ORGANIZATIONAL CHANGES IN THE IMPLEMENTATION OF E-GOVERNMENT IN THE DISTRICT MAROS

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Abstract: *This study aimed to identify changes in the environment Maros government organizations that can support the success of implementation of e-government. This research is a qualitative descriptive study. Data obtained from research informants appointed the Head of the Office of Information and Communication Maros. The focus of this study is the change in Maros regency government organizations in the implementation of e-government that changes that occur at the level of the organization for the implementation of e-government as a form of adjustment and adaptation Maros regency government organizations consisting of (1) changes in the work flow (2) changes in the structure organization (3) changes in the system / process, and (4) changes in organizational culture. The main instrument of this study is that the researchers themselves by using fittings research include: (1) interview, (2) the observation / check list, and (3) the record documents. Data validation techniques to obtain data validity and reliability can be obtained through examination cedibility, transferability, dependability and confirmability. Data were analyzed using qualitative data analysis through the process of "data collection" data reduction "," data display "and" conclusion / verification ". The results found that (1) there is a change process and work flow becomes more compact organization for the implementation of e-government in Maros, (2) there is a change in the organizational structure robin span of control, track and classify it sfesifik coordinative tasks for implementation of e-government, (3) a change in the flow of the process due to changes in the structure, changes in media and communication and coordination mechanism changes from manual to electronic-based mechanism for pelaskanaan e-government and (4) a change in behavior and culture organizations such as changing work habits, coordination, consultation and, decision-making during the implementation of e-government.*

Keywords: organization changes, e-government

INTRODUCTION

Implementation of e-government will certainly be a challenge for public organizations. This is because the implementation will take effect on the human resources, systems, structures and even management and organizational culture.

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Most organizations are adopting technology into the structure, functions and policies, but forget the aspect of how the organization as a whole can make changes as elements of human resources at all levels (individual, group and organizational) structure, functions and policies. Meanwhile, to support successful implementation of e-government, the various elements should be prepared of which is funding, policies, skills and user readiness, infrastructure and also includes the level of public trust (Zaied, Khairalla and Al-Rashid, 2007; Bui and Sebastian, 2012). In general, the government is able to prepare properly aspects of policy, funding, infrastructure, e-government, but most are constrained in terms of organizational change to fit the demands of the adoption of these technologies. Organizational changes as a result of the implementation of e-government readiness users sometimes forget that the purpose of including how the government can meet the standards of ICT literacy (the dimension of knowledge, skills and behaviors) which is a measure of the ability of the government human resource duties through e-government. This condition is also faced by local governments in implementing e-government that has been believed to be a way to improve the quality and quality of service to the community.

Changes in the organization of factors influence the technology element is believed to be very high. However the organization can not be removed from the intervention of technology in it (Orlikowski, 2000), which was then adopted in the form of e-government Bhatnagar (2002). Implementation of e-government cause government organizations undergo changes in the organization, both from the aspect of the structure, systems and mechanisms or workflow, including changes in the mindset of employees in carrying out its duties and functions. Application of information technology (IT) will intervene in organizational change (Orlikowski 2000). Utilization of e-government as a result of the adoption of technology to encourage organizations to make changes. E-government as a form of government ICT adoption for an effort to increase transparency and accountability of public service to the community and the business world. In Indonesia, the E-government in operation since 2001 with the hopes of the government apparatus capable of using telematics technology to support good governance and in order to speed up the democratic process. This policy does not only apply to the central government, but also for the provincial government to the level pemrintah City district. Implementation of e-government not only provide online services alone, but the government should encourage the public sector performance and contribute to economic and social progress (Suaedi, 2010). Thus the government needs to make the process of adaptation to the use of e-government in order to achieve success in its implementation by making changes in the organization.

There are several mechanisms of the organization in the face of various challenges that cause changes so that organizations can adapt to the changing structure, changing work procedures, meruban people and change the working

equipment (Sutarto, 2002: 414). Organizations that lead to change, need to assert any elements within the organization that will be changed. But it should be realized that not all change efforts walk easily, sometimes attempt to deal with the resistance change. The process of organizational change efforts led to the development of the organization is a long-term approach that includes changes to move the entire organization to the level of achievement and satisfaction improvement of the organization's members. The process of organizational development is part of the final phase of evolutionary movement organizations (Akib, 2011; Bernard and Ronald, 2008) that the development of the organization is an organization that continues to expand capacity and capability in all stages of evolution or "metamorphosis" is done, spurring activities to promote and updating the growth of individuals, groups (Community of Practice), organizations, and communities. The ability of the organization to make changes effective as an attempt to adapt to environmental changes because the organizations implementing e-government according Siagian (2002: 17) has charasteristics as an organization whose structure lead to form an increasingly flat and not a pyramid, among others thanks to the application of technology and changes in organizational culture . There are several mechanisms that can be carried out by the organization in meeting the challenges these changes cause the organization to adapt to the way: (1) Changing the structure by adding the unit, reducing the unit, change the position of the unit, combining some of the larger task force, break up large units into Units are smaller, change the system of centralized to decentralized or vice versa, change the narrowness wide range of control, detailing the return of activities or tasks, adding officials, reduce officials, (2) Changing the working procedures which may include procedures, system flow, the order and the terms of doing the work, (3) Changing people, in terms of changing attitudes, behavior, behavior, increasing the knowledge and skills of officials, and (4) Changing the working equipment. (Sutarto, 2002: 414). Organizations that lead to change, need to assert any elements within the organization that will be changed. Leavitt (1997) emphasized the importance of considering the changes in the structure of the organization, technology and people.

Based on this, showing that most governments do not pay attention to aspects related to the organizational changes that occur due to the use of e-government. Utilization of e-government in government organizations push for changes in the scope of the organization. Therefore, to anticipate changes in the organizational environment requires organizational design adjustments in the future, then the effective management of change as a process of evolution is not only necessary for the survival of the organization but also as a development challenge. Organizations today is greatly influenced by the environment that is very dynamic, so we need the ability of an organization to be able to adjust to changes in the organizational environment. Therefore, this study focused on the district's ability governmental organizations doing innovative changes in the environment as a form of business

organization to make adjustments to the effect that ditimbbulkan by ICT adoption in the form of e-government implementation. This study expects that the findings can identify changes in the environment Maros government organizations that can support the success of implementation of e-government.

RESEARCH METHODS

This study included in the qualitative descriptive study conducted since the date of October 14, 2014 until the date of December 14, 2014 is intended as a troubleshooting procedures associated with organizational changes in the implementation of e-government. This research focuses on organizational change in the implementation of e-government in Maros and locus Regent Office Maros South Sulawesi, as one of the districts that implement e-government. Data obtained from research informants appointed the Head of the Office of Information and Communication Maros and e-Government Support Team Maros. The focus of this study is the change in Maros regency government organizations in the implementation of e-government that changes that occur at the level of the organization for the implementation of e-government as a form of adjustment and adaptation organizations Maros regency which consists of (1) changes in the work flow (2) changes in the organizational structure (3) changes in the system / process, and (4) changes in organizational culture. The main instrument of this study is that the researchers themselves by using fittings research include: (1) interview, (2) the observation / check list, and (3) the record documents. Data validation techniques to obtain data validity and can be obtained through examination eliabilitas cedibility, transferability, dependabilitydan confirmability of data and sources. Data were analyzed using qualitative data analysis through triangulation process after the data were collected through interviews and direct observations in the field. After that the process of sequence data, organize them into a pattern, category, and description of the basic unit that can be found themes and working hypothesis can be formulated through the data collection, data reduction, the data display and conclusion / verification. Stages of the analytical work carried out in an interactive cycle process in which researchers should be able to move between the four "axis coil" (interactive analysis technique) for data collection and move back and forth between reduction activities; presentation; verification and conclusion.

RESEARCH RESULT

Changes in Organizational Work Flow Maros Regency

During the implementation of e-government, there are some changes in the work flow organization Maros regency government. Such changes in the form of a change of authority and responsibility, terms of doing the job, ordinance, order flow and

employees in working order. According Description Samad, (interview at October 2014) The implementation of e-Government in Maros affect employees in work habits indicated by a change in the behavior of individuals and groups in the form of breadth of mobility and interaction between individuals or groups in the work and in the study, the number of hours worked , the amount of discretion, autonomy and authority, work habits, in the organization. This change occurs because the intervention utilization of e-government program. Due to the implementation of e-government, there is a fundamental change with regard to the nature of certain jobs, such as changes in the completion of the manual lever into an electronic-based, so the work flow Maroskababupaten governmental organizations are also changing.

The findings show that the most significant changes is the work flow related to the delivery mechanism in which the previous report only reports delivered by hand, but since the introduction of e-government, the report must be submitted in hard copy and soft copy. According to Samad (2014) Process Flow Communication between leaders and subordinates through the use of information technology in Maros is done through the use of the SMS center facilities ,, digital archiving and management of the supply of goods and services electronically as a form of organizational process change from manual to electronic-based implementation activities through the utilization of the internet network online. These findings indicate that due to the implementation of e-government work flow changes for employees. And it is also an impact on employee must improve the knowledge and skills competency in terms of mastery of information technology to be able to complete the tasks and responsibilities.

Changes in Organizational Structure Maros Regency

Changes in the organizational structure due pelaskanaan Maros regency government e-government occurs in the form of additional units of perngurangan and technical work. It is based on the analysis of the needs of specific agencies or units are fully responsible for the managing of e-government. Maros regency as an organizational structure changes within the framework of e-government by changing the formal tasks and coordination in specific areas, particularly the coordination of tasks and areas that deal with the implementation of e-government. Based on the facts in this study, according Darmawan (2014) found some Maros Regents policy related to changes in the organizational structure of e-government framework. Policies are made to support the success of e-government is through Maros Regent Decree No. 101 / KPTS / 037 / I / 2012 on the Establishment of the Technical Committee of e-Government Applications Maros regency government. The team is working under the coordination of the Office of Communications and Information Maros regency previously located in Section PDE (Electronic Data Center) Secretariat Maros region.

The findings show that the district's government on e-government affairs initially charged to the PDE leading sector in regional secretariat Maros, then separate them with the consideration that the affairs of the implementation of e-government need to be addressed specifically. According to Samad (2014) There is a change in the organizational structure of the Government of Maros by widening and additional units based on the function and role of coordinating the work that is expected to be concentrated in charge of the implementation of e-government inplementasi .. Also, as part of PDE only centered on the role and its function as a provider of electronic data alone. For that, it is in order to succeed in e-government, Maros regency separate the affairs of Information and Communication into a separate unit that is in the Office of Communication and Information previously menadi part or field on one SKPDs Department of Transportation.

Establishment of the Office of Communication and Information, is one of the changes to the organizational structure widen and additional units based on the function and role of coordinating the work that is expected to be concentrated in charge of the implementation of e-government inplementasi. This condition is different from the initial implementation of e-government which was originally also a concern on the part of information and communication Sekretriat Regions, namely PDE. At the beginning of 2011 units that deal with communication and information diahlihkan to the PDE under the auspices of the regional secretariat. However, part of the PDE can not fully carry out its functions and duties as happens over lapping with one field in the transportation bureau Marosie field of communication and information. So that in 2013 the Regent Maros form Infocom Office, so automatically the field of communication and information at the Department of Transportation eliminated.

The research findings prove that the district's government changed the structure of organisasasinya by dividing the tasks formal grouping them in one unit with its own structure. This change would have an impact on changes in the functions and duties more specifically. Therefore, the development of e-government in Maros, diversion of Information and Communication Section of the Department of Transportation and the Secretariat area PDE done so that the Office of Communications and Information Technology can focus on the duties associated with the development and application of information systems in order to develop e-government in the district Maros.

The research findings indicate that the implementation of e-governement cause there are some changes in the relationship, authority and coordination mechanisms previously implemented manually, then changed through the mechanism on line. Based on these findings, it can be seen that during the implementation of e-governement, Maros regency government has made changes to the organizational structure in the form of downsizing in other units as well as forming a new unit that is more specific to handle a particular type of work. This condition requires

the government to prepare resource Maros government personnel who have specialized knowledge and skills in the use of e-government in providing services to the public.

Changes in System / Process Organization Maros Regency

Implementation of e-government in Maros regency implemented by adopting information technology, causing changes in certain parts of the system or process organization. Change systems and processes is associated with bureaucratic processes previously executed by utilizing the bureaucracy flow manually. Some of the systems and processes that are running in the local government organization during such supervision of a job can be done easily. It is nothing to do with hierarchy and trimming some units as well as widening the range of control within the organization.

Since the utilization of e-government, such as the integrated information system through http://maroskab.go.id website makes it very easy to know the progress that has been achieved in a project or a particular job, for faster communication through information data obtained through the website without must wait subordinate or person in charge of the project before, or submit a written report in advance. Changes to the system and the reporting process is more efficient and effective use of a minimum of aspects akrurat time to obtain information related to the percentage of completion of the work. Another advantage that in some cases, information about government jobs are done by Maros, can also be obtained by the public through the use of web based information systems. Thus the process and the system remains unaffected by changes in the organizational structure of the run. That the structural changes will affect a change in control range mekanime each unit in an organization. In Maros regency government by Darmawan (2014) it can be seen in e-government pemanfaatamelalaui some form of online-based services, where in addition to a change in the type of work activity, also an adjustment between the type of work with the structure of an organization that has been formed.

SMS center development, digital archiving and management LPSEs cause a change from the manual process to the implementation of the organization's activities with the use of network-based online via the internet. According Darmawan (2014) LPSEs example may conduct the procurement of goods / services Maros District of electronic government, in which the Company / Provider may make an offer to the procurement of goods and services through an integrated information system online. Through the online system causes a change in the process of procurement of goods/services in an effort to increase transparency and accountability, improve market access and fair competition, improve the efficiency of the procurement process, to support the process of monitoring and auditing in the procurement of goods / services district's government.

These findings provide information that the implementation of e-government at the district's cause there are some changes associated with the new systems and processes. Systems and processes in the form of an integrated management information system such as through the facilities of government Web sites and some integrated online system to provide services to the community. This condition is also very possible district's government to provide employees with adequate knowledge and skills in order to carry out the management of information systems.

Maros Regency Organizational Culture Change

Another significant change as a result of the implementation of e-government is a change in organizational culture. Culture Marosdimaknakan government organizations as factors that affect every employee in behaving, how to describe the work, and how to work with other employees or also translated as positive values that built in carrying out the duties and responsibilities of employees within the scope of the district's government. According to Samad (2014) The implementation of e-Government in Maros affect employees in work habits indicated by a change in the behavior of individuals and groups in the form of breadth of mobility and interaction between individuals or groups in the work and in the study, the number of hours worked, the amount of discretion, autonomy and authority, work habits, in the organization.

This study found that since the use of information and communication technology pelaskanaan through e-government, in addition to the demands of changes in the structure and procedures of the Maros regency government organizations, led to changes in the way work, the way of thinking and acting of every employee. The findings show that for the implementation of e-government has in Maros, employees in carrying out the work, have a higher level of aggressiveness in the previous appeal and has been doing work with a team-oriented. This is possible Because some of the work can be completed only if Carried out by a working team. For example, the application of e-Attendance, so to Determine the percentage of employee absenteeism should be Carried out by a team of operators receive complaints WHO result of attendance, report the results of electronic data and includes technical team of the data collectors that are not covered in the manual attendance of data electronically.

This suggests that because of changes in the structure, duties, functions and responsibilities so that each individual employee to understand the duties and responsibilities within the team. Based on information from the staff KominfoYualifah stated that Doing the work will have trouble if done alone, so the assistance of colleagues are very supportive of success in completing the work. For example, if the finalize the report in soft copy and hard copy of the data required to complete the report should diketjakan together with the team, despite finishing the report must be completed alone.

It shows that employees in the Office of Communications and Information Technology in their work has been oriented team. Employees have given credence to the other employees to complete tasks and responsibilities maisng own. Organizational culture shown by employees on pemeritnahMaros, according Darmawan (2014) sebenanarnya also changing due to the implementation of e-government. The findings of this study also shows that due to the utilization of ICT technology to make every employee seeks to develop the capacity itself through the principle of learning by doing, by always asking things that are related to e-government are not understandable to the section chief or to a colleague. These findings indicate that the implementation of e-government in the scope of government Maros encourage employees to be able to add to and improve the quality and quantity of their knowledge, especially with regard to e-Government. This is possible because of the use of information technology through e-government, employers need more sfesifik new knowledge so that employees should be able to acquire additional knowledge independently,

DISCUSSION

Changes in Organizational Work Flow Maros Regency

The findings showed that the implementation of e-government leads to changes in the organization of work flow. These findings indicate that as a result of the implementation of e-government at the district's government, then the government some changes within the organization such as changes in the flow of employment. This work flow changes as a direct result of changes in work procedures pegwai in completing the work which it is responsible. These conditions also impact on employee must improve the competency of knowledge and skills in terms of mastery of information technology to be able to complete the tasks and responsibilities as part of a form of organization development. The process of organizational development is part of the final phase of evolutionary movement organizations (Akib, 2011) that the development of the organization is an organization that continues to expand capacity and capability in all stages of evolution or "metamorphosis" is done, spurring activity to promote and update the growth of individuals, groups (Community of Practice), organizations, and communities. This means that if the adoption of ICT in the cause of each individual organization should participate to increase the capability and capacity to be able to support any changes in the organizational environment.

Changes in Organizational Structure Maros Regency

The results showed that of implementation of e-government cause changes in the organizational structure. This finding is evidenced from the conditions in which the district's government in implementing e-government has made adjustments in

the form of changes in the organizational structure by dividing the tasks formal grouping them in a single unit with its own structure. It is seen in the leading sector of e-government affairs at initially charged Electronic Data Center (PDE) in the secretariat area Maros, then separating and forming the Office of Communication and Information. This is done with the consideration that the affairs of the implementation of e-government need to be addressed specifically and during this part of the PDE is only focused on the role and function as a provider of electronic data alone. For that, it is in order to succeed in e-government, Maros regency separate the affairs of Information and Communication into a separate unit that is in the Office of Communication and Information previously menadi part or field on one SKPDs Department of Transportation.

These findings have implications for the level of government district's ability to be able to adjust to the changes stemming from the influence of the use of information and communication teknilogi. Sebagiamana in the know that an organization, at a particular time can make changes as the adjustment to the need for the development of the organization (Kast, 1995) [11]. The adjustments made are of the seriousness of the government in implementing e-government.

Other consequences arising from the implementation of e-government is the trimming hierarchy (Kast, 1995; 310) [11] or can be referred to as an attempt to eliminate or cut the vertical layer to widen the span of control due to organizational changes include changes in relationships, authority, coordination mechanisms and redesign work. The research findings indicate that the implementation of e-governement cause there are some changes in the relationship, authority and coordination mechanisms previously implemented manually, then changed through the mechanism on line .. Based on these findings, it can be seen that during the implementation of e-governement, government Maros has made changes to the organizational structure in the form of downsizing in other units as well as forming a new unit that is more specific to handle a particular type of work. This condition requires the government to prepare resource Maros government personnel who have specialized knowledge and skills in the use of e-government in providing services to the public.

Changes in System / Process Organization Maros Regency

The results showed that the implementation of e-government cause changes consistent and organizational processes. These findings prove that the implementation of e-government at the district's cause there are some changes associated with the new systems and processes such as integrated management information system through the facilities of government Web sites and some integrated online system to provide services to the community. Because of this integrated system raises the possibility of trimming hierarchy in the organization. The views Kast, (1995) [11] that an organization can do to be more minimal trimming

hierarchy, where the lines of communication between upper management to lower levels of management will be shorter. In this case by reducing middle management. Communication between leaders and subordinates will be easier to trust between leaders and subordinates will be achieved. This can be achieved if the application of information technology can be applied in the organization. PelaskanaanMaros regency government in e-Government by the Head Office of Communications and Information Technology.

This finding is already indicated by Perrow (in Robbins, 1998) [12] that there are two dimensions of work activities that have relevance to the structure and activities that occur within an organization, namely: variation of tasks, which indicates the number of exceptions in tasks as measured by many unexpected things and new things happening in the employment process. Some aspects related to changes in processes and mechanisms organsiasi that occurs as a result of e-government as the scope and field of PDE task at first into the center of the development of the SMS Center, and Archiving digitally .

Organizational Culture Maros Regency

The results showed that the implementation of e-government cause changes in organizational culture. It is known through research findings which show that since the use of information and communication technology through pelaskanaan e-government, in addition to the demands of changes in the structure and procedures of Maros regency government organizations, led to changes in the way work, way of thinking and acting of every employee. If you browse the views of Robbins (1998: 595) [12] that organizational culture has seven primary characteristics, namely: (1) innovation and decision-making (innovation and risk taking), (2) attention to details (attention to detail), (3) orientation on the results (outcomes orentation), (4) the orientation of the person (people orentation), (5) the orientation of the team (team orentation), (6) Aggressiveness (agresiveness) and (7) stability (stability). Of the seven elements, it is known that some of the employees in carrying out its duties and responsibilities have had a different job orientation before the government district's implementing e-government.

Another finding in this study is the change in the orientation of employees in work which has been turned into a team-oriented work. Employees have given credence to the other employees to complete tasks and responsibilities maisng own. Organizational culture shown by employees on pemeritnah district's by Kast (1995) [11] that the technology will affect the behavior of individual employees or staff based design organizations that have social structures and norms. Technology affects people with very diverse within an organization. Technology mepengaruhi behavior of individuals and groups in the form of breadth of mobility and interaction of individuals or groups, the number of hours worked, the amount of discretion autonomy and authority in the organization.

Due to the utilization of information technology, although the cause discomfort and anxiety about the skill of the individual or group affects the productivity and efficiency of pekerjadan also for personal satisfaction to the members of the organization (Kast, 1995; 306), but it can spur employees to improve skills or skills they have. One of the major konsekuaensi Technology on organizational behavior is the rise in specialization of knowledge. This is possible because of the use of information technology through e-government, employers need more sfesifik new knowledge so that employees should be able to acquire additional knowledge independently, these findings bersesuain with a view (Kast, 1995; 310) [11] that the technology on employee required to have a skill that serves as a catalyst in helping organizations adapt to the development of the technology itself.

CONCLUSION

Results of research on organizational change in the implementation of e-government in Maros concluded that no environmental changes during pelaskanaan organizational e-government in Kabubpaten Maros because it is supported by the fact that (1) there is a change process and work flow becomes more compact organization for the implementation of e-government The district, (2) there is a change in the organizational structure robin span of control, track and classify it sfesifik coordinative tasks for implementation of e-government, (3) a change in the flow of the process due to changes in the structure, changes in media communication and coordination as well as the change of the mechanism manually into an electronic-based mechanism for pelaskanaan e-government and (4) a change in behavior and culture organizations such as changing work habits, coordinate, consult and, decision-making during the implementation of e-government. This change also significantly affect the success of the district's government successfully implement e-government.

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