

Implementation of the E-Letter Application in Inter-Agency Coordination within the Regional Secretariat of Buleleng Regency

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Abstract

This study aims to analyze the implementation of the E-Letter application in the coordination process among agencies within the Regional Secretariat of Buleleng Regency, as well as to identify the supporting and inhibiting factors in its implementation. This study holds significant relevance in supporting the government's digital transformation agenda, particularly through optimizing the use of information technology to enhance the effectiveness of public administration. The research employs a qualitative approach, utilizing in-depth interviews, observations, and documentation studies, with data analysis conducted using an interactive model consisting of data reduction, data display, and conclusion drawing. The findings indicate that the implementation of the E-Letter application has been relatively effective and has contributed significantly to improving efficiency, speed, and accuracy in administrative correspondence processes. The results also reveal that communication, resources, disposition, and bureaucratic structure, as outlined in Edward III's theory, play a crucial role in determining the success of the implementation. However, several challenges remain, including unstable internet connectivity, suboptimal system performance, limited integration with external parties, and uneven user training. These findings imply the need to strengthen digital transformation policies, particularly through improving technological infrastructure, enhancing application features, and developing human resource capacity. This study recommends the development of a more flexible and integrated system as a strategic step toward improving the quality of governance.

Keywords:

E-letter; Inter-agency coordination; Policy implementation; Digital transformation; Public administration.

1. INTRODUCTION

The advancement of information technology (IT) in the digital era has become a primary driver of transformation across various sectors, including government. The utilization of IT not only functions as a tool for automation but also enhances accuracy, speed, and the integration of organizational workflows, thereby creating systems that are more efficient, measurable, and adaptive (Sembiring et al., 2025). In the context of public management, the adoption of information technology represents a crucial element in supporting modern and responsive governance. Accordingly, the Government of Indonesia continues to promote digital-based innovations through the implementation of e-government as an effort to improve the quality of public services while strengthening transparency and accountability.

The digital transformation of governance in Indonesia is reinforced through the Electronic-Based Government System (SPBE) policy as stipulated in Presidential Regulation Number 95 of 2018. This policy emphasizes the importance of system integration and the utilization of digital technology in governmental administrative processes. In addition, e-government plays a significant role in enhancing public participation and minimizing practices of corruption, collusion, and nepotism (KKN) (Kristina, 2019). Nevertheless, the implementation of e-government in Indonesia still faces various challenges. An evaluation conducted by the

Ministry of Administrative and Bureaucratic Reform (KemenPANRB, 2018) indicates that most government institutions have not yet achieved optimal levels of implementation, particularly in terms of system integration and the effective use of technology. This condition reflects a gap between established policies and their practical implementation in the field.

Previous studies have examined the implementation of electronic systems in government administration, including E-Letter applications. Research by Diana and Sandiasa (2023) focused on the implementation of E-letter within internal organizational settings, while Sari (2021) found that although the system improves administrative efficiency, its implementation remains suboptimal, particularly in information services and coordination aspects. Recent studies have also highlighted several critical dimensions of e-government implementation. Achmad et al. (2021) found that electronic correspondence systems can improve administrative effectiveness; however, regulatory support and implementation consistency remain major challenges. Nurdin (2021) emphasized that the success of local e-government implementation is strongly influenced by inter-organizational collaboration, communication, and coordination among stakeholders. Furthermore, Kumajas (2021) demonstrated that human resource quality and communication significantly affect the effectiveness of e-government implementation in local governments. Rahmadany (2021) also identified that policy, institutional arrangements, applications, infrastructure, and planning are key dimensions determining the success of electronic government implementation in Indonesia. More recent studies by Ahad and Barsei (2023) and Yusuf et al. (2025) further underline the importance of collaborative governance, service integration, and interactions between technological and organizational actors in achieving successful SPBE implementation at the local government level. However, studies specifically addressing the implementation of E-Letter in the context of inter-agency coordination especially from the perspectives of system integration and human resource factors remain limited. This indicates a research gap that needs to be addressed to provide a more comprehensive understanding of the effectiveness of E-Letter in supporting cross-organizational coordination. Most previous studies have focused on general e-government implementation, public service innovation, policy evaluation, or internal organizational administration. Empirical studies that specifically investigate how E-Letter applications support coordination among government agencies, while simultaneously examining the role of system integration and human resource readiness in a regional secretariat context, are still scarce.

As part of SPBE implementation at the regional level, the Government of Buleleng Regency has developed a web-based E-letter application to improve the efficiency of inter-agency correspondence management. This application is supported by regional regulations, including Regent Regulation Number 32 of 2020 and Regent Regulation Number 45 of 2021, which govern the use of electronic certificates to ensure the security and authenticity of digital documents. The implementation of this system has demonstrated positive impacts, such as a significant reduction in physical mail delivery costs from 2018 to 2021. However, technical issues such as system errors and the lack of optimal integration among applications within regional government units remain evident, as reflected in the 2021 Government Agency Performance Report (LkjIP) of the Communication, Informatics, Statistics, and Encryption Office of Buleleng Regency.

Based on this background, the main research problem addressed in this study concerns how the E-Letter application is implemented in supporting inter-agency coordination within the Regional Secretariat of Buleleng Regency, as well as the factors that facilitate and hinder its implementation. This issue is important, considering that the success of digital transformation is not solely determined by technological availability but also by system integration, organizational readiness, and the capacity of human resources to adopt such technologies. Accordingly, this study aims to analyze the level of success in the implementation of the E-Letter application in inter-agency coordination processes and to identify the supporting and inhibiting factors. This research is expected to provide empirical insights into the effectiveness of information technology in fostering more efficient and integrated governance.

Academically, this study contributes to the advancement of knowledge in public management and information technology, particularly in the context of e-government implementation at the regional level. Practically, the findings are expected to serve as an evaluation and recommendation for local governments in optimizing the use of E-Letter applications, as well as a reference for other regions with similar characteristics in developing electronic administrative systems. This article is structured as follows: the first section presents the introduction, including background, literature review, research problems, objectives, and significance; the second section discusses the research methods; the third section presents the results and discussion; and the fourth section provides conclusions and recommendations.

1.1. Information Technology Transformation in Public Administration

The development of information technology has brought fundamental changes to administrative and managerial practices, particularly in the public sector. Digitalization is no longer viewed merely as a technical innovation but as a strategic instrument for improving organizational performance and public service quality. In the governmental context, the use of IT fosters more efficient, transparent, and integrated systems. This transformation also reshapes bureaucratic communication patterns from conventional approaches to electronic-based systems. The implementation of electronic systems such as E-Letter represents part of bureaucratic reform aimed at simplifying administrative processes. Digital correspondence

reduces reliance on physical documents, accelerates information distribution, and enhances data accuracy. From a public management perspective, this shift reflects a transition toward governance that is adaptive to technological developments and societal demands.

1.2. E-letter Implementation as an Administrative Innovation

The implementation of E-Letter applications in government organizations has been widely discussed in previous studies. Diana and Sandiasa (2023) found that E-Letter implementation in the Department of Agriculture of Buleleng Regency was effective in terms of communication, resources, disposition, and bureaucratic structure. The system improved work flexibility, accelerated document distribution, and ensured document security through digital mechanisms. Similarly, Farhansyah et al. (2024) reported that E-Letter implementation in the Civil Registry Office of Surabaya improved administrative workflows through digital disposition and electronic official notes. These findings indicate that digital correspondence can enhance bureaucratic efficiency, particularly in handling high workloads. However, most studies focus primarily on internal organizational effectiveness. Research specifically examining the role of E-Letter in strengthening inter-agency coordination remains limited, highlighting the need for further investigation.

1.3. The Role of System Management and Human Resource Capacity

The success of IT implementation in organizations is not solely determined by system sophistication but also by the organization's ability to manage and operate it effectively. Sapta et al. (2024) emphasize that effective application management must be supported by the development of human resource capacity through training and competency enhancement. This underscores the critical role of human factors in digital transformation. Technical skills, system understanding, and adaptability are essential competencies for public officials. Without adequate human resource support, technological implementation may not function optimally. Therefore, the integration of technology and human resource capacity is a key prerequisite for establishing effective and sustainable administrative systems.

1.4. Challenges in E-Letter Implementation

Despite its benefits, E-Letter implementation faces several challenges. Sari (2021) identified limited internet connectivity as a major constraint affecting system effectiveness, particularly in time-sensitive situations. Additionally, Darmansyah et al. (2024) highlighted resistance to change, limited human resource skills, and inadequate infrastructure as barriers to digital correspondence implementation. These findings indicate that digital transformation involves not only technical aspects but also organizational culture and readiness. Another common issue is system dependency; technical disruptions can temporarily halt administrative processes. Therefore, risk mitigation strategies and adequate infrastructure support are essential to ensure system sustainability.

1.5. Information Security in E-Letter Systems

With the increasing use of digital systems, information security has become a critical concern. Tiara et al. (2023) noted that data protection and privacy issues remain underexplored in E-Letter research. Given that electronic correspondence often contains sensitive information, risks such as data breaches and unauthorized access must be addressed. Strong security measures, including electronic certification and data encryption, are necessary to ensure document authenticity and confidentiality. In this context, information security is not merely a supporting element but a core component of successful digital system implementation.

1.6. Inter-Agency Coordination in a Digital Context

Coordination is a vital element in government organizations, particularly in tasks involving multiple units. Handoko (2016) defines coordination as the process of integrating activities across units to achieve organizational goals efficiently. In the digital era, coordination extends beyond face-to-face interaction to include technology-mediated communication. E-Letter has the potential to enhance coordination quality by enabling faster, traceable, and well-documented information exchange, thereby reducing miscommunication and task overlap. However, coordination effectiveness remains influenced by communication, leadership, and clarity of authority (Hasibuan, 2014; Siagian, 2012). Thus, E-Letter serves not only as an administrative tool but also as a medium for strengthening inter-agency coordination.

1.7. Research Gap

The literature review indicates that most previous studies focus on internal efficiency and administrative performance in E-Letter usage. Studies integrating policy implementation, information technology, and inter-agency coordination remain limited. Furthermore, prior research tends to emphasize technical and operational aspects without adequately addressing broader organizational dynamics, such as inter-unit interactions and system integration. This highlights the need for research that bridges these gaps.

1.8. Research Objectives and Contributions

This study aims to analyze the implementation of the E-Letter application in inter-agency coordination within the Regional Secretariat of Buleleng Regency and to identify supporting and inhibiting factors. The focus extends beyond technical aspects to include managerial and coordination dimensions. Theoretically, this research contributes to the development of public administration and information technology studies, particularly in e-government implementation. Practically, the findings are expected to serve as evaluation material and recommendations for local governments in optimizing E-Letter systems and as a reference for other regions in developing digital administrative systems.

2. RESEARCH METHOD

This study employs a qualitative approach with a descriptive design to gain an in-depth understanding of the implementation of the E-Letter application in inter-agency coordination within the Regional Secretariat of Buleleng Regency. This approach is selected because the study does not aim to test hypotheses or produce statistical generalizations, but rather to explore phenomena contextually within their natural setting. Through a qualitative approach, the researcher is able to capture social dynamics, interactions among actors, and the meanings emerging from the use of the E-Letter system in governmental administrative practices. The research is conducted at the Regional Secretariat of Buleleng Regency, which is purposively selected due to its strategic role as the central coordination unit among regional agencies and as an institution actively utilizing the E-Letter application to support administrative and bureaucratic communication processes. Informants in this study are determined using purposive sampling, meaning they are deliberately selected based on specific criteria relevant to the research objectives. These informants include government officials directly involved in the use of the E-Letter application, decision-makers with authority over correspondence and coordination processes, as well as operators or administrators who possess technical knowledge of the system. The number of informants is not predetermined rigidly but follows the principle of data saturation, where data collection continues until no new significant information emerges.

The data used in this study consist of both primary and secondary sources. Primary data are obtained through in-depth interviews and observations of E-Letter application usage, while secondary data are derived from official documents such as regulations, performance reports, standard operating procedures, and relevant correspondence archives. Data collection techniques include semi-structured interviews to explore information comprehensively, non-participant observation to capture factual insights into system implementation, and documentation to support and strengthen the research findings. Data analysis is conducted using the interactive model developed by Miles, Huberman, and Saldaña (2014), which consists of data collection, data condensation, data display, and conclusion drawing and verification. The analysis process is carried out continuously from the initial stage of data collection, where the data are selected, simplified, and systematically organized to facilitate the identification of patterns and relationships among categories. Conclusions are drawn gradually and continuously verified through cross-checking across data sources and collection techniques to ensure the consistency and accuracy of the findings.

To ensure data validity, this study applies source triangulation and technique triangulation by comparing information obtained from different informants and data collection methods. In addition, member checking is conducted by reconfirming interview results with informants to ensure alignment between the researcher's interpretation and the intended meaning conveyed by participants. Specifically, source triangulation was carried out by comparing information obtained from different categories of informants, including government officials, administrative staff, and E-Letter system operators. This process enabled the researcher to identify similarities and differences in perceptions regarding the implementation of the application and its role in inter-agency coordination. Technique triangulation was conducted by comparing findings obtained through interviews, observations, and document analysis. For example, information provided by informants regarding the effectiveness of the E-Letter system was verified through direct observation of system usage and examination of relevant documents, such as correspondence records, standard operating procedures, and institutional performance reports. The integration of these multiple data sources and methods enhanced the credibility and trustworthiness of the research findings. Ethical considerations are also maintained by protecting the confidentiality of informants' identities and ensuring that all collected data are used solely for academic purposes. Nevertheless, this study is limited by its focus on a single institutional setting and the potential subjectivity inherent in qualitative research. In addition, the findings reflect the specific organizational context of the Regional Secretariat of Buleleng Regency and therefore may not be directly generalizable to other governmental institutions with different organizational structures, technological infrastructures, or administrative cultures. Another limitation relates to the dynamic nature of information technology implementation, where changes in policies, system features, or user capacities may influence the effectiveness of the E-Letter application over time. Furthermore, although efforts were made to minimize researcher bias through triangulation and member checking, the interpretation of qualitative data remains influenced by the researcher's analytical perspective. These limitations should be considered when interpreting the findings and assessing their applicability to other contexts. However,

through rigorous data validation procedures, the study is expected to produce credible findings and contribute meaningfully to the development of public administration and information technology studies.

3. RESULTS AND DISCUSSION

3.1. Results

The findings of this study were obtained through in-depth interviews, field observations, and document analysis conducted within the Regional Secretariat of Buleleng Regency. Informants were selected using purposive sampling based on their direct involvement in the implementation of the E-Letter application. They consisted of leadership elements, system administrators, and operational operators, enabling the collection of comprehensive perspectives from both policy and technical viewpoints. Overall, the findings indicate that the implementation of the E-Letter application has had a positive impact on administrative correspondence processes and inter-agency coordination. The system has improved time efficiency, reduced reliance on physical documents, and accelerated the flow of document disposition. Informants consistently reported that processes that previously required considerable time can now be completed more quickly through the digital system. In addition, document storage and tracking features allow for proper documentation and easy retrieval of correspondence.

However, the findings also reveal several challenges in system implementation. The main constraints include dependence on internet connectivity, unstable system performance, and limited notification features that are not yet capable of providing real-time updates. Furthermore, the system has not fully accommodated external parties, resulting in communication with entities outside the local government still being conducted manually or through alternative media. This condition leads to duplication of tasks and reduces overall system efficiency. From a resource perspective, the study shows that human resource availability is generally adequate, as indicated by the presence of operators in each division and a central administrator overseeing the system. Nevertheless, in terms of quality, differences in user understanding remain, particularly in relation to the use of application features, largely due to uneven training distribution.

The results also indicate that the bureaucratic structure supporting E-Letter implementation has been clearly established through defined task allocation and standardized workflows. Administrative processes are carried out systematically, starting from document receipt, data entry, disposition, to distribution. However, the high level of standardization also reduces flexibility in responding to specific situations in practice. In terms of inter-agency coordination, E-Letter implementation has been successful in enhancing speed, efficiency, and procedural order. Nonetheless, responsiveness and system integration have not yet reached optimal levels. User responsiveness is still affected by limited notification features, while integration with external parties remains incomplete. To ensure data validity, this study applied source triangulation, technique triangulation, and member checking. The triangulation results indicate consistency of information across informants and data collection methods. In addition, the findings are supported by relevant documents such as regulations, standard operating procedures, and institutional performance reports, thereby strengthening the credibility of the study.

3.2. Discussion

The findings of this study indicate that the implementation of the E-Letter application within the Regional Secretariat of Buleleng Regency has generally been carried out effectively, although it has not yet reached an optimal level. These findings are consistent with Edward III's policy implementation model, which emphasizes four key variables: communication, resources, disposition, and bureaucratic structure as determinants of implementation success. The findings demonstrate that the success of E-Letter implementation cannot be attributed solely to the availability of technology but is closely related to the interaction among the four variables proposed by Edward III. Effective communication facilitates the dissemination of information and coordination processes, while adequate resources support operational continuity. Positive dispositions among implementers encourage acceptance of innovation, and a clear bureaucratic structure provides procedural certainty. Therefore, the implementation outcomes observed in this study reinforce Edward III's argument that successful policy implementation depends on the alignment and mutual reinforcement of these variables. This finding is in line with Kumajas (2021), who found that communication quality and human resource capacity significantly influence the success of e-government implementation in local government settings. Similarly, Rahmadany (2021) emphasizes that successful electronic government implementation depends on the interaction of policy, institutional, application, infrastructure, and planning dimensions rather than on technological availability alone. From the communication perspective, the use of the E-Letter application has improved the speed of information exchange and enhanced coordination among agencies. The digital system enables real-time communication and proper documentation. However, communication effectiveness remains constrained by the suboptimal notification feature, requiring users to check the system manually. This suggests that although technology has been adopted, system quality remains a critical factor influencing organizational communication effectiveness. Several informants explained that delays occasionally occurred because incoming

correspondence notifications were not automatically received by users, causing staff to repeatedly access the application to verify whether new documents had been submitted. This condition illustrates that technological functionality directly affects communication effectiveness and coordination efficiency. Despite these constraints, the system has significantly reduced the dependence on physical document delivery and shortened the time required for inter-agency correspondence processing. The results support Aryanti et al. (2021), who argued that e-government systems improve coordination among governmental institutions by facilitating faster information exchange and more integrated administrative processes. Likewise, studies on electronic government implementation indicate that digital communication systems contribute to service efficiency, although technical limitations and system functionality remain important determinants of user effectiveness.

From the resource perspective, the findings indicate that human resources are sufficient in quantity but require improvement in quality. The presence of operators in each division and a central administrator reflects organizational readiness to adopt digital systems. Nevertheless, technological infrastructure constraints, particularly internet connectivity and system performance, remain major obstacles. This highlights that implementation success depends not only on human resources but also on the readiness of supporting technological infrastructure. The findings reveal that although personnel are available in each organizational unit, variations in digital competencies among users remain evident. Several informants indicated that periodic training and technical assistance are still needed, especially when system updates or new features are introduced. In addition, unstable internet connectivity occasionally disrupts access to the application, resulting in delays in document processing and approval workflows. These findings indicate that resource readiness should be understood not only in terms of staff availability but also in relation to continuous capacity-building efforts and reliable technological infrastructure. These findings are consistent with Kumajas (2021), who identified human resource quality as a significant determinant of e-government implementation. Furthermore, Nurhidayat et al. (2024) reported that inadequate technical understanding among government personnel and infrastructure limitations remain major challenges in the implementation of digital government in Indonesia. Similar conclusions were reported by Amalia and Azizah (2022), who found that limited internet connectivity and insufficient user competence hinder the successful implementation of electronic government systems. In terms of disposition, the study finds that implementers exhibit a positive attitude toward E-Letter adoption. High levels of acceptance and adaptability demonstrate individual readiness to support digital transformation. However, the heavy workload and pressures resulting from technical issues may affect performance over time. Therefore, organizational support in the form of capacity building and workload management is essential. This finding supports Edward III's proposition that implementers' commitment and acceptance play a critical role in determining policy outcomes. The willingness of employees to adapt to digital work processes has contributed significantly to the continuity of E-Letter implementation despite existing technical and operational challenges. This result is supported by research on critical success factors of e-government implementation, which highlights human resource readiness, organizational commitment, and employee adaptability as essential prerequisites for sustaining digital transformation initiatives within government institutions.

Regarding bureaucratic structure, E-Letter implementation is supported by standardized workflows and clear task distribution, ensuring orderly and consistent administrative processes. However, high standardization reduces flexibility in handling certain situations. This finding indicates a trade-off between standardization and flexibility in the implementation of digital systems within bureaucratic environments. For example, urgent correspondence or cases requiring immediate administrative discretion sometimes need to follow the same procedural sequence embedded in the system, potentially slowing response times in exceptional situations. While standardization strengthens accountability, traceability, and procedural consistency, it may also limit organizational flexibility when dealing with unique or unforeseen circumstances. This finding highlights the importance of balancing procedural control with adaptive mechanisms in digital governance systems. Rahmadany (2021) similarly argues that institutional arrangements and application governance are important dimensions of e-government implementation, where excessive procedural rigidity may reduce organizational responsiveness despite increasing accountability and control. Furthermore, the study demonstrates that E-Letter implementation contributes positively to transparency, efficiency, security, and accountability in public administration. Digitally recorded processes enable better monitoring and reduce the potential for irregularities, aligning with the objectives of the Electronic-Based Government System (SPBE), which promotes transparent and accountable governance. Nevertheless, system integration remains a major challenge, particularly in involving external stakeholders. The inability to fully accommodate all actors in administrative processes results in incomplete coordination integration. This condition suggests that digital transformation in bureaucracy requires not only internal readiness but also cross-sector integration. Although coordination among internal government units has become faster and more efficient through the use of E-Letter, integration with external stakeholders such as other government institutions, partner organizations, or members of the public remains limited. Several administrative processes still require manual communication channels or separate applications when involving parties outside the Regional Secretariat. As a result, the benefits of digital coordination have not yet been fully realized across the broader administrative network. This finding emphasizes that successful

digital transformation requires interoperability and integration beyond organizational boundaries. The finding is consistent with Nurhidayat et al. (2024), who identified data integration and interoperability among government systems as persistent challenges in Indonesia's e-government development. Likewise, studies on SPBE implementation indicate that fragmented applications and limited cross-agency integration continue to hinder the achievement of fully integrated digital governance.

These findings have both theoretical and practical implications. Theoretically, the study reinforces the relevance of Edward III's policy implementation model in the context of digital government transformation. More specifically, the findings confirm that communication, resources, disposition, and bureaucratic structure remain highly relevant analytical dimensions for understanding the implementation of digital governance innovations. The study also demonstrates that technological factors are embedded within these dimensions rather than functioning as independent determinants, thereby extending the applicability of Edward III's framework to contemporary e-government contexts. This contribution complements recent e-government literature, which increasingly emphasizes the interdependence between technological systems, organizational structures, human resources, and governance arrangements in determining implementation success. Practically, the results can serve as a basis for local governments to evaluate and improve the E-Letter system, particularly in enhancing technological infrastructure, refining system features, and expanding integration with external stakeholders. However, this study is limited to a single institutional context, and therefore its findings cannot be broadly generalized. Additionally, the qualitative approach relies heavily on researcher interpretation. Future research is recommended to adopt broader approaches or mixed methods to achieve more comprehensive results. Overall, the findings indicate that the E-Letter application has contributed positively to improving coordination and administrative processes, although further development is required to achieve optimal performance in supporting bureaucratic digital transformation.

4. CONCLUSION

Based on the research findings, the implementation of the E-Letter application within the Regional Secretariat of Buleleng Regency has been carried out relatively well and has contributed positively to improving efficiency, speed, and ease in administrative correspondence processes. The findings also indicate that the application has enhanced the accuracy, traceability, and transparency of administrative correspondence through digitally documented workflows, thereby reducing dependence on conventional paper-based processes. The digitalization of the system has replaced manual methods with more effective and well-documented procedures, while also supporting more structured inter-agency coordination. From the communication perspective, effectiveness has improved, although it is still constrained by limitations in notification features and integration with external parties. In terms of resources, the quantity of human resources is adequate; however, challenges remain in technological infrastructure and the uneven distribution of training. The disposition aspect indicates that implementers demonstrate positive and adaptive attitudes, while the bureaucratic structure has functioned well, although greater flexibility is still required. The main supporting factors stem from the readiness of human resources and organizational structure, whereas the inhibiting factors include technical system constraints, limited features, and suboptimal integration. Furthermore, the findings confirm that communication, resources, disposition, and bureaucratic structure, as proposed in Edward III's implementation model, play important and interrelated roles in determining the success of E-Letter implementation. These findings confirm that the E-Letter application contributes significantly to supporting bureaucratic digital transformation and enhancing the effectiveness of governmental coordination. Nevertheless, further optimization is required to maximize its benefits.

As a follow-up, local governments are advised to improve the quality of technological infrastructure, particularly internet connectivity and system capacity, as well as to further develop application features, especially in terms of notification systems and overall performance. Integration with external parties should also be strengthened to enable more comprehensive administrative processes. In addition, user training needs to be conducted in an equitable and continuous manner, accompanied by balanced workload management and increased system flexibility to adapt to field conditions. More specifically, local governments are encouraged to establish minimum service standards for system availability, such as maintaining system uptime targets and ensuring adequate bandwidth capacity to reduce service interruptions. The notification feature should be upgraded to include automatic alerts via email, mobile applications, or integrated messaging platforms to ensure timely responses to incoming correspondence. To strengthen integration, the E-Letter application should gradually be connected with other government information systems and relevant external institutions through interoperable digital platforms. In terms of human resource development, periodic training programs should be scheduled at least annually, complemented by technical assistance sessions whenever significant system updates are introduced. Regular monitoring and evaluation mechanisms should also be established to assess system performance, user satisfaction, and implementation effectiveness. This study is limited by its restricted scope and the contextual nature of the qualitative approach. Specifically, the study focuses solely on the Regional Secretariat of Buleleng Regency, which may limit the transferability of the findings to other governmental institutions with different organizational characteristics, technological

capacities, and administrative environments. In addition, the qualitative approach relies on the interpretation of researchers and informants, creating the possibility of subjective bias despite the application of triangulation and member-checking procedures. The dynamic nature of information technology development may also affect the relevance of the findings over time as system features, organizational needs, and policy frameworks continue to evolve. Therefore, future research is recommended to expand the scope and adopt more diverse methodological approaches. Future studies may involve multiple institutions, comparative case studies, or mixed-method approaches to provide broader evidence regarding the effectiveness of electronic correspondence systems in supporting digital governance. The implementation of the E-Letter application has demonstrated tangible contributions to improving the quality of administrative processes and governmental coordination; however, continuous development is necessary to achieve optimal performance in supporting digital-based governance.

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