

Analysis of the Implementation of E-Office in Mail Management at PT XYV in the Corporate Secretary and Public Relations Division

Muhammad Ajib Albana¹, Dewi Nurmalasari², Suherdi³

^{1,2,3} Universitas Negeri Jakarta, Indonesia; muhammad_1712422057@mhs.unj.ac.id

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ABSTRACT

The development of information technology today has changed various aspects of human life, including the work environment of organizations and companies. This study aims to analyze the implementation of the E-Office system in letter management at PT XYV, particularly in the Corporate Secretary and Public Relations Division. The research employed a qualitative approach using observation, in-depth interviews, documentation, and pre-research questionnaires as data collection techniques. Data validity was ensured through triangulation techniques, while data analysis followed the Miles and Huberman interactive model, including data collection, reduction, display, and conclusion drawing. The findings indicate that the E-Office system has generally been implemented in accordance with the company's electronic administration regulations and has contributed positively to improving administrative efficiency, accelerating information flow, and organizing digital archives. However, its implementation has not been fully optimized due to several obstacles. The primary challenges include the persistence of manual work culture among leadership, limited technological adaptation, unstable system performance, and prolonged approval processes. These conditions have resulted in the emergence of double work, where employees are required to manage both digital and paper-based documents simultaneously. The study recommends strengthening organizational commitment, improving system infrastructure, simplifying application features, and conducting continuous training programs for managers and employees to achieve a fully integrated digital administration system and enhance organizational effectiveness in correspondence management.

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Corresponding Author:

Muhammad Ajib Albana

Universitas Negeri Jakarta, Indonesia; muhammad_1712422057@mhs.unj.ac.id

INTRODUCTION

The development of information technology today has changed various aspects of human life, including in the work environment of organizations and companies. In this modern era, the implementation of a digital-based system is one of the important steps for every agency, both in the public and private sectors, to facilitate daily operations and improve work efficiency. This change

triggered a shift in office management, from relying on paper-based manual management to an integrated electronic system to speed up the flow of information and simplify work procedures.

As time goes by and technology develops, many changes occur in life, one of which is work. Today, technology is almost an inseparable part of various human activities. Technological advances also open up many new opportunities and make various jobs easier. In the world of work, technology has an important role in helping to complete tasks more easily, through the use of E-Office (Electronic Office).

E-Office is an information technology-based system used to manage office administration activities digitally, so that work that was previously done manually (using physical) is done electronically. Abidin & Hayati (2024) stated that E-Office is a form of application of technological developments that play an important role in helping office employees complete various tasks more effectively. Not only for employees, leaders also feel the benefits, such as the ease of reporting quickly through data integrated in the E-Office system. In addition to being able to reduce the use of paper (paperless), E-Office also facilitates the process of storing and managing data because all data is stored centrally through database support. Thus, the available data is interconnected and forms a unity of information that can be used by all employees in the work environment. According to Scarlet (2025) Electronic Office (E-Office) is a concept of office administration management that is carried out digitally by utilizing information and communication technology. Through this system, various administrative activities such as making, sending, receiving, and storing letters and documents are carried out electronically, thus replacing conventional manual methods.

At the regional level, the Provincial Government of the Special Capital Region of Jakarta has also determined (Jakarta, 2022) Governor's Regulation Number 68 of 2022 concerning the Implementation of Electronic-Based Government Systems. This regulation is a guideline in the management of SPBE which covers various important aspects, such as system architecture planning, business process development, data and information management, provision of infrastructure and applications, to security aspects and digital services. With these regulations, the implementation of the E-Office is expected to run in a structured and integrated manner, so as to be able to support the improvement of the quality of electronic-based governance.

In line with this policy in the corporate sector, similar regulations have also been implemented to support the administration. This is shown through the regulations of the Board of Directors (Main, 2024) PT XYV Number: 04/Pdir-PT.XYV/IV/2024 concerning the Use of Electronic Service Documents (E-Office) carried out by PT XYV which is effective from April 29, 2024. This regulation is the foundation for the implementation of the E-Office system in the company environment to improve work efficiency, speed up administrative processes, and support more integrated digital document management.

PT XYV is a Regionally Owned Enterprise (BUMD) company engaged in public transportation services in urban areas which was formed as part of the government's efforts to provide an integrated, safe, and comfortable transportation system for the community. Since its inception, PT XYV has focused on developing a transportation system with a modern mass service concept. In its development, the company continues to innovate, not only in the aspect of transportation services, but also in operational support systems, including the digitization of office administration processes. As a company that has many operational activities and involves various work units, PT XYV needs an administration system that is fast, accurate and well-documented. Therefore, the implementation of E-Office is a strategic step in supporting the smooth flow of information and effective document management. Through the E-Office system, the process of correspondence, disposition, and document storage can be done electronically to minimize delays, administrative errors, and paper use.

From the observations that have been made, the implementation of the E-Office application at PT XYV has been carried out well but has not been optimally supported in supporting office administration activities. Specifically, the main obstacle is found directly in the flow of efficiency of daily correspondence governance. This problem occurs because agencies still use physical and digital letters, resulting in administrative inconsistencies in the form of dual work which includes:

As for a brief interview with employees at PT XYV, it can be seen that the use of E-Office has not been running optimally in supporting office administration activities. Brief interviews with employees show that leaders are still used to using manual work methods with physical documents in their duties, because they are considered easier and more comfortable than using the E-Office system. In addition to these factors, technical obstacles are also obstacles in using E-Office. Some employees likened that the system sometimes experienced interruptions such as slow access, making it difficult for employees who were being required to complete work quickly and on time.

Based on this, the researcher conducted a pre-research survey by distributing a questionnaire regarding the use of E-Office at PT XYV in the Corporate Secretary and Public Relations Division with 22 respondents where the selection of respondents was in accordance with the main theme studied, in line with the research (Subhaktiyasa, 2024) Therefore, population in qualitative research is understood as a collection of subjects, individuals, or events that are deliberately determined because they are judged to be most in line with the direction and objectives of the research. Instead of pursuing a generalization aspect, this population determination is carried out in order to capture the picture of the field situation as a whole. The subjects or groups chosen usually have their own distinctive characteristics or have a very close relationship with the main theme being studied. In research (Himam et al., 2026) The qualitative approach is designed to explore a comprehensive understanding of various social phenomena through the exploration of the meanings, life experiences, and perspectives of the participants in their native environment. In line with this, Creswell stated that qualitative methods are a group of sciences used to study and interpret the meaning embedded by individuals or groups of people to a social or humanitarian problem. Through this view, the essence of qualitative research is not limited to data collection activities alone, but focuses on efforts to unravel the complexity of social reality based on the perspective of the actors directly involved in the situation.

Research by (Hatamami et al., 2024) with the title "Implementation of Electronic Office Application (E-Office) at the Secretariat of the Tabalog Regency DPRD" concluded that the E-Office has been implemented well because it is supported by staff readiness and clarity of information, but the main obstacle lies purely in physical facilities in the form of internet network disruptions.

Research by (Zidan & Wolor, 2024) with the title "Analysis of E-Office Implementation in the Human Resources & General Bureau at PT X" concluded that the implementation of E-Office is running well and is able to improve administrative efficiency, but the main obstacles found include uneven staff skills, system decision authority that is still too centralized on the leadership, and facility constraints in the form of unstable internet and outdated hardware. Research conducted by (Tsakila et al., 2025) with the title "Implementation of the Use of E-Office in Bappedalitbang Riau Province: Analysis of the Charles O Jones Model" concluded that the implementation of E-Office has not run consistently due to a lack of equitable training, the absence of a periodic evaluation mechanism, and the high operational dependence of applications on external services (Diskominfotik).

The reason why the previous research needs to be answered and reconfirmed in this research is to solve the unresolved scientific gap (research gap). Most of the previous research by Hatamami et al., (2024) and Tsakila et al., (2025) focusing on local government bureaucratic agencies whose administrative activity patterns tend to be stable, where pure obstacles are solved in the scope of internet network capacity. Meanwhile, a study of the corporate sector by (Zidan & Wolor, 2024) Focusing on the problem of limited staff competence and obsolescence of hardware. The three studies have not answered how the dynamics of digital transition failures in the internal organization of BUMD corporations that have adequate internet infrastructure and skilled staff, but the obstacles to processing letters in the form of double work are actually born from the clash of organizational culture, namely the habit of pimoinan who are reluctant to switch from conventional printing methods. Therefore, this research is important to answer real problems related to the work culture and field operations.

The novelty described in this study fundamentally distinguishes it from previous studies. While other studies generally position technology as the only factor whose success is hampered by technical constraints of hardware or internet networks, this study focuses on the analysis of the perils of the top

management level (leadership) that is the main determinant of system operations. He conveyed that another novelty lies in the study of the specific letter processing cycle within the internal public transportation BUMD, a high-mobility company sector that has not been widely explored in the study of digitization of urban office administration.

The above explanation clearly shows the urgency of the very high research. If the problem of processing letters that experience double work is left without academic evaluation, then PT XYV's large investment in the procurement of the E-Office system will be wasted and will only become pseudo-utilization. Furthermore, the urgency of this research has a direct impact on community services, as a macro public transportation provider in Jakarta, delays in the flow of physical letter disposition at the board of directors level risk slowing down operational strategic decision-making that demands fast and interactive movement. A thorough evaluation of the obstacles to work culture and the arrangement of the digital correspondence administration flow in total is absolutely necessary in order to realize good corporate budget management and optimal public services.

METHODS

This research uses a qualitative approach, which is a scientific method approach that aims to gain a deep understanding of a social reality through an inductive thinking process. In the qualitative approach, data collection techniques that are generally applied include interviews, observations, and documentation. The validity of qualitative data is measured from the suitability between the description of the researcher's report and the real conditions in the field to prevent data inconsistencies, researchers need to conduct a validity test based on the degree of credibility.

To ensure that the results of qualitative research can be scientifically trusted and in accordance with the reality in the field, a credibility test stage is needed. By conducting a credibility test, researchers can oversee the data analysis process to remain honest and accurate, while minimizing the risk of errors in interpreting meaning Ahmed (2024). The application of the triangulation method aims to strengthen the validity of data through the collection of information from various sources that complement each other. This technique is carried out by combining several data collection methods simultaneously. Triangulation is classified into several types (Nurfajriani et al., 2024) which is generally interpreted as the process of checking the validity of data through the use of various sources, techniques, and time.

Data Analysis In this study, the qualitative approach of the Miles and Huberman model, the Miles and Huberman model (Kutsiyyah, 2021) which includes four main stages. The process begins with data collection (data collecting), That is, it gathers various relevant literature. Furthermore, data reduction was carried out (data reduction) to summarize and select crucial information. In the third stage, namely the presentation of data (data display), the information that has been reduced to a narrative text description in order to adjust the characteristics of the study has been reduced to a narrative text description in order to adjust the characteristics of the library study (library research). The final stage is the drawing of conclusions and verification (conclusion drawing/verification), where the essence of the narrated literature data is formulated into the final conclusion of the research.

FINDINGS AND DISCUSSION

Findings

In order to in-depth dissect the effectiveness and optimization of the use of the E-Office system at PT XYV, especially in the Corporate Secretary and Public Relations Division, the researcher collected primary and secondary data through a combination of observation techniques, in-depth interviews, and documentation studies. During the semi-structured interview, the researcher asked a series of questions that had been systematically designed to examine the indicators of workflows and operational barriers of digital applications in the field. The questions were addressed to four informants who had competence, authority, and a direct connection to the object being studied. During the Q&A process, the participants provided their narratives, real experiences, and subjective views on usage dynamics, work culture constraints (such as double work), and the stability of the E-Office system in the divisional

environment. The following is the essence and presentation of the transcript of the answers that have been submitted by the informants during the interview session:

The use of the E-Office system in mail management at PT XYV in the Corporate Secretary and Public Relations Division. The implementation of the E-Office system in the Corporate Secretary and Public Relations Division of PT XYV was made to change the management of correspondence to a digital system. The goal is so that all administrative arrangements can run faster, more orderly, and are stored properly according to the company's rules. But in its implementation in the field, this system has not run fully properly, there are adjustments to the rules in certain situations such as. Document management is still done manually or using paper. This happens because old habits are difficult to change, there are technical problems in the system, and the gradual approval process from superiors that takes time, so that the use of E-Office has not run optimally.

This E-Office system includes the management of incoming letters, outgoing letters, leadership dispositions, approvals, and electronic document storage. Based on the results of direct observation and interviews with employees who use this system, E-Office is actually very helpful in accelerating administrative work and facilitating cooperation between employees. However, in practice, there are still several obstacles. These obstacles include differences in employee understanding of the system's workflow, slow gradual approval process from the affected officials, a system that sometimes takes a long time to load, and the emergence of double work that makes the use of E-Office not run optimally.

Based on the results of direct observation and interviews, the flow of letter management through the system E-Office in the Corporate Secretary and Public Relations Division of PT XYV has basically followed the guidelines made by the company. This alignment can be seen from several main stages, such as the process of entering outgoing mail data into the application, distributing dispositions digitally, gradual approval processes through paragraphs and electronic signatures, and storing files as digital archives. But in reality, in the field, there are still often habits that are not in accordance with official guidelines. For example, the habit of drafting letters outside the app E-Office (as in Microsoft Word), the complexity of requesting a mailing number before all processes in the system are completed, and being forced to use manual methods using printed paper when the application is having problems or for urgent matters. This condition proves that although the basic rules E-Office has become the main benchmark, its daily implementation is still greatly influenced by the ability of the leadership monkeys, the weaknesses of the application system, and operational needs in the office.

In general, this E-Office application is used to take care of internal and external mail, ranging from compiling an initial draft, requesting paragraphs, taking care of approvals, to storing documents electronically. The use of E-Office is felt to be able to speed up the completion of administrative work because the entire series of mail management is carried out through a computer system without the need to move physical documents from desk to desk. When compared to the old manual method, mail management through E-Office is considered much more efficient because the status of documents can be directly monitored in real-time. As a result, coordination between employees becomes faster and all document archives can be stored neatly in one centralized database.

However, the results of research in the field show that the biggest obstacle in the use of E-Office lies in the gradual approval process from the leadership. This part most often causes delays and accumulation of daily administrative work, technical glitches such as application servers that suddenly fail (server down) and slow internet networks also slow down the mail input process. These obstacles ultimately force employees to return to using physical documents (paper) to speed up operational matters. This temporary manual adjustment is what triggers the emergence of double work, so it will continue to cause delays in the entire mail management process in the company as a whole.

In addition, the work guide E-Office at PT XYV, which regulates the stages of making drafts, digital paragraphs, signatures, opening of mail numbers, disposition, and storing electronic archives, has actually shown the neat and orderly way of digital administration. The results of this study support the findings (Wahyudin, 2023), application E-Office This is indeed made so that the work process becomes more open, accountable, and time-saving through a uniform digital workflow. However, the

reality on the ground shows that these ideal goals have not been fully implemented consistently in daily activities. This is because employees still often change workflows, use manual methods with physical documents outside the application, and face obstacles at the gradual approval process stage. The habit of using printed paper side by side with this digital system eventually triggers the occurrence of double workload (double work) A Tribute to the Employees. This situation makes it clear that despite the design of the application E-Office It is already very good and in accordance with the theory of digital administration, the real success of this system will depend heavily on the consistency of implementation and the discipline of users in complying with the workflow that has been determined by the company. The findings in this study are in line with the results of a study from (Oktaviana & Yuliani, 2022) which shows that the use of E-Office Indeed, it has not been able to run optimally due to the lack of technological capabilities from users, disruptions to the application system, and the time-consuming gradual approval process. The research also emphasizes that the presence of digital applications will not immediately remove bureaucratic obstacles in the Corporate Secretary and Public Relations of PT XYV, the unpreparedness of this organization is clearly seen from the high dependence of leaders on printed physical documents, so that the use of this incomplete digital system actually gives birth to a double work burden for administrative staff. These findings are also supported by research results from (Zidan & Wolor, 2024) which explains that although the application E-Office able to improve administrative efficiency, in practice still often faces obstacles in the gradual approval process and alignment of workflows with the needs of each unit.

Thus, the results of this study strengthen the view that the implementation of E-Office in the BUMD environment, especially in the Corporate Secretary and Public Relations Division, still faces major challenges in the gradual approval process from superiors, lack of discipline in following work rules, and technical readiness of the system and its users. These obstacles are what trigger leaders to continue to choose to use physical documents in the form of printed paper, so that administrative staff bear the burden of double work because they have to take care of paper and digital files at the same time. Although the E-Office application has had a positive influence on the neatness of recording and documentation of correspondence, its use to be more optimal still requires strict company internal policies, regular technology training for employees, and improvements in the quality of servers and the internet.

Obstacles faced in the use of E-Office

Based on the results of the research through in-depth interviews, direct observations, and filling out pre-research questionnaires, it was found that the implementation of the E-Office system in the Corporate Secretary and Public Relations Division of PT XYV still faces considerable obstacles. As many as 50% of respondents stated that they did not agree that the E-Office was running well, and 63.6% of respondents emphasized that the administrative process is not fully digital because it still relies on paper. The most fundamental obstacle in the implementation of E-Office at PT XYV comes from work culture factors and users' old habits. In the field, the gradual approval process from superiors is often hampered due to the limitations of some leaders in operating information technology. So, they tend to choose to use printed documents again in order to be able to write disposition notes using pens.

This condition is in line with the results of the research (Narsen et al., 2022) which explains that switching to The digital system requires the readiness of human resources because some leaders or staff are sometimes reluctant to change manual work patterns and are used to physical documents. This limitation in the assignment of technology directly triggered the emergence of dual employment (double work) for administrative staff who are forced to manage documents in physical and digital form at the same time. The chain of work became very long as staff had to print draft letters to request the manuals of the leader, scan (scan) re-upload the file to E-Office, submit physical paper to the Board of Directors for disposition/wet signature, scan (scan) repeat for a second time so that it can be sent in the system, and finally collect the physical paper to be submitted to the archiving unit. This problem is reinforced by the results of the research (Zidan & Wolor, 2024) that examine similar issues at the corporate level, where they outline that implementation E-Office It is indeed able to improve

administrative efficiency, but the main obstacle found includes the authority of the system's decision-making which is still too centralized on the leadership. At PT XYV, the centralization of this decision makes the digital flow rigid because if the leadership has not confirmed the file, the entire workflow under it will be completely stopped.

In addition to cultural barriers and work habits, smooth correspondence Digital PT XYV is also often disturbed by technological infrastructure problems. The informants confirmed that the application E-Office often experience disturbances in the form of slow access (Loading old) or even a server that suddenly shuts down (server down), Especially when user traffic is high. Although there are indeed obstacles to the system, these obstacles can usually be overcome quickly through coordination with the parties IT. However, when the interference occurs, this speed issue has a serious impact on the official electronic signature (TTE) process, where the system will automatically fail if the TTE passphrase filling process takes more than a minute due to network unstable. This fact is very supportive of the findings of the research results (Oktaviana & Yuliani, 2022) which says that the implementation of E-Office It is not fully optimal due to limited human resources, infrastructure constraints, and the approval process that takes time. (Oktaviana & Yuliani, 2022) They also added in their conclusion that the existence of a digital system does not necessarily eliminate bureaucratic obstacles if it is not balanced with organizational readiness. Because the application system at PT XYV is not considered stable and responsive enough, coupled with the complexity of the navigation menu, employees and leaders tend to choose shortcuts by returning to use them E-mail personal, WhatsApp, or physical printing when having to complete important papers that are very urgent so that public transportation operations are not hampered. This temporary manual adjustment is what ultimately demands that employees perform repetitive work (double work) to re-enter the data when the computer system has returned to normal.

Efforts to Optimize and Recommend the Use of E-Office

Based on the results of the analysis of operational obstacles found in the field, there are several concrete efforts and recommendations that can be implemented to optimize the use of E-Office in the Corporate Secretary and Public Relations Division of PT XYV, especially in improving the flow of disposition and follow-up of the leadership which has been the main cause of the emergence of double workload (double work) for secretarial staff. The first step that is very urgent is the technical improvement and simplification of the app's features by the team IT So that the process of giving direction, disposition, and follow-up of leaders can be carried out completely digitally without paper. This is in line with the view (Wahyudin, 2023) which states that E-Office designed to improve transparency, accountability, and work efficiency through a uniform and standardized digital flow. If the application E-Office Made more responsive and easy to understand, leaders no longer need to ask for physical document printouts just to write instructions manually, so that bureaucratic obstacles at the leader's desk can be overcome quickly without triggering duplication of work (double work) due to the management of two different media.

The second effort is to hold training IT and periodic socialization that specifically targets leaders so that they are more proficient in running electronic disposition features and direct mail follow-up through the application. This training is important because so far the inefficient operation of technology at the top management level has made leaders choose a shortcut by returning to using paper sheets, which ultimately forces administrative staff to bear the burden of double work (double work) Because they have to print, request manual paragraphs, and reassess daily documents. These findings are supported by research (Oktaviana & Yuliani, 2022) which affirms that the implementation of technology such as E-Office It is not balanced with the readiness of the organization and the ability of its users. By improving the skills of leaders in utilizing electronic disposition menus, the habit of writing follow-up instructions on physical paper can be stopped, thus automatically cutting the repetitive workload of secretarial staff.

The third effort is to strengthen management commitment through strict internal rules to require all correspondence flows, including leadership disposition and follow-up, to be done without printed documents in order to stop the practice of duplication (double work) permanently. This policy must

stipulate that the approval process is gradual from the employer and the disposition instructions within the application E-Office is the only valid work reference. This recommendation is reinforced by the results of research (Zidan & Wolor, 2024) which explains that E-Office Able to significantly boost administrative efficiency, but its effectiveness is highly dependent on consistent alignment of digital workflows and full commitment from all organizational lines in following procedures according to unit needs. Through the implementation of this combination of steps, the reliance on physical documents for the purposes of disposition and follow-up of the leadership can be completely eliminated, so that PT XYV's Corporate Secretary and Public Relations Division can stop duplication of work (double work) and realizing a work environment that is as digital as possible.

CONCLUSION

Based on the results of the research and discussions that have been carried out regarding the analysis of the implementation of E-Office in mail management in the Corporate Secretary and Public Relations Division of PT XYV, several main conclusions can be drawn as follows: The implementation of the E-Office workflow running at PT XYV has generally referred to the Board of Directors Regulation Number: 04/Pdir-PT.XYV/IV/2024 concerning the Use of Electronic Service Scripts. This system has been used to process incoming mail, outgoing mail, automatic numbering, and digital filing. This application has been proven to have a positive impact in tidying up letter documentation and accelerating the delivery of information between staff. However, the implementation of this system has not been fully digital because operations in the field are still implementing a two-lane semi-digital system that runs in parallel between physical documents (paper) and the E-Office application system.

The main obstacles faced in the digitization of correspondence at PT XYV stem from the aspect of work culture, lack of technological capabilities, and disruption of information infrastructure. The gradual approval process from superiors and the provision of disposition directions or follow-up by the leadership are still often carried out manually on a paper print sheet using a pen. This is influenced by the inability of some leaders to operate information technology and are more comfortable using physical/paper forms. The limitations of leaders in mastering IT and being more comfortable using this physical form is the main trigger for the emergence of double work for secretarial staff who have to process letters in two forms at once (physical print and digital input repeatedly) this obstacle is exacerbated by infrastructure problems such as slow application access (long loading), and the automated electronic signature system (TTE) fails if the passport filling process takes more than a minute due to network unstable.

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