist government and private employees in sending documents online quickly and accurately, completing tasks efficiently, and integrating workflows across organizational units. It also reduces document delivery time and enables digital archiving of files and records.

At the end of 2020, all central and regional government institutions received the results of the Electronic-Based Government System (SPBE) evaluation. These results were stipulated in the Decree of the Minister of Administrative and Bureaucratic Reform (PANRB) No. 1503 of 2021 concerning the Results of SPBE Evaluation for Ministries, Government Agencies, and Regional Governments in 2020. The evaluation covered 92 ministries/agencies and 425 provincial, regency, and municipal governments, providing the government with valuable insights for improving the implementation of E-Office systems in the future.

The utilization of E-Office within the Ministry of Home Affairs was officially launched in 2016 when the Secretary-General of the Ministry, Mrs. Diah Anggraeni, provided technical guidance regarding electronic office systems to all relevant stakeholders. The initiative aimed to socialize and promote the implementation of E-Office throughout the Ministry. She emphasized that in the era of bureaucratic reform, E-Office applications are essential for supporting effective, efficient, orderly, and transparent government administration as a manifestation of good governance principles.

However, the implementation of E-Office at the Directorate General of Regional Autonomy has encountered various obstacles and challenges, particularly in correspondence management within administrative offices. One significant challenge is the lack of readiness to transition from traditional work culture to a modern digital environment. Although E-Office has been implemented, many correspondence management processes are still conducted manually using physical documents, especially outgoing letters and leadership dispositions, resulting in continued reliance on paper-based procedures.

Furthermore, employee capability in operating the E-Office system remains relatively limited. Many employees, particularly those responsible for administrative and correspondence management functions, are not yet fully prepared or proficient in utilizing the application. Consequently, human resource management has emerged as one of the primary challenges in the implementation of E-Office within the Directorate General of Regional Autonomy.

Internet connectivity is another critical factor affecting the successful operation of E-Office. Inadequate network infrastructure often causes system errors, application failures, and slow response times. These limitations frequently hinder employees in carrying out their duties, particularly in correspondence administration, resulting in delays in online document delivery and leadership dispositions. In some cases,

the application becomes inaccessible or experiences prolonged loading times due to poor internet connectivity.

Additionally, infrastructure limitations, including insufficient computer software capacity within several work units, often lead to system errors and login failures. These issues contribute to the less-than-optimal implementation of E-Office within the Directorate General of Regional Autonomy. Evidence of these challenges can be seen in repeated communication delays between executive administrative offices and directorate administrative units when distributing official correspondence and leadership dispositions. In some instances, invitation letters are received through the E-Office system only after the scheduled event has already taken place.

Such conditions represent a setback in the digitalization process. Ideally, digital systems should accelerate workflows and improve work effectiveness. However, in practice, numerous issues persist due to human resource limitations, technical constraints, inadequate infrastructure, and insufficient training. As a result, E-Office, which is intended to streamline administrative correspondence processes, continues to experience various operational challenges.

Therefore, effective human resource management, infrastructure improvement, and supportive organizational policies are required to enhance employee competencies through training programs focused on E-Office utilization. These measures are expected to improve organizational structures and employee performance. Clear governance arrangements are also necessary regarding the management, operation, and responsibility of the E-Office system. Furthermore, leadership support, trust in the system, and strong attention to accessibility and security aspects are essential for ensuring smooth operational processes and maximizing the effectiveness of E-Office utilization.

All of these factors can be categorized as technical and managerial challenges in the implementation of E-Office within the Directorate General of Regional Autonomy. Consequently, leadership involvement is crucial in formulating policies and regulations that support the implementation of E-Office. Such policies would enable administrative operators and operational service personnel to maximize their potential and develop innovative approaches to improving E-Office utilization. Ultimately, this is expected to enhance employee productivity and performance, particularly in administrative correspondence management and document archiving, thereby facilitating the distribution of leadership dispositions within the Directorate General of Regional Autonomy, Ministry of Home Affairs.

Based on the research background and problem formulation presented above, the objectives of this study are:

1. To analyze employee performance in utilizing E-Office at the Directorate General of Regional Autonomy.
2. To analyze the factors that hinder the utilization of E-Office at the Directorate General of Regional Autonomy.
3. To analyze efforts undertaken to improve employee performance in the utilization of E-Office at the Directorate General of Regional Autonomy.

2. Research Method

The research method employed in this study is a qualitative research method with a descriptive approach. This method was selected based on the research objective, which is to obtain a comprehensive description of employee performance effectiveness in utilizing the E-Office application for administrative and correspondence processes at the Directorate General of Regional Autonomy, Ministry of Home Affairs.

The type of data used in this study is qualitative data, consisting of statements, narratives, and information obtained from subjects or respondents rather than numerical data. The data were collected through various data collection techniques and subsequently analyzed using qualitative data analysis methods to generate findings that answer the research questions. Qualitative research is characterized by findings that are not derived from statistical procedures but rather from data collection, analysis, and interpretation processes.

In selecting informants, the researcher established specific criteria to ensure the accuracy and relevance of the information provided. Informants were required to possess a thorough understanding of the issues being investigated and to have direct involvement in the implementation of E-Office within the Directorate General of Regional Autonomy. Therefore, the selected informants consisted of employees who were directly involved in the operation and utilization of the E-Office system at the Directorate General of Regional Autonomy, Ministry of Home Affairs.

The data collection techniques used in this study included observation, interviews, documentation, and a combination of these methods. The data analysis process was conducted through several stages, as follows:

1. Data Classification According to Research Needs

Data were classified into primary and secondary data. Primary data were obtained through interviews conducted with key informants and respondents. Secondary data were derived from legal documents, regulations, institutional reports, and other supporting documents relevant to the study.

2. In-Depth Interviews

In-depth interviews were conducted to obtain comprehensive information regarding the implementation of E-Office. The researcher also directly observed the research location to gain a deeper understanding of actual conditions and practices in the field.

3. Data Verification Through Additional Data Collection

Data verification was carried out by collecting additional information from various sources until data saturation was achieved. This process ensured the validity and reliability of the findings and enabled the researcher to achieve the intended research objectives.

3. Discussion

Employee Performance in the Utilization of E-Office at the Directorate General of Regional Autonomy

Based on the findings of this study regarding employee performance in utilizing the E-Office system at the Directorate General of Regional Autonomy (Ditjen Otda), the analysis can be explained through the three main components of the AMO Framework proposed by Appelbaum et al. (2000), namely Ability, Motivation, and Opportunity. These three dimensions are interconnected and play a crucial role in determining the effectiveness of E-Office utilization by employees.

Ability refers to employees' skills, knowledge, and competencies in operating the E-Office system. Motivation reflects employees' willingness, commitment, and enthusiasm to utilize technology effectively in carrying out their duties. Meanwhile, Opportunity refers to the organizational support, facilities, resources, and opportunities provided to employees to enable them to utilize E-Office in their daily work activities. Therefore, the higher the levels of ability, motivation, and opportunity possessed by employees, the more optimal their performance will be in utilizing E-Office within the Directorate General of Regional Autonomy.

The AMO Framework was subsequently linked to the empirical conditions identified in the field through interviews, observations, and documentation conducted by the researcher. Through this analysis, the researcher examined employees' capabilities in utilizing E-Office, their motivation to support the digitalization of administrative processes within Ditjen Otda, and the organizational support provided to

facilitate the use of the E-Office system. In addition, the study explored the opportunities available to employees in obtaining supporting facilities and resources that could enhance their work performance.

Accordingly, the AMO Framework serves as a relevant theoretical foundation for explaining the relationship between ability, motivation, and opportunity in influencing employee performance in the utilization of E-Office at Ditjen Otda. This framework enables the researcher to interpret the findings and empirical evidence obtained during the research process comprehensively. The following sections present the results of the study and analysis based on the dimensions of the AMO Framework.

Ability in Utilizing the E-Office Application

The improvement of employees' abilities, skills, and training is essential in supporting the successful implementation of E-Office. Without continuous enhancement of technological competencies, employee performance may be hindered or experience stagnation. In today's modern era, employees are required to adapt to an increasingly digital work environment and keep pace with technological developments to perform their duties effectively. If employees are unable to develop their technological capabilities, their performance and productivity may be adversely affected. Therefore, training programs and socialization activities are necessary to improve employees' skills and competencies in utilizing digital technologies, particularly the E-Office application. In the utilization of E-Office at the Directorate General of Regional Autonomy (Ditjen Otda), several sub-dimensions serve as indicators of the success or failure of E-Office implementation when analyzed through the Ability dimension of the AMO Framework. These sub-dimensions are discussed as follows:

a. Employee Competence in Administrative Processes

One of the primary objectives of bureaucratic reform is to create a more efficient bureaucracy in carrying out administrative tasks. Through the utilization of digital technologies such as the E-Office application, many manual processes that previously required considerable time and effort, including form completion, document archiving, and document distribution, can now be automated and completed more efficiently.

The implications of this transformation include faster administrative processes, reduced paper usage, shorter waiting times for document submissions and approvals, and increased employee productivity. Furthermore, organizations can achieve significant resource savings by reducing their reliance on physical documents and manual administrative procedures.

At Ditjen Otda, the digitalization of correspondence administration continues to develop. Correspondence processes are gradually being conducted online through the E-Office application because it is considered more efficient and effective. This finding is supported by the researcher's observations and interviews, which revealed that approximately 85% of incoming and outgoing correspondence at Ditjen Otda is currently processed through the E-Office system. Although some documents are still managed manually, employees generally acknowledge that the application has greatly assisted them in carrying out administrative tasks compared to the period before its implementation.

b. Employee Competence in Understanding the E-Office Application

The research findings indicate that approximately 60% of employees at Ditjen Otda understand the basic functions of the E-Office application. However, only about 20% of the total employees possess a comprehensive understanding of the application's full features and functionalities. The remaining employees have limited knowledge of the system, while some have never used the application and are therefore unfamiliar with its functions.

This condition significantly affects employee productivity because nearly 90% of correspondence-related administrative processes at Ditjen Otda are required to be conducted online through the E-Office

application. Employees are expected to understand and effectively utilize the system to ensure the smooth execution of administrative tasks.

Insufficient understanding of the application may have serious consequences for administrative performance, including delays in the distribution of leadership dispositions, communication breakdowns, slow document circulation, and other administrative inefficiencies. These issues are largely caused by the limited skills and competencies of employees in operating the E-Office system.

This challenge is currently faced by Ditjen Otda and highlights the importance of ensuring that all employees possess adequate competencies in utilizing the E-Office application. This requirement is particularly important for employees working in the Administrative Affairs Unit (Tata Usaha), which is responsible for correspondence management. This unit frequently processes various documents through the E-Office system, including incoming correspondence, invitation letters, outgoing letters, official travel memorandums, assignment letters, and internal invitations.

c. Adaptability to a New Work Culture

The implementation of E-Office has the potential to bring significant changes to bureaucratic work culture. The adoption of technology within an organization encourages employees to adapt to new ways of working that are more digital, modern, and efficient. This transition promotes a shift in employee mindset from traditional manual work methods to more results-oriented and technology-based approaches.

The implications include the transformation of organizational culture into one that is more receptive to technology and digitalization, improved collaboration among work units through integrated digital systems, and enhanced professionalism in completing administrative tasks due to more efficient and organized work processes. However, successful adaptation requires continuous assistance, supervision, and training to help employees adjust to the new system, particularly those who may encounter difficulties transitioning from manual procedures to digital platforms.

Employees at Ditjen Otda have been encouraged to learn and utilize the E-Office application because it significantly affects their performance and effectiveness in carrying out their duties. Employees are expected to adapt to the increasingly digital work environment and develop the ability to process documents and administrative tasks electronically. Such competencies are essential for improving future work performance.

The findings reveal that almost all employees can easily access the application using their Employee Identification Number (NIP) and individual account passwords. However, employee reluctance, resistance to change, and lack of initiative have contributed to the underutilization of the system.

These findings indicate the need for a change in employee mindset, supported by continuous socialization programs and periodic training activities. Such initiatives are necessary to improve employee understanding and competence in using the E-Office application, thereby ensuring that the system can be utilized optimally within the Directorate General of Regional Autonomy.

Leadership Support (Motivation)

Based on the research findings, the majority of employees at the Directorate General of Regional Autonomy (Ditjen Otda) stated that organizational leaders support the use of the E-Office application in carrying out administrative duties and functions. This support is reflected through directives encouraging employees to utilize the E-Office system for correspondence management and electronic document disposition as part of the organization's effort to implement digital governance. However, leadership support has not been

accompanied by sufficient emphasis on encouraging employees to fully adapt to and consistently utilize the E-Office system.

The directives and appeals issued by the leadership of Ditjen Otda are based on Presidential Regulation Number 95 of 2018 concerning the Electronic-Based Government System (SPBE), which emphasizes the need for all government institutions, both at the central and regional levels, to undergo digital transformation. Nevertheless, the regulation does not specifically regulate the operational implementation of E-Office systems in administrative processes at lower organizational units. As a result, this situation creates inconsistencies in the application of E-Office for correspondence management.

In practice, employees occasionally receive instructions from supervisors to distribute documents manually using physical copies, while in other situations they are instructed to process and distribute documents electronically through the E-Office application. This inconsistency creates ambiguity in administrative procedures and reduces the effectiveness of digitalization efforts.

Consequently, employees are required to adapt to varying managerial expectations and work within a flexible, multitasking environment. Therefore, leadership support is essential not only in providing policy direction but also in motivating employees to embrace digital transformation. Leaders are expected to encourage employees by recognizing and rewarding good performance, thereby increasing employee motivation to deliver optimal results, particularly in managing the large volume of administrative processes handled through the E-Office system.

Such motivation is important for accelerating administrative workflows and improving efficiency in correspondence management within Ditjen Otda. The findings indicate that although leadership support for E-Office utilization is generally acknowledged by employees, both intrinsic and extrinsic forms of support from leaders need to be strengthened through concrete actions rather than relying solely on verbal encouragement.

Therefore, organizational commitment should be reinforced through more comprehensive and practical measures, including consistent policy implementation, performance recognition, continuous supervision, and active leadership involvement in promoting the use of E-Office. Such efforts are necessary to ensure that the digitalization system can be utilized optimally and contribute effectively to improving employee performance and organizational efficiency.

Opportunity in Improving Competence and Infrastructure Support

In practice, several technical challenges were identified that have hindered the optimal utilization of the E-Office system. Limitations in infrastructure and supporting facilities, coupled with inadequate development of information technology within the Directorate General of Regional Autonomy (Ditjen Otda), have become significant barriers in several work units. Unstable and slow internet connectivity at certain times disrupts system access, document uploads, and the electronic distribution of dispositions. In addition, some employees still use outdated hardware with low specifications and obsolete operating systems, which are unable to support the E-Office application effectively. These conditions result in slower work processes, reduced time efficiency, and lower employee comfort in utilizing the system. This study examines employee performance in utilizing E-Office at Ditjen Otda, with a particular focus on infrastructure-related factors.

a. Infrastructure and Supporting Facilities

Based on observations and interviews conducted by the researcher, it was found that the implementation of E-Office still faces several obstacles that hinder the optimization of the system. These obstacles are primarily related to inadequate infrastructure and supporting facilities, as well as the lack of continuous

training and socialization programs. Consequently, the available human resources have not been fully optimized, and employee performance in operating the E-Office application remains below expectations.

1. Unstable Internet Access

The quality of internet connectivity within Ditjen Otda is still considered inadequate. Network disruptions frequently occur, particularly during peak usage periods, causing delays in uploading and downloading documents through the E-Office application. As a result, administrative processes become less efficient.

The research findings indicate that approximately 70% of respondents considered the internet connection at Ditjen Otda to be unstable, while the remaining 30% regarded the situation as a common occurrence. Most respondents reported frequent interruptions in internet connectivity, which significantly affected their work activities. Such disruptions are particularly problematic during online meetings conducted through platforms such as Zoom, where unstable connections can create confusion, panic, and communication difficulties.

Furthermore, delays in internet connectivity can affect the timely delivery of invitation letters and leadership dispositions through the E-Office system. Documents that should be processed immediately may arrive late due to slow network performance, thereby reducing employee effectiveness and efficiency.

2. Outdated Computer Specifications

Efforts have been made to improve infrastructure and supporting facilities within Ditjen Otda through the replacement and upgrading of damaged computer equipment. Several work units have submitted requests for computer upgrades through the General Affairs Division. However, due to budget constraints, the procurement process has been implemented gradually.

Despite these efforts, field observations revealed that approximately 75% of the computers currently used by employees have not yet been upgraded. This figure is disproportionate to the needs of employees who require high mobility and efficient technological support in their daily work.

Many employees continue to use outdated computers with obsolete specifications that frequently experience technical problems, including slow application responses, software errors, and system crashes. These issues are likely caused by aging processors that are no longer compatible with modern software applications.

In addition, limited hardware capacity often results in compatibility issues with applications commonly used within the organization, such as E-Office, SRIKANDI, and E-Letter. These challenges hinder employee performance and reduce operational efficiency. Therefore, Ditjen Otda should consider allocating additional budget resources for infrastructure renewal, including hardware and software upgrades across all work units, to support employee productivity and organizational effectiveness.

3. Technical Support Team (IT Support)

The researcher also found that employees frequently experienced delays in receiving assistance when system errors or application failures occurred. Due to the limited number of technical personnel responsible for supporting E-Office and other organizational applications, technical issues often require a considerable amount of time to resolve.

The limited availability of technical staff creates a significant challenge because not all problems can be addressed immediately. Consequently, employees may be forced to postpone their work or temporarily revert to manual procedures, which increases the risk of administrative delays and decreases productivity.

Delayed responses to technical issues negatively affect the effectiveness of the E-Office system and reduce employees' ability to perform their duties efficiently.

4. Suitability to Employee Needs

Based on interviews and observations, nearly 90% of employees indicated that the E-Office application is generally compatible with their current administrative workflows. However, several improvements are still required. Employees highlighted the need for additional features, including stronger data security, improved digital document tracking, enhanced correspondence and disposition functions, and a more user-friendly interface.

Within the Ministry of Home Affairs, most organizational units have already adopted the SRIKANDI application for administrative processes because it is considered more modern and offers broader system integration. Nevertheless, several organizational units, including Ditjen Otda, continue to rely heavily on the E-Office application.

According to Mr. Afif Amirullah, M.Si., Head of the General Affairs Division of the Secretariat of Ditjen Otda, the continued use of E-Office is largely due to the vast amount of archived data and correspondence records stored within the system. Transitioning to SRIKANDI would require extensive data migration and significant administrative adjustments, making the transition difficult while daily correspondence activities continue.

The majority of employees stated that E-Office has accelerated correspondence management and electronic disposition processes. Approximately 78% of respondents reported that task completion became more efficient after the implementation of E-Office. The system has reduced the time previously required to physically deliver documents and has facilitated online correspondence through an integrated workflow among organizational units.

Although employees acknowledged the benefits of E-Office, technical challenges remain. Infrastructure limitations often force employees to return temporarily to manual procedures when system failures occur. Furthermore, while E-Office has reduced the consumption of paper and printing materials, the study found that physical documents are still frequently used in correspondence processes.

In practice, documents processed electronically through E-Office and E-Letter often still require physical submission to executive administrative offices for approval and signatures. This situation commonly occurs when documents are submitted after scheduled deadlines and require backdated numbering, making them ineligible for processing through the electronic system. Examples include internal invitation letters and official travel assignment letters.

As a result, these documents must be processed manually and physically delivered for approval, reducing the effectiveness and efficiency of E-Office implementation within Ditjen Otda.

b. Training and Socialization

Within the context of E-Office utilization, training serves as an essential mechanism for improving employees' abilities and competencies. Training may be provided through socialization programs, technical guidance, mentoring, supervision, and self-directed learning activities aimed at improving employees' understanding of system features, procedures, and operational guidelines.

Continuous training can enhance employees' digital competencies, reduce operational errors, and improve their ability to perform administrative tasks effectively. Therefore, government institutions should provide employees with opportunities to develop their competencies through training and socialization programs organized by Human Resources or Personnel Management units.

However, findings at Ditjen Otda indicate that such initiatives are often overlooked. Employees rarely receive direct training or socialization related to digitalization and E-Office operations. Most employees acquire their knowledge independently or through assistance from colleagues who are already familiar with the system.

c. Employee Involvement in Decision-Making

Employee involvement in decision-making related to the development of the E-Office application is an important factor in ensuring that the system aligns with organizational and user needs. Such involvement can be observed through several activities:

1. Identification of User Requirements
 - 1) Employees provide input regarding work requirements, administrative challenges, and desired system features.
 - 2) Employees' practical experiences serve as a foundation for determining development priorities.
2. Participation in System Development Planning
 - 1) Employees participate in discussions, meetings, and Focus Group Discussions (FGDs) to provide recommendations regarding system design, workflows, and functionalities.
 - 2) Employee input contributes to the development of a more effective, efficient, and user-friendly system.
 - 3) Employees are given opportunities to provide feedback regarding system improvements.
3. Participation in System Evaluation and Improvement
 - 1) Employees communicate obstacles, challenges, and recommendations encountered during system utilization.
 - 2) This information serves as the basis for system updates and further development.
 - 3) Employee recommendations are used to address application deficiencies and improve system performance.
 - 4) Employees may also provide suggestions regarding procedures, operational standards, and guidelines to ensure easier implementation in daily work activities.

From the perspective of the Opportunity dimension of the AMO Framework (Appelbaum et al., 2000), employee involvement in decision-making reflects the opportunities provided by the organization for employees to participate, express opinions, and influence decisions related to the development of E-Office. The greater the opportunity for participation, the stronger the employees' sense of ownership, acceptance, and commitment toward the utilization of the E-Office system.

Factors Inhibiting the Utilization of E-Office at the Directorate General of Regional Autonomy

The utilization of E-Office at the Directorate General of Regional Autonomy (Ditjen Otda), Ministry of Home Affairs, faces various challenges that hinder the digitalization of government administrative processes. Several major factors affecting the effective implementation of E-Office are discussed as follows:

1. Infrastructure Factors

Inadequate Information and Communication Technology (ICT) infrastructure is one of the primary obstacles to the successful implementation of E-Office. Several infrastructure-related issues that hinder E-Office utilization include:

- a. Limited Internet Connectivity
Not all regions in Indonesia have access to stable and high-speed internet connections. Some areas, particularly remote regions, experience difficulties in accessing E-Office services due to poor network quality. Unstable internet connectivity can significantly disrupt administrative processes and reduce the effectiveness of digital services.
- b. Inadequate Hardware
Many employees still use outdated computers and hardware that are unable to support the latest E-Office applications effectively. Insufficient hardware capacity may reduce system performance, cause operational disruptions, and decrease overall work efficiency.
- c. Suboptimal System Integration

In many cases, the E-Office system is not fully integrated with other information systems used within Ditjen Otda or by other government institutions. This lack of integration creates difficulties in exchanging data and information across organizational units, resulting in inefficiencies and duplication of work processes.

2. Organizational Culture Factors

Organizational culture within government institutions often becomes a barrier to the adoption of new technologies. Several cultural factors that may hinder the implementation of E-Office include:

a. Reliance on Manual Work Practices

Many employees remain accustomed to traditional administrative procedures involving paper-based documents and manual processes. This dependence on conventional methods contributes to resistance toward digital transformation, despite the significant efficiency gains offered by E-Office systems.

b. Lack of Awareness and Commitment from Leadership

The successful implementation of E-Office requires strong commitment and support from organizational leaders. Without active leadership involvement, the adoption process may be hindered due to insufficient attention to the organizational and cultural changes required for digital transformation.

c. Difficulty Adapting to Technological Change

Some employees, particularly senior staff members, may experience difficulties adapting to new technologies. Limited technological literacy and reluctance to adopt digital tools can become significant obstacles to the effective implementation of E-Office within the organization.

3. Lack of Training

One of the most influential factors determining the success of E-Office implementation is the quality and availability of employee training. Insufficient training or the absence of training programs may result in several challenges, including:

a. Limited Understanding of E-Office Applications

Many employees lack the necessary knowledge and technical skills to operate the E-Office application effectively. Without adequate training, employees may encounter difficulties in using the system, which can slow down adoption rates and increase the likelihood of operational errors.

b. Unequal Distribution of Training Opportunities

Training programs are sometimes provided only to selected employees, leaving many others without adequate opportunities to learn and develop their competencies in using the E-Office system. Such unequal access to training may create disparities in employee capabilities and hinder overall organizational performance.

c. Insufficient Technical Support

Continuous technical support is essential during the implementation of E-Office systems to address user concerns and resolve technical issues that arise during daily operations. Without adequate technical assistance, employees may become frustrated and prefer to return to familiar manual procedures rather than utilizing the digital system.

Therefore, strengthening infrastructure, fostering a supportive organizational culture, and providing comprehensive and continuous training programs are critical factors in ensuring the successful implementation and optimization of E-Office utilization at the Directorate General of Regional Autonomy.

Impact on Employee Performance

The utilization of E-Office has been proven to have a positive influence on employee performance. This is reflected in increased productivity, improved collaboration among work units, and more organized work

documentation. The implementation of E-Office within an organization, including the Directorate General of Regional Autonomy (Ditjen Otda), has significant implications for employee performance. These impacts may be either positive or negative, depending on how the system is implemented and how employees respond to the changes introduced by digitalization. The following are the impacts of E-Office implementation on employee performance identified through this study:

Positive Impacts

a. Increased Efficiency and Productivity

E-Office enables employees to access and process information more quickly and efficiently. The use of integrated technology-based applications reduces the time required to complete administrative tasks that previously depended on extensive manual procedures. Consequently, employee productivity increases, as more work can be completed within a shorter period.

b. Easier and Faster Access to Information

Through the E-Office system, documents and information are stored digitally and systematically, allowing employees to access them anytime and anywhere. This accessibility supports faster and more accurate decision-making while minimizing errors caused by delayed access to information or data loss.

c. Improved Accountability and Transparency

The E-Office system automatically records every action and process performed by employees. This feature enhances accountability because all activities can be monitored, tracked, and evaluated. In addition, transparency in data and information management is improved, reducing the potential for inefficient practices and unauthorized activities.

d. Enhanced Collaboration and Team Communication

E-Office systems are often equipped with collaboration tools such as instant messaging, video conferencing, and file-sharing features. These facilities enable employees to coordinate more effectively and improve teamwork, even when working from different locations. Communication becomes more efficient, particularly for coordination among units and employees who are geographically separated.

e. Reduced Administrative Burden

One of the most significant advantages of E-Office implementation is the reduction of administrative workloads. Routine tasks such as form completion, document archiving, and document distribution can be automated through digital systems. As a result, employees have more time to focus on strategic and value-added activities that contribute to organizational performance.

Negative Impacts

a. Dependence on Technology

Although technology provides numerous benefits, the implementation of E-Office may also increase dependence on technological systems. When technical failures, system disruptions, or downtime occur, employees may encounter difficulties in carrying out their responsibilities. Such dependence can negatively affect performance, particularly when backup systems or emergency procedures are unavailable.

b. Challenges in Managing Organizational Change

The implementation of E-Office introduces substantial changes to employees' work processes. Not all employees are able to adapt quickly to new systems, especially those who have limited experience with digital technologies. This transition process may generate resistance to change, affecting employee morale and performance, particularly among individuals with lower levels of digital literacy.

c. Security and Privacy Concerns

The increasing volume of sensitive organizational data stored within digital systems creates additional risks related to information security and privacy. Without proper security management, employee data and organizational information may be exposed to data breaches or cyberattacks. Such incidents could damage the organization's reputation and reduce employee trust in the E-Office system.

d. Organizational Dysfunction and User Frustration

If the E-Office system is not implemented effectively, issues such as system errors, software malfunctions, or hardware incompatibility may arise. These problems can cause frustration among employees and negatively affect their work experience. Instead of improving efficiency, poorly implemented systems may slow work processes, increase workloads, and ultimately reduce employee performance.

e. Lack of Digital Skills

Not all employees possess sufficient digital competencies to utilize technology effectively in their daily work activities. A mismatch between employees' technological capabilities and the requirements of the E-Office system may hinder optimal performance. Furthermore, limited digital skills can increase stress and frustration levels, which may ultimately contribute to decreased job performance and lower organizational productivity.

Challenges in the Utilization of the E-Office Application

The Directorate General of Regional Autonomy (Ditjen Otda) faces various challenges in supervising and fostering the implementation of regional autonomy, which requires effective coordination among regional governments as well as between the central and regional governments. These challenges often arise from differences in institutional capacity among provinces, regencies, and municipalities in implementing policies established by the central government. Studies conducted within Ditjen Otda can explore variations in the implementation of regional autonomy policies across different regions and examine how Ditjen Otda assists local governments that encounter difficulties in implementing existing regulations and policies.

1. The Need for Innovation in Human Resource Management

Ditjen Otda plays a strategic role in developing human resources within local government institutions. The organization conducts various training programs and capacity-building activities for regional government officials and employees to ensure the effective implementation of regional autonomy. Research on human resource management policies within Ditjen Otda can contribute to a better understanding of how capacity-building initiatives for public sector employees support the achievement of more effective regional autonomy. Furthermore, innovation in human resource management is essential to ensure that employees possess the competencies required to adapt to technological advancements, including the utilization of digital administrative systems such as E-Office.

2. Access to Services

The E-Office application provides employees with easier access to administrative services through online platforms. Consequently, administrative activities and organizational processes within Ditjen Otda can be carried out more efficiently and systematically. However, several challenges remain regarding system accessibility.

The study found that the application requires continuous system improvements due to frequent technical issues, including system errors, application failures, and prolonged loading times when a large number of employees simultaneously access the platform. These technical constraints can reduce employee efficiency and hinder the effectiveness of administrative service delivery.

3. Representation of Central Government Bureaucracy

As an Echelon I organizational unit within the Ministry of Home Affairs, Ditjen Otda possesses a complex organizational structure with highly integrated administrative functions. Therefore, the implementation of E-Office plays a crucial role in supporting administrative processes and improving employee performance.

The complexity of organizational workflows requires a reliable digital system capable of facilitating coordination, document management, communication, and information sharing across organizational units. Consequently, the effectiveness of E-Office implementation directly influences the overall efficiency of bureaucratic processes within Ditjen Otda.

Based on the challenges and obstacles described above, it can be concluded that Ditjen Otda continues to face various issues in implementing and optimizing the utilization of E-Office to improve employee performance, particularly in administrative and correspondence management processes. The findings indicate that significant improvements are still required, especially in organizational governance, management practices, supporting infrastructure, and human resource development. Addressing these issues is essential to ensure the successful implementation of digital administrative systems and to maximize the benefits of E-Office utilization within the organization.

Efforts to Improve Employee Performance in the Utilization of E-Office at the Directorate General of Regional Autonomy

To address the obstacles encountered in the implementation of E-Office at the Directorate General of Regional Autonomy (Ditjen Otda), several strategic efforts can be undertaken to enhance employee performance and optimize the utilization of digital administrative systems. These efforts include the following:

1. Improving Technological Infrastructure

Adequate technological infrastructure is a fundamental requirement for the successful implementation of E-Office. This effort involves providing appropriate hardware and software to ensure that the system operates optimally. It also includes improving network connectivity and procuring equipment that meets current technological standards.

In addition, continuous system upgrades are necessary to enhance the efficiency, accessibility, and reliability of the E-Office application. Improvements in system functionality, interface design, and processing speed can reduce technical problems frequently experienced by employees.

2. Training and Human Resource Development

Regular training programs should be conducted to ensure that all employees are able to utilize the E-Office system effectively and efficiently. These programs should include both technical training and awareness-building activities that emphasize the importance of E-Office in improving performance, accountability, and organizational effectiveness.

Furthermore, continuous guidance and technical support should be provided to help employees become more familiar with the system and overcome difficulties encountered during its use.

3. Strengthening a Digital Work Culture

Organizations should promote a technology-oriented mindset by fostering a work culture that is open to innovation, change, and digital transformation. This can be achieved through continuous socialization regarding the benefits of E-Office and the importance of efficiency in administrative work processes.

A strong digital work culture encourages employees to embrace technological advancements and adapt more readily to digital administrative systems.

4. Encouraging Innovation and Creativity

Employees should be encouraged to continuously innovate in utilizing the E-Office system to support their daily work activities. Emphasis should be placed on efficiency, productivity, and performance improvement.

Employees are also expected to contribute ideas and suggestions for the continuous development of the E-Office system so that it remains relevant to the evolving needs of modern public administration and is more widely accepted by stakeholders and service users.

5. Developing Supportive Procedures and Policies

Clear and easily understandable Standard Operating Procedures (SOPs) should be established to regulate the use of E-Office. Such procedures can minimize operational errors and ensure consistency in work processes across organizational units.

In addition, organizational policies should be adjusted to support the implementation of digital systems, including more flexible technology-based workflows. Incentive mechanisms may also be introduced to reward employees who demonstrate excellent performance in utilizing E-Office.

6. Providing Facilities and Technical Support

A dedicated helpdesk and complaint-handling service should be established to provide technical assistance to employees experiencing difficulties with the system. Technical support should be accessible whenever required to ensure uninterrupted operations.

Regular maintenance of the E-Office system is also essential, including software updates, hardware maintenance, and security enhancements to ensure system reliability and data protection.

7. Increasing Stakeholder Involvement

Effective coordination among all relevant stakeholders is necessary to ensure the successful integration and implementation of E-Office services. Collaboration with other ministries, government agencies, and related institutions can contribute to system development and knowledge sharing.

Support from senior leadership is equally important to ensure organizational commitment and successful implementation. Employees should also be given opportunities to provide feedback and suggestions regarding the E-Office system so that it can be continuously improved according to user needs.

8. Improving Public Service Delivery

One of the primary objectives of bureaucratic reform is to improve the quality of public services. Through the implementation of E-Office, public service processes such as document submissions, permit approvals, and reporting mechanisms can be conducted more quickly, transparently, and accurately.

As a result, service delivery becomes more efficient and responsive. Processes that previously required considerable time can now be completed more rapidly, leading to increased public satisfaction and a reduction in bureaucratic complexity.

9. Managing Organizational Change

Although E-Office implementation offers numerous benefits, one of the greatest challenges is managing the transition from manual procedures to digital systems. Employees may experience resistance or difficulties adapting to new technologies, particularly those who have limited experience with digital tools.

Therefore, intensive training, mentoring, and continuous assistance are necessary to accelerate employee adaptation. Leadership within Ditjen Otda plays a critical role in supporting organizational change by communicating the benefits of E-Office and providing incentives for employees who successfully adopt and utilize the system.

Such efforts require commitment from all organizational members to reduce resistance to change and ensure a smooth transition toward digital administration.

10. Employee Performance Monitoring

The implementation of E-Office enables organizations to establish a more effective system for monitoring employee performance and evaluating organizational programs and projects.

Data recorded within the system can be utilized to analyze employee performance objectively and assess the effectiveness of policies and initiatives. Consequently, performance evaluation becomes more transparent, measurable, and data-driven.

Furthermore, evidence-based decision-making can be conducted more efficiently because relevant information is readily available and systematically managed.

11. Evaluation and Monitoring

Regular monitoring and evaluation should be conducted to assess the effectiveness of E-Office utilization and identify challenges encountered during implementation.

The results of these evaluations can be used to identify emerging issues, measure system performance, and determine areas requiring improvement. Continuous evaluation is essential to ensure that the E-Office system remains relevant and effective in supporting organizational objectives.

12. User Satisfaction Surveys

Periodic user satisfaction surveys should be conducted to gather employee feedback regarding the utilization of E-Office. These surveys can help identify strengths, weaknesses, and areas requiring improvement.

13. By understanding employee experiences and perceptions, the organization can make informed decisions regarding system enhancements and service improvements.

Through the implementation of these strategic efforts, Ditjen Otda is expected to overcome existing obstacles and ensure that E-Office is utilized effectively. Ultimately, these initiatives will contribute to improved employee performance, enhanced administrative efficiency, and the successful realization of digital transformation within the organization.

4. Conclusion

Based on the results and discussion regarding the implementation of E-Office at the Directorate General of Regional Autonomy, Ministry of Home Affairs, the conclusions of this study are formulated in accordance with the research questions as follows:

a. Employee Performance in the Utilization of E-Office at the Directorate General of Regional Autonomy

The implementation of E-Office at the Directorate General of Regional Autonomy has been carried out; however, its utilization has not yet been fully optimized in supporting government administrative processes, including incoming and outgoing correspondence, leadership dispositions, and digital archiving. This condition is influenced by several constraints, including limitations in technological infrastructure such as unstable internet connectivity, inadequate computer specifications, and limited technical support.

Furthermore, from a system perspective, the E-Office application is still considered to have several shortcomings, particularly regarding data security, document tracking features, and user interface design. In addition, while several units and components within the Ministry of Home Affairs have adopted the SRIKANDI application, the Directorate General of Regional Autonomy continues to utilize E-Office due to considerations related to data continuity and the complexity of system migration.

b. Factors Inhibiting the Utilization of E-Office at the Directorate General of Regional Autonomy

The findings indicate that the utilization of E-Office at the Directorate General of Regional Autonomy continues to face various obstacles arising from infrastructure, organizational culture, and human resource factors.

From the technological perspective, challenges include limited internet connectivity, inadequate hardware, and the lack of optimal system integration. In terms of organizational culture, the persistence of manual work practices, limited commitment from some leaders, and employees' difficulties in adapting to technological changes have hindered the digital transformation process. In addition, inadequate training programs, insufficient understanding of system utilization, limited encouragement from supervisors, low levels of adaptation among employees, and the lack of continuous technical support have further constrained the effective implementation of E-Office.

c. Efforts to Improve Employee Performance through the Utilization of E-Office

Several strategic efforts have been undertaken to enhance employee performance through the utilization of E-Office at the Directorate General of Regional Autonomy.

First, technological infrastructure should be strengthened through the provision of more stable internet connectivity, upgrades to hardware and software, and the optimization of the E-Office system.

Second, human resource capacity should be improved through continuous training, socialization programs, and technical assistance aimed at enhancing employees' digital competencies.

Third, a stronger digital work culture should be fostered by encouraging technological adaptation and increasing awareness of the importance of administrative efficiency and modernization.

Fourth, supportive policies and Standard Operating Procedures (SOPs) should be developed and consistently implemented to facilitate the effective utilization of E-Office.

Fifth, technical support services should be provided through dedicated helpdesk facilities and regular system maintenance to ensure operational reliability.

Moreover, continuous monitoring and evaluation are necessary to ensure that the implementation of E-Office remains effective and responsive to the evolving needs of the organization.

In conclusion, efforts to improve employee performance through the utilization of E-Office must be carried out comprehensively and sustainably by considering the three dimensions of the AMO Framework—Ability, Motivation, and Opportunity. By addressing these dimensions simultaneously, the objectives of E-Office implementation can be achieved more effectively and contribute to improved organizational performance and administrative efficiency.

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