

EMPLOYEE WORK PRODUCTIVITY IN MANAGING THE E-LETTER SYSTEM AT THE SECRETARIAT OF THE SURABAYA CITY DPMPTSP

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Abstract

The digitalization of public administration has become a strategic necessity to enhance bureaucratic efficiency, effectiveness, and accountability, particularly in managing official correspondence that is still largely handled through manual procedures and often constrains employee productivity. The urgency of this study lies in the limited empirical research that examines E-Correspondence systems not merely as technical tools but as determinants of work productivity in public organizations. This study aims to analyze employee work productivity in managing administrative correspondence through the implementation of the E-Correspondence system at the Secretariat of the Surabaya City Investment and One-Stop Integrated Services Agency (DPMPTSP). The study is grounded in e-government and work productivity perspectives within the public sector context. A qualitative case study approach was employed, with data collected through in-depth interviews with purposively selected civil servants directly involved in the use of the system. Data were analyzed using the interactive model of Miles and Huberman. The findings indicate that the E-Correspondence system significantly improves time efficiency, the quality of document outputs, timeliness, and coordination among employees, thereby strengthening individual and team performance. The study highlights the importance of continuous capacity building and system optimization to support productive and accountable public administration.

Keywords: E-Surat, Work Productivity, E-Government

A. INTRODUCTION

In any organization or institution, whether private or government, there is a definite administrative process involving correspondence as part of a series of processes that ensure smooth operational activities, particularly in written communication. Administration comes from the Latin word "dati ad," meaning intensive, and "ministratif," meaning to serve, assist, and fulfill. Administration encompasses activities or endeavors that assist, serve, direct, or regulate all activities necessary to achieve a predetermined goal (Dr. Hj. Mariah Rahman, M.Si, 2017) in the book "Science of Administration." According to The Liang Gie (2020), administration can be defined as the entire series of arrangements for the main tasks carried out by a group of people in collaboration to achieve a goal. Consistent with S.P. Siagian's definition (1980), administration is the entire process of carrying out activities carried out by two or more people involved in a form of collaboration to achieve a predetermined goal.

Every administrative activity in the office environment is documented as evidence in the form of document archives, which serve as evidence that all planning and disposition processes are carried out through administrative processes first, as a form of written

communication, before work operations are properly implemented. Proper management of administrative documents in the office environment also reflects the effectiveness of an organization in conducting correspondence and organizing all forms of documents to be archived for work processes. Effective and efficient management of administrative documents and processes will result in easier, more accountable, and clearer work processes and employee productivity. The information and administrative processes can be used as reliable information, facilitating operational work activities.

Every administrative process and document must be considered for its implementation as efficiently and effectively as possible, keeping pace with current and cultural developments, to produce accurate information documents. Furthermore, the increasing administrative burden in government requires a system that can cut through previously cumbersome and lengthy processes. Poor management and administration systems in the office environment, having long, complicated and poorly organized processes will have a negative impact on the smooth operation of work activities because it can hinder work processes that should be carried out smoothly after carrying out administrative processes that should also be carried out easily.

Information and Communication Technology (ICT) has become a crucial component in the era of globalization and rapid technological advancement, becoming inseparable from various aspects of human life, including the implementation of administrative work in offices. Information and Communication Technology (ICT) not only supports daily activities but also serves as a form of innovation that drives changes in work patterns by providing fast, comprehensive, and integrated access to information. This development has triggered new demands for organizations, both public and private, to continuously strive to improve efficiency and effectiveness in carrying out their tasks through the digitization of work systems. In government administration, digitalization is a crucial strategic necessity and must be implemented to streamline workflows, accelerate services, and improve the accuracy and accountability of government bureaucracy. When applied appropriately and efficiently to everyday work, such as office administration, Information and Communication Technology (ICT), can boost employee productivity by completing various administrative tasks more quickly and easily compared to previous manual procedures that require lengthy processes.

There is a concept within the adoption of ICT in government work, namely e-Government. According to Indrajit (2006), e-government essentially refers to the use of information technology (such as Wide Area Networks, the Internet, and mobile computing) by government agencies, which has the ability to transform relationships with citizens, businesses, and other government agencies. One component of the e-government relationship concept can be understood as G2G (Government to Government) as a partner. Therefore, the e-government concept is adopted to assist tasks between government agencies and their employees in carrying out work that has undergone digitalization.

One form of adopting digital work through the use of Information and Communication Technology (ICT), in line with the e-government concept, is the digital correspondence system known as e-Surat. The e-Surat system is an administrative system for government purposes, which can be implemented internally within regional government agencies (SKPD) or between SKPDs (i.e., with other government agencies). It aims to increase efficiency and effectiveness in correspondence and administrative file management, implemented digitally and paperlessly.

The e-Surat application is an innovation designed to reduce bureaucracy in the long-standing administrative system within the government, particularly the shift from manual, paper-based correspondence to a digital system. The purpose of implementing the

e-Surat application at the Surabaya City Investment and One-Stop Integrated Services Office is to expedite employee work processes, particularly in administrative correspondence, both within each office and between offices/regional government agencies (SKPD) in Surabaya. With the adoption of the e-Surat system, which offers all the conveniences of a digital administrative system, there is also a demand for government employees to be able to adapt to the system and be skilled in adapting the digital correspondence administration system in e-Surat as a manifestation of modern office administration and an effort to increase employee administrative productivity in the office environment.

Before the e-Surat application, employees tasked with receiving incoming mail had to meet with a higher-level manager to receive instructions. Once the instructions were approved, the receiving employee could carry out the order according to the disposition given. This was time-consuming because they had to wait for assignments or approval from their superiors, which could be challenging during work hours or when urgent assistance was needed. Furthermore, the physical document and correspondence system is also less efficient because the transfer process takes longer, requiring couriers/distributors, and is more susceptible to damage from water and other factors. It also uses more paper, resulting in increased paper waste. The E-Surat system is also intended to reduce the use of physical paper in correspondence.

Based on a previous study entitled "Analysis of Employee Productivity in the Utilization of Information Technology (Case Study: Badung Regency Education, Youth, and Sports Office)" by I Gusti Ayu Bintang Cahyani and Ni Putu Anik Prabawati (2025), this study explains the impact of information technology utilization through E-Office on employee productivity and performance at the Badung Regency Education, Youth, and Sports Office. Information technology in the form of E-Office has assisted employee performance in carrying out their work using office applications for administrative matters. This study also mentions that in addition to E-Office, E-Surat is an internal administrative correspondence information system application that is also in line with work effectiveness and efficiency. Research by I Gusti Ayu Bintang also examined the benefits, factors, and challenges faced by employees in utilizing the E-Office information system and how employee performance in utilizing E-Office improved due to training in the application.

The use of E-Letters has been implemented, used for some time in the government sphere to increase its efficiency and effectiveness, referring to this, there has been no research on E-Letters that really examines how its impact on employee work productivity because from the research so far the focus is on the implementation or the system that measures whether it is effective or efficient or not, not more on employee work productivity. The Surabaya City Investment and One-Stop Integrated Service Office (DPMPTSP) is one of the central administrative agencies for licensing services that has a high need for administrative correspondence because of course in its technicality it requires procedures and flows that are as efficient and effective as possible because of the high volume of correspondence both from the scope to the same field, outside the field, or between agencies (between SKPD) as a licensing service center, it is necessary to study how employee work productivity in managing correspondence tasks through the use of the E-Letter System at the Surabaya City DPMPTSP Secretariat

B. LITERATURE REVIEW

E-Government

According to Indrajit (2006), Electronic Government (E-government) is defined as internet- and computer-based applications used to improve government relations and services

to its citizens. There are several terms in this concept, including "G2C" which stands for government-to-citizen service relations. Furthermore, the relationship between government and business providing information services is usually referred to as G2B (Government-to-Business), while E-Government G2G is the interaction between one government and another (government-to-government) to facilitate cooperation, whether between the public, the business world, other governments or other government institutions in matters such as trade administration, political action, socio-cultural relations, and so on. E-government essentially refers to the use of information technology (such as mobile computing, the Internet, and Wide Area Networks) by government institutions that can transform their relationships with citizens, the business world, and other institutions (Indrajit, 2006).

In Indonesia, e-government means government activities that are able to encourage and facilitate mutually supportive, harmonious, and fair relationships between the community, the business world, and the government by using information technology, telecommunications, and the web or internet as supporting tools. In his book, Indrajit mentions the benefits of the E-Government concept applied in other countries, namely improving the quality of government services to stakeholders (community, business circles, and industry), especially in terms of effectiveness and efficiency in various fields of state affairs, so that it is understood that the E-Government concept aims to bring more effective, efficient ways in utilizing the internet, wide area networks, mobile computing adopted in creating better relationships and services including between governments. Furthermore, it provides benefits in increasing transparency, control, and accountability in government administration to implement the concept of Good Governance, significantly reducing administrative costs, relationships, and interactions borne by the government and its stakeholders in daily activities, providing the government with opportunities to obtain new revenue sources through collaboration with interested parties, building a new community environment that can respond quickly and accurately to various issues arising from current global trends and changes, and empowering the community and other groups to collaborate with the government in the process of public policymaking in a fair and democratic manner.

From the benefits described by the two countries, the United States and the United Kingdom through AI Gore and Tony Blair, it is understood that the implementation of e-Government will significantly improve the quality of life of citizens (specifically and globally) as a result of effective e-Government. Therefore, its implementation in a country should not be delayed and must be carried out seriously, under holistic leadership and a development framework, which will ultimately provide/create a national competitive advantage.

Office Management

According to the Big Indonesian Dictionary (KBBI), an "office" is a hall (building, house, or room) where work (a company) is carried out, or a place of work. Literally, the word "kerja" means carrying out an activity, but the focus is on achieving a predetermined goal. Work can be performed using machines, calculators, or other methods, whether manually or digitally. Office or administrative work is often referred to as paperwork or clerical work because most of the activities involve writing. However, in general, office tasks include collecting, recording, processing, duplicating, sending, and storing various information needed by the organization, such as letters, documents, decisions, work agendas, reports, employee data, and even organizational inventory (Siagian, 2021).

According to George R. Terry, office management is the process of planning, organizing, and controlling all office work, as well as motivating employees to achieve goals. Office

management also relates to the life cycle of organizational information, from data creation, maintenance, and dissemination to long-term storage of valuable information or the destruction of irrelevant information (in Siagian, 2021). In line with this, The Liang Gie explains that office management is essentially a series of activities that include planning, organizing, directing, supervising, and controlling the implementation of a job so that it can be carried out in an orderly manner. The main target of this series of activities is office work as part of the organization's activities (in Siagian, 2021). The formulation of office management shows that it contains a series of interrelated activities, including the organization of office work, the efficient implementation of activities, as well as the control, supervision, and direction of all office activities. In addition, office management also encompasses managerial functions such as planning, organizing, controlling, and motivating to achieve organizational goals efficiently and orderly.

An explanation of how management functions are used in office management, including planning, organizing, directing, and supervising, refers to the concept of office management described by Ade Onny Siagian in his book "Management of Offices" (Siagian, 2021). These include: 1) Planning, which in office management involves establishing goals and objectives for each office service function. This activity is carried out through analyzing necessary facilities and resources, designing efficient work methods and procedures, developing effective administrative systems, evaluating work methods, and developing Standard Operating Procedures (SOPs) as a reference for work implementation and evaluation. 2) Organizing, which aims to regulate the allocation of office facilities and resources so that they are used optimally and avoid waste. This activity includes determining the duties and responsibilities of each office service section, explaining work tasks to employees, and optimizing the use of office equipment to support the implementation of established plans. 3) Directing, which is the effort to provide guidance and direction to office employees in carrying out their work. This function is carried out through motivation, related training related to the implementation of new work systems, techniques, and procedures, as well as coaching and development of work skills to ensure that employees work well and efficiently in accordance with the organization's vision and mission. 4) Supervision, which aims to ensure that all office activities are carried out in accordance with established standards and procedures. Supervision is carried out through work performance evaluation, effective performance appraisals and the implementation of supervisory procedures that ensure the achievement of work standards and organizational goals.

An office consists of three main components: human resources, facilities, and personnel. Effective management can add value to the company. Professional office management offers various benefits, including increasing company efficiency, creating a work system that supports organizational progress, establishing effective work methods and procedures, and improving the performance of each department. Because a company is a system, good performance in each department contributes to the company's overall performance. Furthermore, good office management also helps build a positive image for the company. Office work is service-oriented, facilitating other departments to ensure smoother operations, thus enabling better customer service.

Syarif's Employee Work Productivity

Korb (in Dr. Candra Wijaya), defines productivity as the willingness of employees to allocate their resources to produce products and services desired by a particular company. Korb (1994, as cited in Wijaya, 2021) suggests that productivity can be increased by taking the following steps: (1) organizing work tasks and their distribution to facilitate the achievement of results; (2) training employees to work efficiently; (3) striving to understand

employees, both as individuals and as members of a group; (4) creating a team spirit that can encourage each employee to work better; (5) fostering and convincing employees of the idealism of doing useful work; (6) providing appropriate rewards for quality ideas and superior task performance; (7) giving employees full opportunities to demonstrate their abilities. Productivity does not mean forcing people to work more or longer. Proper planning, wise investment, new and improved technology, and high system or procedure efficiency are factors that play a greater role in increasing productivity (Wijaya, 2021).

Productivity can be said to increase if more can be produced in the same time, or if the same quantity can be produced more quickly. Employee productivity is based on what employees do according to their responsibilities in carrying out tasks assigned by the organization to produce good results or in accordance with the targets set by the organization (Anoraga, 2001, as cited in Wijaya, 2021). Employee productivity is a crucial element that must be considered in any human resource management in the office, as productivity directly influences the achievement of organizational goals. The higher employee productivity, the more optimal the work process, task completion, and achievement of predetermined targets.

Through system support that facilitates task execution, employees can ultimately work more effectively, thus expectedly optimizing output. Employee comfort and efficiency in the work process will impact productivity increases and the achievement of company targets. Employee productivity can positively impact the company by creating employees who are aware and committed to working productively, supported by the use of effective and efficient work systems. This makes it easier for employees to carry out their duties, accelerates work processes, and maximizes output, thereby improving overall company performance and competitiveness.

Furthermore (Syarif, 1991, as cited in Wijaya, 2021) provides an explanation of the measurement of work productivity which is basically used to determine how effective and efficient work is in producing results. Syarif also explains the levels of work productivity that can be measured, namely: (1) Use of Time: Time is a tool to measure employee work productivity, which includes (a) speed of work time, (b) savings of work time, (c) discipline of work time, and (d) absenteeism rate. (2) Output: Production results are products produced in accordance with the products desired by the organization. Productivity measurement is used to evaluate and improve production efficiency. In addition, other benefits include setting goals and their practical use as a standard for salary payments; and (3) combining the main components of one's own performance with the main components of others' performance. According to the work productivity indicators explained by Syarif, the use of the latest information systems and technology can help improve employee work efficiency and productivity. When employees can work more easily, quickly, and directed, productivity can increase. This increase in productivity ultimately has a positive impact on the organization, because work processes become smoother, targets are easier to achieve, and overall organizational performance becomes more optimal.

Email

E-Surat is an electronic mail application that represents one implementation of the e-government concept. In government office management, the e-government concept is applied within the scope of G2G (Government to Government), namely the use of information systems and digital technology between government units to build more effective and efficient relationships, interactions, and administrative services (Indrajit, 2006). The existence of E-Surat aligns with the main goal of the e-government initiative, namely to increase effectiveness, efficiency, and accuracy in administrative management. This application has also been adopted and used directly at the Secretariat of the Surabaya City

Investment and One-Stop Integrated Services Office (DPMPTSP). E-Surat provides various features to support the smooth running of administrative processes, including uploading outgoing mail, searching archives of uploaded mail, determining mail status, and accessing incoming and outgoing mail, both internal and external.

The types of letters managed include activity letters, notification letters, disposition or decision letters, and other administrative documents (Sudio, 2021). Additionally, users can monitor the progress of letters through the status displayed in the system, such as whether the letter has been received, sent, or returned for revision. These features are designed to streamline workflows, simplify the letter management and creation system, and minimize administrative obstacles. E-Letter supports various types of outgoing letters, such as regular letters, announcements, requests, invitations, cover letters, permits, and employee evaluations, each tailored to government administrative needs. In the process of creating an outgoing letter, the employee responsible for writing the letter composes the letter through the letter input menu by filling in administrative elements such as letter classification, letter type, subject, signatory, and supporting document attachments in digital form. After the letter is saved, the writer determines the letter's destination, one of which is through the "Within SKPD" option used for internal communication within the regional apparatus organization. Using the "Within SKPD" option allows letters to be sent officially between work units without having to leave the OPD organizational structure.

For example, the Secretariat can use E-Mail to send letters to the One-Stop Integrated Service (PTSP) units within the same SKPD. In addition, E-Mail is also used for communication between units within the Secretariat, such as from the General Subsection to the Finance Subsection or from the Program Subsection to the Personnel Subsection. Letters sent between Secretariat units are usually related to internal assignments, requests for supporting data, coordination of report preparation, or delivery of routine administrative information. The use of E-Mail for both internal communication (within SKPD) and external communication between agencies (between SKPD) plays an important role in supporting the smooth running of government administration. Within the internal scope, E-Mail is used for coordination between work units within SKPD, such as sending letters from the Secretariat to PTSP or between departments within the Secretariat, for the purpose of assigning tasks, requesting data, and delivering administrative information quickly, regularly, and recorded. Meanwhile, on a broader external level, e-mail is used as a means of official communication between regional government agencies (SKPD) for inter-OPD coordination purposes, such as data requests, meeting invitations, or policy submissions, which require authorization and hierarchical letter numbering. Through the implementation of e-mail, internal and external communication can be conducted more efficiently, transparently, and accountably, thereby supporting increased effectiveness and productivity of civil servants in delivering public services.

In its use, e-mail is used within the government to facilitate efficient communication, realistic and structured task assignments, and more efficient administrative matters within the office and between departments. All communications, relationships, and administrative correspondence are recorded in the e-mail system. Within the DPMPTSP itself, not only the Secretariat uses the e-mail system, but also other departments in an integrated manner. Every State Civil Apparatus (ASN) will have an E-Surat account and use it for administrative processes. This will also increase the productivity of civil servants, as every incoming letter, from initial processing to archiving, will be neatly stored on a single website, the E-Surat digital correspondence information system.

From an organizational perspective, the use of E-Surat significantly contributes to increasing the effectiveness and efficiency of administrative management. This system allows leaders to more easily monitor performance through access to letter history, follow-up status, and completion times for each department or employee. Digitizing archives also improves the security and orderliness of document storage, significantly minimizing the risk of loss or damage. Furthermore, transparency in the correspondence process increases because each letter has a traceable path, from initial input to completion. This strengthens coordination between departments, facilitates internal audits, and supports the need for rapid and accurate administrative reporting.

C. RESEARCH METHODOLOGY

This study used a qualitative descriptive approach to gather facts and provide accurate interpretations. Descriptive research examines societal issues and prevailing norms in specific situations. It encompasses the relationships between actions, attitudes, perspectives, and processes, as well as the influence of specific phenomena. Descriptive research is a research method that seeks to describe the object or subject under study as it exists. Both primary and secondary data sources were used as data sources in this study.

Primary data is obtained directly from internal sources. For this purpose, the author conducted in-depth interviews with employees of the Surabaya City DPMPTSP Secretariat. Secondary data, on the other hand, is drawn from external sources, including articles, journals, books, or other pre-existing sources during the data collection process (Siregar et al., 2022).

This study employed a non-probability sampling method, namely purposive sampling. Purposive sampling is a technique for selecting data sources based on specific criteria. In this method, sampling is not random but is determined based on data sources and specific considerations relevant to the research objectives (Rosmawati & Sritresna, 2021).

The researcher selected four samples directly related to the research topic. These four samples provide various information and important aspects that can highlight, strengthen, or enrich understanding of the perspectives that are the focus of the research. The four samples selected by the author are Civil Service Apparatus (ASN) employees in the Surabaya City DPMPTSP Secretariat who directly use and have accounts on E-Surat.

The analysis technique used in this study is the Miles and Huberman data analysis model, as in the research (Kase, 2022), which consists of several stages of analysis: (1) Data collection, (2) Data reduction, which is the process of summarizing, selecting, and sorting all forms of collected field data to be converted into text ready for analysis, (3) Data presentation, after all the data obtained has been compiled into a script, (4) Conclusion drawing or verification.

D. RESULT AND DISCUSSION

Use of Time in Work Processes Work speed

Based on the results of interviews with Secretariat employees on the indicator of time use in the work process, especially on the aspect of work speed, it is known that the implementation of E-Letter has a positive impact on the efficiency of correspondence administration compared to the manual system based on physical documents. Informants with the initials DH and L stated that E-Letter simplifies and accelerates the work process because employees only need to select the menu according to the letter classification code, fill in the information, and determine the purpose of the letter in the system, so that the letter can be immediately processed and obtain approval in a shorter time after the submission process.

This increase in work speed is also reflected in the comparison of the number of letters that can be completed in the same time duration, where based on DH's statement, in 15 minutes the manual process can only complete one letter, while through E-Letter employees can complete around three to four letters. This finding shows that the use of E-Letter significantly increases the speed of employee work and contributes to increased productivity in managing correspondence administration in the Secretariat environment.

Time saving

In terms of time savings, interview informants with the initials DH, L, and AM as Secretariat employees agreed that the use of E-Letter in managing administrative correspondence provides significant time efficiency. Both informants explained that there is a quite striking difference in processing time between the manual letter process and via E-Letter, based on information obtained by informant L, where the preparation of a physical letter can take up to 10 minutes in one process because it involves manual writing, compiling editorials, and the process of distributing letters to the intended parties. In addition, manual distribution of letters has the potential to experience delays due to dependence on third parties as distributors, and has the risk of damage and loss of documents. Meanwhile, based on the statement of DH who carries out administrative tasks every day using E-Letter, this system is considered to provide convenience, time efficiency, and effectiveness in distributing letters, where one letter can be completed in about three minutes because the process only requires inputting the letter classification and purpose of the letter, and the distribution is carried out automatically through notifications to the intended parties after the submission process. In addition to time efficiency, informant AM also emphasized that the implementation of E-Letters supports more organized archive management because all letter history is stored systematically in the system, so that the process of tracing back letter history for revision purposes or tracking monitoring of letter process flow becomes easier and more efficient.

Time discipline

In terms of time discipline, informants who are ASN employees in the Secretariat sector demonstrate a disciplined work pattern through strategic arrangements in prioritizing the completion of letters. According to informant DH, every day there are notifications of incoming letters that need to be completed, with a minimum of around five letters, and all letters are completed on the same day according to the date of receipt. This reflects a high level of productivity in managing correspondence tasks through the use of the E-Surat system. With the support of this system, no letters are delayed or not completed within one working day, so that the administrative process becomes more effective and efficient compared to managing physical letters which have the potential to experience delays due to slow distribution or the risk of document loss. Meanwhile, informant L revealed that the priority arrangement for completing letters is carried out based on the level of importance of the letter, where important letters are completed first without neglecting regular or open letters. Informant L also emphasized that he has never experienced delays in completing incoming letters and is able to complete all administrative tasks effectively and efficiently through the use of the E-Surat system.

Impact of absence

Informants DH and L acknowledged that the smooth execution of administrative correspondence tasks could still be maintained even though the employee concerned was not present in the office. This was due to the ability of Non-ASN employees in the Secretariat field to participate in operating the E-Surat system by using ASN employee account access, so that the administrative process could continue to run. Based on DH's statement, other employees were able to back up and complete incoming letters because they had previously

been given an understanding regarding the use and procedures for managing letters through the E-Surat system, including to interns. In line with this, informant L stated that when he was unable to attend, he could still distribute correspondence tasks to other employees through his account access, so that the administrative process did not experience any obstacles. This condition indicates that all employees in the DPMPTSP Secretariat environment, both ASN and Non-ASN, had an adequate level of familiarity and competence in operating the E-Surat system, so that the continuity of administrative services could be maintained.

Employee Work Output

Employees at the Surabaya City DPMPTSP Secretariat demonstrated a high level of productivity when managing correspondence through the E-Surat system. This was reflected in the quality and timeliness of each letter they prepared. Based on information obtained from informants, namely employees AM, AR, and DH, it was clear that there were never any delays in preparing or responding to letters. All letters were completed within the specified timeframe and were never returned due to fatal errors. If adjustments were made, they were generally due to changes in information from relevant sources during the distribution stage, particularly when letters were undergoing administrative processing and approval at higher levels. This required readjustment of the contents, which took longer to complete.

Furthermore, employee AM explained that potential delays in completing letters did not lie in the Secretariat staff's letter preparation, but rather in the distribution and content review process, which required several administrative steps and involved various authorized parties. This process resulted in longer final completion times, especially if revisions were required based on reviews or directives from relevant parties. Nevertheless, Secretariat staff continued to carry out their letter-writing duties responsively. Every notification of incoming mail received through the e-mail system is immediately followed up with a letter creation process on the same day, or at the latest the following day, provided the response or letter creation deadline is not urgent or has a relatively flexible timeframe. The average number of letters received per notification of incoming mail reaches at least five letters each day.

Conversely, employee L stated that he experienced delays in sending letters through the e-mail system, but this only occurred once during the initial implementation phase. The delays were caused by inaccuracies in the writing and delivery of information in the letters, which required correction before they could be sent. After going through a period of adjustment and understanding how e-mail works, and writing letters correctly according to their classification and context, employee L stated that he has never experienced any further delays in letter creation and delivery. This experience demonstrates that employees have undergone a learning and adjustment process to the implemented digital system, which ultimately impacts the smooth and timely completion of correspondence tasks.

Overall, based on the previous informants' presentations, it appears that the correspondence tasks carried out by the Surabaya City DPMPTSP Secretariat employees via e-Surat are carried out with a consistent level of timeliness and accuracy. Each employee demonstrates a commitment to maintaining the quality of letter content and responsiveness to incoming correspondence, despite subsequent administrative steps beyond the direct control of the individual composing the letter. The dynamics of this process demonstrate how employee productivity is determined not only by the speed of letter preparation but also by their adaptability, thoroughness, and adherence to applicable administrative procedures within the organization, which are components of Individual Achievement.

Interviews with AM employees indicate that if errors are found in letters prepared by Secretariat employees using the e-Surat system, whether in the writing, purpose, or content,

the letter is returned by the superior for revision, accompanied by notes and instructions for improvement. This reflects the initiative and responsibility of Secretariat employees in carrying out their correspondence duties, particularly their readiness to undergo the revision process in accordance with applicable administrative regulations. In addition, the work discipline of Secretariat employees is also reflected in the timely follow-up of every notification of incoming letters, while maintaining the quality of the letters produced, both in perfecting letters that require revision and in preparing new letters. The work performance of Secretariat employees is also evident in the initiatives taken by Secretariat employees to support the smooth letter preparation process. Secretariat employees DH and AR said that they often help fellow Secretariat employees by providing input on the use of appropriate language and selecting the appropriate letter destination menu in the E-Surat system. AR helps at least 2-3 people a week because his duties are more involved in archiving and correspondence in its distribution, so AR can help the smooth running of other employees' tasks with his competence.

Cooperation

Based on information regarding the revision and improvement process conveyed by superiors, Secretariat employees followed these instructions through good coordination and cooperation among employees. This effort included selecting the letter structure and coordinating regarding the accuracy and completeness of the information required in filling out the letter. In practice, several Secretariat employees held joint discussions to determine appropriate follow-up steps in the letter improvement process. Furthermore, based on information from Secretariat employee DH, a letter improvement process was carried out in collaboration with three other Secretariat employees, both ASN and Non-ASN employees. The discussion aimed to exchange ideas on improving the quality of letter writing. A similar statement was also made by Secretariat employee AR, who stated that he often provided input to colleagues regarding letter writing formats and determining the correct destination address when composing letters through the E-Surat system, at least 2-3 people per week.

E. CONCLUSION

Based on research findings and discussions regarding employee productivity in managing the e-Letter system at the Surabaya City DPMPTSP Secretariat, it can be concluded that the implementation of the e-Letter system has significantly contributed to increasing employee productivity in administrative correspondence. Initial problems, such as the time-consuming manual correspondence process, which is prone to delays and inefficient, have been addressed through the use of the digital e-Letter system, which supports the acceleration, orderliness, and traceability of administrative processes.

According to Syarif, based on work productivity indicators, employee time utilization has shown a significant improvement. The e-Letter system accelerates the process of compiling, sending, and approving letters, while saving time compared to the manual system. Employees are able to complete more letters in the same amount of time, maintain discipline in completing letters on the same day, and minimize administrative obstacles due to employee absences because work can be coordinated and backed up by other employees competent in using the system.

In terms of work output, Secretariat employee productivity is reflected in the timeliness, accuracy, and quality of the letters produced. All letters were generally completed within deadlines, rarely returned due to substantive errors, and when revisions were required, they were due to policy changes or directives from authorities, rather than negligence on the part

of the letter-drafting staff. This demonstrates that e-Letters support employees in producing accountable work output that complies with applicable administrative procedures.

Furthermore, employee performance, both individually and through teamwork, also showed positive developments. Employees demonstrated initiative, responsibility, and adaptability to digital systems, demonstrated by their willingness to make revisions, assist each other, and coordinate letter refinements. This collaboration strengthened the smoothness of administrative processes and created a productive work environment within the e-Letter system.

Therefore, it can be concluded that the use of the e-Letter system as part of the e-government implementation within the Surabaya City DPMPTSP Secretariat has successfully increased employee productivity in managing administrative correspondence. This system not only supports work efficiency and effectiveness but also encourages discipline, output quality, and employee collaboration, thus aligning with the goals of modernizing office administration and improving government apparatus performance.

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