THE APPLICATION OF THE SUCCESSFUL ELEMENTS (SUPPORT ASPECT) IN THE INITIAL PHASE OF THE DEVELOPMENT OF ELECTRONIC GOVERNMENT ON SOUTH SULAWESI PROVINCE

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ABSTRACT

The Application of The Successful Elements of e-government is really determines to the success of organizations in applying e-government which consequently results in changes in the principles and practices of governance management, especially for the province of South Sulawesi which is just entering the initial phase of its use. This study aims to describe and analyze the application of successful elements of e-government in the South Sulawesi Province of the "support" sub-element in supporting the successful efforts to realize the Electronic-Based Government System. The results showed that, the large carrying capacity of the central government as well as the Provincial Government of South Sulawesi is not matched by knowledge that facilitates and the ability to accelerate with the speed of improving rapid technology. This can be seen from the perspective of the vision, where there is relevance between the vision of the central government and the provincial government regarding the orientation of e-government which is then manifested in the vision and mission set but has not been realized maximally at the Office of Informatics, Statistics and Coding as Leading Sector implementation of e-government because too much focus is on strengthening organizational capacity. From a policy perspective, although there has been a pattern that has become a road map for the emergence of e-government, there is a long and repeated process until the birth of the policy which forms the basis of the law for the leading sector. From the perspective of a strategic plan, even though the Provincial Government already has a set of strategic plans, it is not matched by the ability of the leading sector to translate it.

Keywords: Electronic Government, Successful Elements, governance management.

INTRODUCTION

The increased enthusiasm of government agencies to implement e-government is triggered by the success shown by developed countries in improving institutional performance through the integration of technology into the public administration trajectory. South Sulawesi as a province with a relatively high level of community access to technology in Eastern Indonesia, can also be said to be increasingly familiar with technology-based services to answer the challenges of increasingly complex problems. With the strategic position held by South Sulawesi Province both in the field of national development and as a center for economic growth that is not only on a regional scale, but also on a national and international scale, demands for quality bureaucratic performance are increasingly pressing to be realized. For the Province of South Sulawesi, of course the application of e-government is like the key to ensuring the existence of governance that is transparent, credible and accountable and free from corruption, collusion and nepotism.

Nevertheless, the implementation of e-government in South Sulawesi Province still raises many questions, for example, how the e-government policy of the South Sulawesi Provincial Government is able to support the performance of Regional Organization Organizations (OPD) or

other relevant agencies, or whether the implementation has been carried out properly as intended e-government itself wants to achieve ?. This question is very common considering that the organizations that play the leading sector in implementing e-government in South Sulawesi Province are still relatively new, along with the issuance of Regional Regulation No. 83 of 2016 concerning Position, Organizational Structure, Duties and Functions, and Work Procedures of the Office of Communication, Information , Statistics, and Coding in South Sulawesi Province dated December 28, 2016. This organization in general has duties and functions that are generally tasked with assisting the governor in carrying out government affairs in the fields of Communication, Information, Statistics, and Coding. However, one specific task is to coordinate, formulate and implement e-Government technical policies and data management through the Electronic Government Sector.

In the frame of revolution in the administration of government, the authors have confidence that the administration of government through e-government will only succeed along with the level of government ability to adapt to the rapid pace of technology use. Therefore, the implementation of e-government in this phase is more relevant to be analyzed in the framework of the environment and organizational capacity that changes with the use of the latest technology.

One of the main challenges of the South Sulawesi Provincial Government through e-government is the realization of organizational change to exploit the full potential of technology in improving the performance of government institutions. The biggest challenge comes through two-way pressure, on the one hand, the South Sulawesi Provincial Government is required to re-form organizational procedures and bureaucratic restructuring, to transform into a network-based organization, while at the same time the government is required to provide maximum value to the community (OECD , 2005). In short, the dilemma was felt when I had to increase community satisfaction in the process of internal organizational change. This condition is in line with what was stated by (Ibrahim. MA, 2017) which states that organizations that are in contact with the telecommunications sector tend to have a "dual role" in facilitating growth and serving the masses. Government organizations are no exception. More than matters concerning organizational capacity within the South Sulawesi Provincial Government, e-government is also a cross-sectoral matter where its utility will only be maximized if it has strong support from political leaders, in this case the need for state intervention in ensuring the strategic implementation environment. Moreover, the Indonesian state administration system which frames the affairs of state institutions in a decentralized division of authority, naturally the state takes a large role in providing support for the smooth revolution of the administration of government through e-government.

From the sequence of problems above, the consequence that will arise from the first wave of e-government implementation in the province of South Sulawesi is the dynamics of organizational change that demand a high level of adaptation, therefore the success factor of its implementation is largely determined by the support of political officials in providing a clear legal framework in which this is very much influenced by the vision and mission, policy structure, and strategic plan of the Provincial Government to the relevant institutions that are responsible and have the function of Leading Sector. The assumption is easy, revousi public administration, requires all organizing units to change simultaneously so that it requires a more massive area of coordination, the role of the leading sector as a "playmaker" is demanded to have a higher adaptation capacity than other organizations.

From these conditions, the authors realize, it is too early to evaluate the performance of the South Sulawesi Provincial Government in increasing utilities through e-government, because at the outset, the use of technology not only has implications for the quality of a government organization, but has blown the wind of revolution against the face of government widely by therefore, often in the first wave of e-government implementation results in very limited value for the community

METHOD
This study uses a qualitative descriptive perspective by relying on the Holsm-Explanation paradigm, developed by Bekker & Meijer (2012) by combining Explanation perspectives that focus on key e-government variables such as technology, work processes, organizational structure and identifying holistic patterns or rules and perspectives that focus on social structures such as government organizations, institutions and institutions. With specifications that refer to the domain change aims to identify the reasons or determinants of a change. With this integration the authors use a system change perspective that highlights that new technologies will inevitably lead to new forms of government.

In this perspective, the characteristics embedded in technology have autonomous consequences for social reality and public administration in particular. So that the data analysis process is carried out with the stages of data collection, data sorting and verification, reduction and classification until the data presentation stage. The primary data of this study were sourced from interviews with relevant officials in the South Sulawesi Provincial Government and the South Sulawesi Province Information and Statistics Communication Office and specific documents regarding the implementation of e-government in South Sulawesi Province. Meanwhile, secondary data was obtained from interviews with other Regional Apparatus Organizations using technology, the public, online information channels, other relevant documents, mass media and the public using government services. The focus of this research is how to support the vision and mission, policies and strategic plans of the actual central government through the Provincial Government and the operational actions of the Office of Communication, Information Technology, Statistics and Encoding of South Sulawesi Province.

RESEARCH RESULTS AND DISCUSSION
The support element is the most important element in e-government development. Without it, various development initiatives and e-government development will be difficult to be implemented (Indrajit, 2012). Tracing data and facts on this aspect is done by examining how consensus is formed from the Central Government level to the Provincial Government level. This step was carried out because substantially, the implementation of e-government could not have been realized without the existence of legislation that became a constitutional guideline in planning and carrying out the affairs of the Regional Government by considering the structural patterns that tended to be hierarchical between the Central Government and Regional Governments

The Relevance of the Vision of the Central Government, the Provincial Government and the Office of Communication, Information Technology, Statistics and Encoding

In principle, e-government is to improve the quality of service processes from Government institutions to the public through online services. In addition, through the e-government system, the community can participate in controlling the work of the Government. The forms of the use of e-government in Indonesia are e-budgeting, e-procurement, e-audit, e-catalog, e-

payment, e-controlling, even to e-health. In Indonesia, this vision of e-government refers to the strategic values of Nawacita, where the e-government road map is thoroughly designed to realize a digital society.

Analysis of the contents of related legislation documents shows that the e-government development agenda in Indonesia is directed at strengthening organizational management and government bureaucracy through the Ministry of Administrative Reform and Bureaucracy Reform (KemenPAN-RB) and the Ministry of Communication and Information in matters regarding infrastructure development. This indicates that the vision and mission of e-government in Indonesia realistically carries the principle of technology transfer in the context of strengthening organizational governance at various levels of the organization from the center to the regions. In this context, the vision of implementing e-government carries a vision of bureaucratic transformation and improved performance

Although more emphasis on the performance of the bureaucracy in maximizing its role and function, basically the vision of e-government must contain a vision of the values formed by it, therefore, in building the vision must pay attention to the context of the governance dimension which is a guide in distributing power politics in a democratic country

In the relationship between the vision of the Central Government and the Provincial Government, the authors conducted an in-depth search and found that the vision of e-government was not specified specifically in the vision and mission of the Government but was contained in the political vision of the executive officer in this case the Governor of South Sulawesi. By carrying out the vision of "Clean South Sulawesi Serving", which is translated into three missions namely

   a. Clean government, free of KKN, transparent, participatory, without having a barrier with the community;
   b. Government that serves, friendly in service to the community, simplifies the bureaucracy to invite investment; and
   c. Innovative governance and work with results orientation can be felt by the community.

The results of interviews with related officials showed that the vision of the governor of South Sulawesi was emphasized on the concept of digital government which was intended to be used as a blueprint in the Regional Medium-Term Development Plan (RPJMD). From this the authors conclude that the relevance between the vision of the Pusan Government and the Provincial Government is contained in 3 integrated regional dimensions namely; bureaucratic reform, interactions between business processes and adaptive and dynastic government, and system flexibility among stakeholders.

Regional Vision of Integrated E-Government Central and Regional Governments
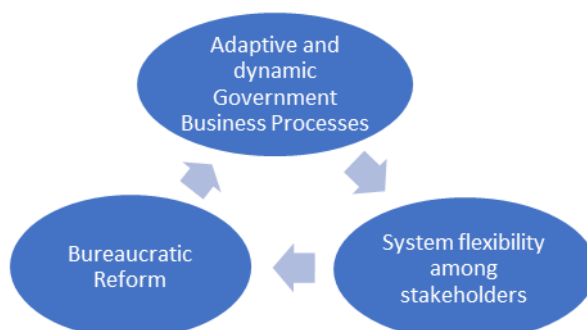
The relevance of the existing vision of executive officials is then analyzed to find out whether there are operational steps in the Office of Communication, Information, Statistics and Coding about integrated vision between the central government and the provincial government carried out using a mapping based on the vision table from UNDP (2002) which provides an explanation that operationalizing the vision must be actualized in actions relating to 4 matters namely; Accommodate the business world, the interests of the community and accommodate the long-term interests of the organization and the specific interests of the organization.

The results of the research conducted by the author are presented in the matrix after searching in legal documents owned by the Office of Communication, Information Technology, Statistics and Coding in the form of Work Plan documents, Medium Term Service Plans, Assessment documents, budgeting documents and other relevant documents. After tracing, the writer then traces the substance and classifies it into the e-governing vision component based on the United Natinal Development Program which is presented in the following table:

Results of Mapping the E-Government Vision of the South Sulawesi Provincial Government Through Diskominfo-SP

For Bussines (Broad Objective)	*For Citizen (Specific Objective)*
• *Simplification* • *Balanced competition* • *Tax Monitoring*	• *Availability,* • *Coverage* • *Time Process* • *Responsibility*
For Departement (Broad Objective)	*For Departement (Specific Objective)*
• *System restructuring* • *Work management* • *Institusional networking*	• *Accuration and Up to date* • *Uniformity* • *Pay Sistem*

After studying the provincial government documents, from the table above it can be observed that, the South Sulawesi Provincial Government's vision for e-government has been distributed to each element where;
1) For the business world, with a broader perspective, vision is directed towards;
   a. The simplification of bureaucracy in the smooth investment (simplification).
   b. Guaranteeing the availability of a balanced competition.
   c. Monitoring of tax distribution.
2) For people with specific goals, the vision of e-government is directed at;
   a. Availability of service time (availability), it is projected that there are several services that can be accessed 24 hours / day 7 days / week, 365 days / year.
   b. Coverage of services (coverage) of services in support of areas with difficult geographical conditions.
   c. Service Time (Duration Process), where this is intended to provide power efficiency of basic services.
   d. Responsiveness (Responsibility), e-government is directed to shape the response and decision making towards the quality of public services.
3) In bureaucratic areas with broader objectives (borad objective), e-government is directed at 3 main things namely;
   a. Realignment of mechanism and process of distribution of authority, as well as system management institutions (system restructuring).
   b. Improved quality of performance (work management).

    c. Building connectivity between institutions to respond to the complexity of problems and increase the level of adaptation in dynamic societies.

4) In the bureaucratic dimension for more specific goals, e-government has made several things, namely;

    a. The accuracy and continuity of the services provided, where this is connected with the ability to respond to a very dynamic community (Accuration and Up to date).

    b. Financing the financial management and institutional transactions, this is also part of an effort to bring up the value of accountability in the bureaucracy (Pay System).

    c. Uniformity (quality) of each Government agency in various levels where this is directly related to the development of networks between institutions.

The first and very important component in the implementation of e-government is support from the Government, this is due to the assumption that e-government would not have been possible without the intention of the Government to change its performance management paradigm. World Bank (2002) Which in this perspective is seen in political will, with features of vision and mission, policies and strategic plans, the first thing to see is political will, or the Government's willingness to implement e-government implementation, which has implications for changes in the bureaucratic body, therefore assessing political support, are inseparable from the Government's willingness to change its bureaucracy. Because bureaucracy is run with a top-down model, support for effective implementation must start from the highest level of Government leaders. (Indrajit, 2012).

The authors' findings from the perspective of the vision and mission of the Government organization have taken the initiative in changing the organization where it is seen

1. In governmental objectives, relevant e-government efforts to increase the capacity and utility of Government institutions

2. In Business Objective, e-government aims at investment ease and equality of competition between business actors

3. In citizen objectives, e-government is directed at equality and mutual relations (interactive process) between the community and the Government

Vision is a medium-term and long-term statement of broad objectives, which provides a road map and general guidance for institutional change, which enables systematic issues to be better understood and handled more coherently. This provides a framework in which the actions and interests of different stakeholders can be brought together to ensure a shared orientation that makes the improvement of actions by stakeholders consistent and compatible with the desired long-term goals of e-government, more specifically about good governance and development sustainable.

A clear and strategic vision of what the Government wants to achieve through e-government must be produced to guide the transformation process. This can include the perspective of the entire system, for example at the central Government level, or only limited to certain Government administration sectors. This vision must consider the needs and opportunities of national and local development, as well as the conditions facing certain Government systems or sectors. The e-government vision for development needs to be aligned with national development strategies and plans, specifically with national strategies and governance reform goals. Because the different political and development contexts must be united in one vision, the Government must recognize that a consultative process with all stakeholders is needed to form a consensus.

In the National e-government development plan, the actual central government temporarily focuses e-government development on strengthening the bureaucratic capacity of the Government, therefore in the perspective of state institutions, the leading sector of e-government implementation is the Ministry of Administrative Reform and Bureaucratic Reform (Ministry of Administrative Reform)) which is then backed up by the Ministry of Communication and Information Technology (Kominfo) as an institution tasked with providing supporting infrastructure. In response to this, it is not surprising that a stronger vision is needed from the sector of strengthening organizations in charge of informatics affairs in the regions through related agencies. For the Province of South Sulawesi, the Office of Communication and Information is inseparable from the necessity to provide greater space in efforts to strengthen the bureaucracy. This is evidenced by the two visions for organizational strengthening which include long-term vision and short-term vision

From the results of the study also found that there are 3 groups of stakeholders, namely the business world, society and the bureaucracy itself. Meanwhile, the consequence of a change in the system is the opening of spaces for stakeholders to inject as much and as much interest as possible in the implementation of the new system later, therefore conflicts of interest often occur in planning for the new system, often, stakeholders who have few the power to inject interests is eliminated in competition. Here the formulation of the vision of the Government has a large role in ensuring that efforts are made to communicate all interests. To unite these various interests, strong leadership and clear vision are needed to direct the transformation and development of the system, so that redundancy and inconsistency do not occur (Margets, 2009). Although it is not easy, this challenge must be resolved, so that the information generated is not biased or contains errors. In e-government efforts, the Provincial Government of South Sulawesi has sought to accommodate various sectors of interest in building this vision.

Policy Patterns Supporting the implementation of E-Government in South Sulawesi Province

The existence of policies (legal products) is one of the empirical evidence regarding the political will of the central government in providing support for the implementation of e-government. This support is the most vital thing in carrying out state administration especially for the Regional Government.

In the scale of the Central Government, Long before the issuance of Presidential Regulation (Perpres) Number 95 of 2018 concerning Electronic-Based Government Systems (SPBE), the momentum of implementing e-government in Indonesia was specifically marked by the issuance of Presidential Instruction of the Republic of Indonesia Number 6 of 2001 concerning Development and Utilization Telematics. This instruction is intended to encourage the use of telematics as part of the implementation of good governance. Despite the emphasis on the use of digital-based technology, in the beginning e-government was understood to be limited to the computerization of documents and archives and the addition of infrastructure that facilitated public service activities. In addition to computerization of e-government, it is also understood to be limited to the construction or creation of Government-owned websites or websites, which mostly contain news about the activities of regional leaders and the bureaucracy.

Searching for legal documents from the website of the Provincial Government of South Sulawesi, the author found a number of policies that were demanded based on the policy

issuance timeline which indicated an effort to implement e-government in South Sulawesi. from the South Sulawesi Provincial Government. After classifying legal documents and categorizing based on policy objectives, the authors provide an overview of the policy support road map for e-government

**Roadmap for E-Government Development Policy in South Sulawesi Province**

From the picture above, there are several points that the authors note, including:

1. In the first stage the authors consider that the policy regarding e-government is directed at the use of information technology as part of a tool to carry out the program and routine activities of agencies, especially with regard to aspects of efficiency and management of goods and services in each agency.
2. The second step is the formation of a special organization that aims to review and prepare for the use of ICT, this step is institutionalized through the UPTD.
3. The third step is the use of ICTs in the management of several Government sectors that have readiness and must implement transparency through the use of ICTs.
4. The fourth stage is the formation of leading sector organizations marked by the establishment of the Department of Communication, Information and coding of the Province of South Sulawesi, where one of its tasks is in charge of implementing E-government.
5. The fifth is, the establishment of Regulations which are the Parent for the Implementation of e-government in South Sulawesi Province

From the analysis of the policy steps, the author then maps based on patterns that emerge in the framework of implementing e-government in the province of South Sulawesi, namely Adoption, Preparation, Consolidation, Organizing and Utilization

South Sulawesi Province e-Government Development Model
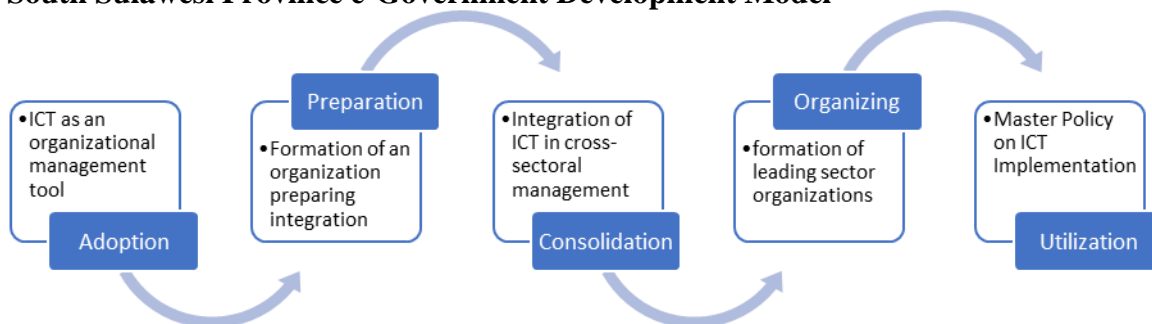
The results of the study provide several authors' conclusions, namely; First, policy support is in the context of technology utilization due to rapid technological acceleration and cannot be matched by readings on the future of information technology; secondly, there is an institutionalization process in the use of technology where the Provincial Government has obstacles in introducing new values to the organizational structuring posed by e-government. This is evidenced by the length of stages needed until the consolidation phase, marked by the issuance of South Sulawesi Provincial Regulation number 8 of 2015 concerning the Implementation of Regional Government Based on Information and Communication

Technology; and third, support for the adoption of new e-government received serious attention along with the birth of the organization that served as a leading sector
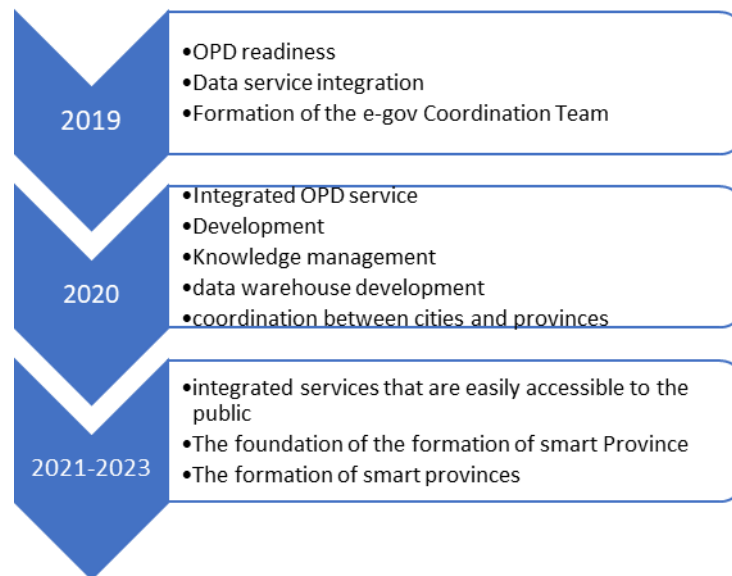
This is in line with the opinion of Gallego-Alvarez et al, (2010), which emphasizes that in various types of Government organizations, politics plays a role in shaping e-government. His research shows that competition between Governments and the pursuit of legitimacy influence responsive leadership and the ability to adopt new policies and programs. In short, by borrowing this opinion, the writer tries to explain that despite having a vision in realizing e-government, the clash between actors and conflicting interests in the formulation process often becomes an obstacle to the emergence of policies that fundamentally mark the seriousness of e-government implementation. Regulatory reform is a critical issue that is often overlooked. However, experience has shown that it is very important for e-government success, both in terms of affordability and sustainability in the long term. Regulatory reform "must take place" to guide the overall transformation effort towards maximizing the implementation of e-government.

In every electronic government-based system change, the experience of many countries shows that e-government cannot be introduced through one single major initiative, but through small components that can be achieved, which can build success and credibility. Achieving the future as envisioned by policy makers requires a gradual and modular implementation, an approach that allows for greater control and flexibility of the process, especially during the initial phase. Therefore, the focus of each existing policy can be placed on priorities that can create an enabling environment for the maturity stages of e-government. For example, the ability to facilitate communication and coordination of activities among the main institutions (the Office of Communication, Information, Statistics and Encoding) can be one of the main outcomes that can be pursued. Such priorities may initially involve only a little technology because the focus is more on reaching agreement on standardization of the main applications that can allow linking between the information bases of each government agency.

From the patterns found through research as found by the authors such as the schemes that have been presented previously, it is more or less indicated that the Government of South Sulawesi Province has gone through 3 phases of policy which are preconditions namely, adoption, preparation and consolidation phases. This proves that there is doubt about the set policies and outputs produced in the context of strengthening the implementation of e-government. This further reinforces Gallego-Alvarez's opinion that in changing the system as a result of efforts to use e-government, the Government is required to seek legitimacy as strongly as possible that affects the Government's ability to formulate policies and adopt relevant programs. The length of the precondition to facilitate the emergence of policies that contain the utilization process indicates that the Government of South Sulawesi Province has obstacles in finding strong legitimacy to determine the policy patterns of implementing e-government

Structure of Strategic Planning for E-Government Implementation
Furthermore, regarding the Road Map in realizing the strategic plan, the writer found a scheme like the one in the following figure

Road Map of e-government planning in South Sulawesi Province

2019
- OPD readiness
- Data service integration
- Formation of the e-gov Coordination Team

2020
- Integrated OPD service
- Development
- Knowledge management
- data warehouse development
- coordination between cities and provinces

2021-2023
- integrated services that are easily accessible to the public
- The foundation of the formation of smart Province
- The formation of smart provinces

Source: Strategic Plan of the Office of Information Communication, Statistics and Encoding, 2018

In 2019, the South Sulawesi Provincial Government formed a draft with several points, first, in this year all OPDs of the South Sulawesi Provincial Government have had readiness in managing data and information service systems and as well as modern office systems based on information and communication technology secondly, starting to make preparations - preparation of service and data integration and will also apply knowledge management to innovate government services and the third project has been the establishment of an e-government planning and development coordination team

There are several points that are part of a strategic step in 2020, namely, First, in this year the South Sulawesi Provincial Government began to prepare several integrated services from several OPD Provincial Governments of South Sulawesi, Secondly began to develop a knowledge management system to support HR development and also Government innovation, Third, the South Sumatra Provincial Government began to develop the Data Warehouse as a data warehouse for OOPD data and to make leadership decision-making services, Kempat began to build coordination with cities and districts in South Sulawesi Province

Meanwhile in the years 2021 to 2023 the Provincial Government set the plan; First, this year the South Sulawesi Provincial Government as a whole has developed integration services and is easily accessible to the public, then, at the end of 2021, it began to be used as the foundation for the formation of the Smart South Sulawesi Province, and finally in 2023 it was properly formed with the Smart South Sulawesi Province by involving the Government Cities and Regencies in South Sulawesi Province

From the above pattern it can be observed that the planning owned by the Government of South Sulawesi in developing e-government can be linked to several policy patterns that were raised in the previous discussion where the Provincial Government formed a leading sector organization. Then the leading sector which in this case is the Office of Communication,

Information Technology, Statistics and Coding made preparations for integration between DPOs

Combined Model of Policy Support and Strategic Planning of the South Sulawesi Government in E-Government Development
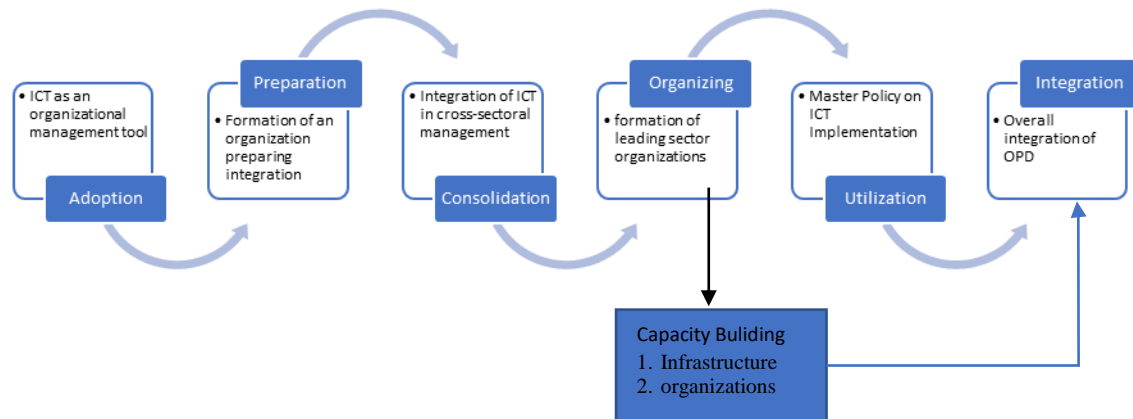
From the flow chart above it can be seen that the strategic planning carried out by the South Sulawesi Provincial Government still has a continuous pattern with strategic planning, where in the fourth phase (organizing) the South Sulawesi Provincial Government through the Office of Communication, Information, Statistics and coding focuses on strengthening organizational capacity This is also part of a plan to integrate overall OPD services and district government.

In the viewpoint of a strategic plan, planning There is a strategic plan consisting of a short-term vision of the organization where the Provincial Government focuses only on the capacity of integration among DPOs, but this also has constraints due to the not simultaneous implementation between DPOs so that the e-government implementation strategy is directed in strengthening the capacity of organizations that are leading sectors, this has implications for budget priorities being poured into institutional arrangement of leading sectors.

E-government has a great impact on changes in bureaucracy and organization. The concept of bureaucracy includes several concepts such as labor standardization, hierarchy and strict rules (Holmes, 2001). In such a context, to enable a shift from bureaucracy to network-oriented organizations, from being attached to open systems, from institutions to society, the organizational structure must be changed in this perspective, information technology plays an important role in organizational redefinition, because it is considered as key factors, even though they are not the only important factors to consider when evaluating an organization. (Kumar, 2007)

Based on a system of change theory perspective, Daft (2004) distinguishes two types of factors that can influence organizational change: structural factors and contextual factors. The first shows the internal features of the organization and provides a measure for comparing various organizations. This includes formalization, specialization, hierarchy of authority, centralization, and professionalism. This can be seen from the supporting pattern provided by the Government in implementing e-government. In order to maintain stability in radical system changes, the South Sulawesi provincial government emphasizes the organizational resilience model through long support for leading sector organizations that tend to be excessively. This is intended so that structural factors are able to maintain the ballance of

each of the existing components, because, transformation in each agency and line of government does not take place in a massive and simultaneous manner.

While the second, contextual factors characterize the entire organization also outside the limits of the physical organization, including the size of the organization, technology, environment, organizational goals and organizational structure. However, that was not enough. Specifically, the Government, especially the Provincial Government of South Sulawesi must consider the emergence of a new organizational design approach, to overcome the shift from bureaucratic organizations to networked organizations where learning, communication, participation and coordination approaches are the main aspects that differentiate e-government development. In a contextual perspective, technological change is not necessarily balanced by the ability of the South Sulawesi Provincial Government in forming organizational culture and culture that is compatible with technological changes that exist because, in consequence, changes in technology bring about changes in policy, culture, mindset, organizational structure, and the process. This claim is consistent with the socio-technical view in systems change theory about organizations that regards organizations as socio-technical systems built from two interconnected systems - social and technical. The return to classical socio-technical principles provides an environment for successful organizational change after the application of new technology.

CONCLUSION

The support element in implementing the key elements of e-government implementation, in the vision component, the Government of South Sulawesi Province already has a set of vision in implementing e-government. In this context the Provincial Government through the Office of Communication, Information, Statistics and Coding emphasizes the implementation of the vision on strengthening organizational capacity (Department Objective), this is delivered by the central government's vision of e-government that focuses on strengthening the bureaucracy. In the policy component, the Provincial Government of South Sulawesi has a policy as the parent of the implementation of e-government even though prior to the birth of an organization that acts as a leading sector, the Provincial Government has difficulty in finding the right policy format, as evidenced by the many policies and the length of the preparation phase before the establishment of the Office of Communication. , Informatics, Statistics and Encoding. From the strategic plan component, the Provincial Government has a work plan within 5 years, which is included in the RPJMD, but not balanced by the ability of the Leading Sector in formulating concrete steps in realizing it. Of the three things, in the end, despite having a large carrying capacity from the central government or the Provincial Government of South Sulawesi, it is not matched by comprehensive knowledge and the ability to accelerate with a rapid rate of technological improvement.

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