



Utilization of *E-Government* in Mail Administration Management at the General Section of the Regional Secretariat of Cirebon Regency

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Abstract:

Background. Advances in information and communication technology (ICT) have driven digital transformation in the government sector through e-government policies aimed at delivering more transparent, accountable, effective, and efficient public services.

Aims. This study examines the use of *the e-government system* in managing incoming and outgoing letters in the General Section of the Regional Secretariat of Cirebon Regency. This research aims to analyze the use of the Srikandi application, the level of user adoption, and the obstacles encountered during its implementation.

Methods. This research employs a qualitative approach, with data collected through interviews, observations, and documentation.

Conclusion. The results show that implementing e-government (through an electronic mail management system) can improve administrative efficiency and the speed of mail disposition; however, several obstacles remain, including limited human resources, insufficient training, and infrastructure constraints.

Implementation. One form of *e-government implementation* in the Cirebon Regency local government is the use of the Integrated Dynamic Archive Information System (Srikandi) application to manage mail administration in the General Section of the Cirebon Regency Regional Secretariat.

Keywords: *e-government*, Srikandi, Mail Administration, Local Government.



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INTRODUCTION

The advancement of information and communication technology (ICT) in the digital era has driven a major transformation in the administration of government. The government is required

to adapt to technological advances in order to realize more effective, efficient, transparent, and accountable governance. One form of adaptation is realized through implementation. *E-government* is the use of information technology by the government as an effort to improve the quality of public services, accelerate administrative processes, and strengthen transparency and accountability of bureaucratic performance.

In the practice of implementing government administration, mail management has an important role as a means of communication and coordination between work units. In the General Section of the Cirebon Regency Regional Secretariat, the previous mail management system was still carried out conventionally, so it had the potential to cause various obstacles, such as delays in the disposition process, the risk of losing documents, and low work efficiency. Therefore, the implementation of *e-government* in the management of mail administration is a strategic step to improve organizational performance. Based on these conditions, this study is important to measure the extent of the use of *e-government* in the management of mail administration in the General Section of the Cirebon Regency Regional Secretariat and identify the obstacles faced in its implementation.

Advances in information and communication technology (ICT) have encouraged the government to digitalize the implementation of public services. One of the digital transformations is realized through the implementation of *e-government*, namely the use of digital technology to support government activities, improve bureaucratic performance, and provide more efficient, transparent, and accountable public services. Local governments play a strategic role in the implementation of *e-government* because they interact directly with the community and handle the daily administrative and governance processes.

E-government is basically the use of ICT by the government to improve efficiency, transparency, accountability, and the quality of public services, so that interactions between the government, the community, the private sector, and other stakeholders can take place more easily and effectively. In this study, the e-government study is focused on the implementation of the SRIKANDI application at the Cirebon Regency Regional Secretariat. The urgency of this research is based on the importance of utilizing regional e-mail applications that are able to improve administrative efficiency, considering that manual processes previously used tend to take a long time and involve complex bureaucratic procedures, which can now be simplified through online-based systems (*World Bank*, 2016).

In terms of accessibility and convenience, the implementation of *e-government* allows government officials to access administrative services anytime and from anywhere without having to be physically present in the office. This condition supports improving the quality of internal bureaucratic services that become faster, cost-effective, and accurate through information technology support. Indrajit (2016) explained that *e-government* is the government's effort to utilize information technology to transform the relationship between the government and the community, the business world, and between government agencies so that it runs effectively, efficiently, transparently, and accountably. Based on modern public administration theory and principles, the application of *e-government* is very relevant because it is directly related to public services. Therefore, local governments, including the Cirebon Regency Government, have a great responsibility to implement digital transformation in all administrative processes, especially in the management of incoming and outgoing mail administration which functions as the main medium of communication and coordination between work units within the local government.

Conceptually, *e-government* is a strategic policy that contains normative values that should be implemented by all government agencies, including the Cirebon Regency Regional Secretariat through the use of the SRIKANDI application. This information system is web-based and developed to support the management of correspondence administration in office activities. The implementation of SRIKANDI is part of the government's efforts to realize administrative order within government agencies, in line with the Electronic-Based Government System (SPBE) policy. The implementation of e-government through SRIKANDI is based on the importance of the application's functions, benefits, and main objectives, which include mail management, mail registration, and ease of document search. The benefits of using SRIKANDI include increasing the effectiveness and efficiency of archive management, encouraging the work productivity of apparatus, and simplifying the process of re-tracking information. Thus, the main purpose of implementing SRIKANDI is to support bureaucratic reform and strengthen *e-government* through the provision of a modern and integrated archival system.

This study aims to analyze the use of *e-government* in the management of electronic-based incoming and outgoing mail administration, as well as assess the extent to which its implementation is able to increase the effectiveness and efficiency of the performance of apparatus in the General Section of the Cirebon Regency Regional Secretariat. Through the implementation of e-government, the process of managing and monitoring mail administration is expected to be

more orderly and efficient. In addition, this research aims to identify various obstacles to the implementation of e-government, including the quality of human resources, the availability of technological facilities and infrastructure, and organizational aspects.

The development of e-government has become a strategic instrument for bureaucratic reform, particularly in improving efficiency, transparency, and accountability of public administration. Previous studies consistently show that the implementation of electronic-based administrative systems can accelerate service processes, reduce manual errors, and improve archival management (Indrajit, 2006; Putra, 2019; Sari & Wibowo, 2021).

Research on e-government in correspondence and archival management has mainly focused on:

1. Efficiency and effectiveness outcomes, such as faster disposition of letters and improved archive retrieval.
2. Determinant factors of success, including leadership commitment, infrastructure readiness, and human resource competence.
3. Barriers to implementation, particularly limited digital literacy, unstable networks, and resistance to organizational change.

Several studies (Rahman, 2022; Khumayah, 2021; Nurhakim, 2014) emphasize that although e-government adoption brings significant benefits, its success depends heavily on organizational capacity and stakeholder support. Other studies highlight the role of digital archival applications in improving administrative order but tend to analyze them at a general institutional level or in different regional contexts.

However, most existing literature:

- Discusses e-government conceptually or normatively,
- Focuses on public service delivery to citizens, or
- Examines archival systems without integrating policy, leadership support, capacity, and value dimensions simultaneously.

Thus, empirical studies that deeply explore internal government administrative processes, particularly electronic mail administration using the SRIKANDI application at the local government secretariat level, remain limited.

LITERATURE REVIEW

E-government is an effort to utilize information and communication technology (ICT) by the government in order to improve the quality of government administration, public services, and strengthen interaction between the government and stakeholders, both the community, the business world, and between government agencies. *The World Bank* defines e-government as the use of information technology by government institutions to transform relationships with citizens, business actors, and other government agencies to encourage increased efficiency, effectiveness, transparency, and accountability.

From the perspective of public administration, *e-government* is not interpreted as limited to the application of technology, but rather as a fundamental change in the bureaucratic work pattern that requires collaboration, commitment, and mutual agreement among all stakeholders. In line with this, Indrajit (2006) emphasized that *e-government* is not only the use of computers or digital applications, but is a comprehensive transformation process of government business processes to be more efficient, effective, and oriented towards public services. The implementation of e-government includes the dimensions of technology, organization, human resources, regulations, and bureaucratic work culture.

Support

The success of the implementation of *e-government* is highly determined by the support in the form of mutual understanding and agreement among stakeholders. Stakeholders in the implementation of *e-government* involve local government leaders, implementing apparatus, information system managers, and work units that utilize administrative services. The joint agreement reflects the alignment of vision, goals, and commitment in realizing an electronic-based government system.

The agreement that is built acts as a normative as well as an operational basis in the implementation of *e-government*. Through this understanding, each party has a clear understanding of their roles, functions, and responsibilities in the use of the applied electronic system. Without a strong agreement, the implementation of e-government risks facing various problems, such as inconsistencies in the use of systems, apparatus resistance, and overlap between manual and digital procedures.

In addition to support from stakeholders, the availability of information and human resources is also a crucial factor in ensuring the sustainability of e-government. Information

resources include administrative data and information, hardware infrastructure, software, and communication networks that support system operations. Meanwhile, human resources play a role as the main manager and user in the use of the information system.

In the context of mail administration management, information resources have an important role in ensuring the security, accuracy, and sustainability of mail data. Electronic mail management requires a reliable storage system, easy access for the authorities, and data protection from the risk of loss or damage. Thus, the management of information resources is not only technical, but also strategic in supporting the effectiveness and performance of the bureaucracy.

Furthermore, *the concept of e-government* emphasizes the importance of integration and information connectivity between work units. Through the implementation of the e-government system, supporting information can be accessed quickly, precisely, and accurately by the authorities. This condition contributes to increasing work efficiency, strengthening coordination between departments, and encouraging the realization of transparency and accountability in government administration.

Capacity / Certainty

Capacity in the context of *e-government* refers to the level of ability of government organizations to organize, manage, and develop an electronic-based government system in an ongoing manner. This capacity includes the readiness of human resources, institutional strength, and adequate information technology infrastructure support.

Human resource capacity is a crucial element in the successful implementation of e-government. Government officials are required to have technical competence in the operation of information systems, an understanding of digital-based work processes, and the ability to adapt to technological developments. If the capacity of human resources is not optimal, then *the e-government* system that has been developed will not be utilized optimally.

In addition to the human resource aspect, institutional capacity also has a strategic role. This capacity includes clarity of organizational structure, division of roles and responsibilities, and the effectiveness of coordination between work units in *e-government management*. A strong institution will support the consistency of the implementation of the system and minimize the occurrence of overlapping authority.

The capacity of information technology infrastructure includes the availability of hardware and software, a stable internet network, and data and information security systems. Adequate infrastructure will ensure the continuity of e-government operations safely and reliably. In the context of mail administration management, infrastructure capacity greatly determines the smooth process of recording, disposing, and archiving letters electronically.

Indrajit's (2006) research on the application of *e-government* in the public sector shows that the use of information technology is able to improve bureaucratic efficiency and the quality of administrative services. The findings confirm that the success of the implementation of e-government is greatly influenced by the support of leadership, the readiness of human resources, and the availability of adequate information technology infrastructure.

Value / Benefits

The benefits of *implementing e-government* place the community as the main focus of public services (*customer-centric*). From the convenience aspect, people are no longer required to be physically present or queue at government offices. Various services, such as permit extensions, tax payments, and population document processing, can be accessed online from home. In terms of equal access, the availability of public information through official government portals ensures that all citizens, both in urban and remote areas, get the same information at the same time. In addition, *e-government* encourages community empowerment through the provision of digital complaint channels that allow citizens to actively participate in development supervision and convey their aspirations directly to the government.

For the private sector, *e-government* provides significant benefits in the economic field by creating a more conducive investment climate. The *ease of doing business* is reflected through the implementation of an integrated licensing system, such as *Online Single Submission*, which speeds up the licensing process and increases the attractiveness for investors. In addition, legal and procedural certainty is increasingly guaranteed because the digitization of business processes transparently displays rules, costs, and service durations, thereby minimizing unofficial cost practices.

Meanwhile, the benefits of *e-government* for the government are related to improving the internal performance of the bureaucracy. Data integration (*interoperability*) is one of the main advantages, considering that previously data was often fragmented in various agencies. Through e-government, population, health, and tax data can be interconnected within the *framework of One Data*. In terms of cost and resource efficiency, the implementation of digital systems reduces the use of office stationery, the need for physical archive space, and the cost of official travel which can be replaced by virtual coordination and electronic mail. In addition, the productivity of the apparatus increases because employees can focus more on strategic and analytical tasks, while routine administrative work is handled by digital systems.

Previous research by Rahman (2022) aims to analyze the factors that affect the success and obstacles to the implementation of government digital services using the theory of Indrajit (2006), which includes aspects of communication, resources, disposition, and bureaucratic structure. Fallacy's research in Lorensa also examines the implementation of digital-based public service policies based on the theory of Indrajit (2006). The results show that the success of e-government is greatly influenced by the clarity of communication, support of facilities and infrastructure, positive disposition of the apparatus, and an uncomplicated bureaucratic structure.

Furthermore, Putra's (2019) research on the use of e-government in office administration management concluded that an electronic-based administrative system is able to speed up work processes, improve archive neatness, and facilitate supervision by leaders. However, the study also identified obstacles in the form of limited apparatus competencies and technological network disruptions. Similar findings were expressed by Khumayah (2021) who stated that limited human resources, system integration, low public digital literacy, and overlapping regulations are still obstacles to the implementation of e-government, so it is necessary to strengthen policies at every level of government.

Wulandari's research (2020) highlights the use of digital archival applications and the implementation of the postal system in the local context, including studies related to Cirebon Regency and educational institutions. Meanwhile, R. Trisudarmo pointed out that the transformation of government administration through *e-government* is able to increase the effectiveness of mail management, reduce manual errors, and accelerate information distribution. Research by Sari and Wibowo (2021) also concluded that the implementation of e-government in the management of correspondence in local government agencies has a positive impact on work

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effectiveness and administrative transparency, although its success is highly dependent on the consistency of system use and the commitment of all apparatus. This is in line with the findings of Nurhakim (2014) who stated that employee competence and commitment are key factors in the successful implementation of the digital system.

Based on these various theories and previous research, it can be concluded that the use of *e-government* in the management of mail administration is a strategic step to increase the efficiency and effectiveness of governance. However, the success of its implementation is largely determined by the readiness of human resources, leadership support, organizational policies, and the availability of technological infrastructure. Therefore, this study is focused on analyzing the extent of the use of the e-government system in the management of mail administration in the General Section of the Regional Secretariat of Cirebon Regency by considering the technical, organizational, and environmental aspects that affect its success.

In the theoretical perspective of Indrajit (2006), the elements of innovation include the characteristics of the Srikandi application, such as relative superiority, compatibility, complexity, *trialability*, and *observability*. The relative advantages of the Srikandi application are reflected in the efficiency of mail management compared to manual methods. The compatibility aspect was analyzed based on the application's suitability to the needs and work culture of the Cirebon Regency Regional Secretariat. The complexity of the application is also an important factor that affects the ease of use for employees. Thus, these elements play a role in assessing users' acceptance of technology.

The communication channel in this theory refers to the mechanism for disseminating information related to the Srikandi application within the local government. Formal communication, such as training and socialization, as well as informal communication between employees, has a strategic role in accelerating the technology adoption process. The effectiveness of these communication channels determines the level of employee understanding of the benefits and working mechanisms of the Srikandi application, so analyzing this aspect is important for identifying obstacles and opportunities for implementing e-government.

The time dimension encompasses the decision-making stages of technology adoption, from introduction to full implementation. In the context of the Srikandi application, the duration of the transition from a manual to a digital system is an indicator of the implementation's success. This analysis includes the stages *of awareness, interest, evaluation, trial, and adoption experienced by*

employees of the Cirebon Regency Regional Secretariat, to provide an overview of the dynamics of the changes.

The last element, the social system, includes organizational structures, norms, and patterns of relationships between individuals in the work environment. A supportive organizational structure, such as proactive leadership and clear policies, helps accelerate the adoption of the Srikandi application. In addition, work norms that encourage innovation and collaboration between employees also contribute to the success of implementation. Using *the Diffusion of Innovations framework*, this research is expected to provide a comprehensive understanding of the factors affecting the implementation of e-government through the Srikandi application in Cirebon Regency.

Based on the literature review and previous studies, several research gaps can be identified:

1. Contextual Gap. Most prior studies examine e-government implementation in ministries, public service units, or village governments, while research focusing on the General Section of Regional Secretariats, the administrative nerve center of local governments, remains scarce.
2. Application-Specific Gap. Research discussing the SRIKANDI application is generally descriptive or policy-oriented, with limited empirical qualitative analysis on how the application is actually used in daily mail administration practices.
3. Analytical Gap. Previous studies often analyze e-government implementation from a single perspective (technology or service efficiency). There is a lack of studies that comprehensively integrate:
 - a. Support (leadership and regulatory backing),
 - b. Capacity (human resources and infrastructure),
 - c. Value/Benefits (efficiency, transparency, and cost savings),
within one analytical framework.
4. Process Gap. Many studies focus on outcomes, while the adoption process, user experience, and internal bureaucratic dynamics during the transition from manual to digital mail systems are underexplored.
5. Local Governance Gap. There is limited evidence-based research that links SPBE policy implementation with actual administrative practices at the regional secretariat level, especially in medium-sized local governments such as Cirebon Regency.

METHODS

This research uses a qualitative approach to understand in depth the social phenomena within a government organization. According to Moleong (2018), qualitative research aims to understand phenomena experienced by research subjects holistically, in a descriptive, word-based, natural context. This approach allows researchers to delve into the process, patterns, and meanings of E-Government use in mail administration management.

In addition, Sugiyono (2019) explained that qualitative research is based on the philosophy of postpositivism, in which researchers serve as the primary instrument in data collection. Data is collected through various techniques, such as observation, interviews, and documentation, and triangulated to ensure accuracy and accountability. Data analysis in qualitative research is inductive, that is, drawing conclusions from field findings, so that the research results place greater emphasis on meaning than on generalization.

In this study, a qualitative method is used to describe the real and in-depth use of E-Government in the management of mail administration within the General Section of the Cirebon Regency Regional Secretariat. Through this approach, researchers can identify the benefits, obstacles, and efforts made by the apparatus in implementing an electronic-based mail administration system, so that the results of the research are expected to be able to provide a comprehensive picture and relevant recommendations for improving the quality of local governance.

DISCUSSION

The results of an in-depth discussion with employees of the Cirebon Regency Regional Secretariat are the main method for exploring perceptions of the benefits of the Srikandi application in improving the efficiency of correspondence management. Interview questions are designed to evaluate the extent to which the application meets users' needs, including ease of access, speed of archive management, and reduced administrative errors. In addition, the interview aims to identify obstacles, such as technical issues, lack of training, or resistance to changes in the work system.

Support is the initial factor that greatly determines the success of e-government use. According to Indrajit (2006), for e-government-based mail management to be successful, there

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must be a balance among three elements: *support*, the political *will* of the leadership to switch to electronic mail, and a clear legal umbrella. *Capacity* (Ability) of the availability of IT infrastructure (network, servers) and competent human resources to operate a digital mail system. *The system should deliver tangible benefits, such as reducing paperless costs, speeding up disposition times, and improving mail tracking transparency.*

The Utilization of *E-Government* in Letter Management in the General Section of the Regional Secretariat of Cirebon Regency

Support

Support from the leadership level (Regent, Regional Secretary, to Section Heads) is the main driving engine. Without leadership commitment, the transition from physical to digital mail is often hampered by internal resistance. Digital Exemplary leaders are starting to use electronic signatures (TTEs) in every disposition. Resource Allocation: Willingness to allocate budget for server maintenance, hardware, and HR training.

Digital transformation requires legitimacy so that every electronic mail has the same legal force as a physical letter. At the regional level, this is usually regulated through the Regent Regulation (Perbup), which regulates the Electronic Service Manuscript System (TNDE). Cirebon Regent Regulation Number 19 of 2025 about Guidelines for the Implementation of the Integrated Dynamic Archival Information System. Cirebon Regent Regulation Number 74 of 2023 about the Development and Development of Applications in Cirebon Regency (related to SPBE). Regent's instructions regarding the Obligation to Use Certain Correspondence Applications (e.g., SRIKANDI applications or local systems).

Key Benefits of this Strong Support:

| Dimensions | Positive Impact |
|----------------------|--|
| Time | Mail disposition can be done anywhere via smartphone without waiting for the leader to be in the office. |
| Efficiency | |
| Data Security | The use of TTE (Electronic Signature) ensures document authenticity and prevents forgery. |

| Dimensions | Positive Impact |
|------------------------|--|
| Transparency | The status of the letter (read/unread, where it is located) can be tracked in real-time (<i>tracking</i>). |
| Cost Efficiency | Reduced the cost of paper (<i>paperless</i>), printer ink, and physical courier. |

Even though leadership and legal support are already in place, the General Section of the Cirebon Regency Regional Secretariat may still face challenges, such as competency gaps, differences in digital literacy between senior and junior employees, and internet stability and network infrastructure that must be maintained to prevent system downtime.

Leadership support also plays an important role in encouraging the apparatus to use an electronic-based mail administration system. The Head of the Administration Sub-Division actively directs employees to use the e-government system for every mail management process, from recording to disposition. This leadership commitment provides moral and organizational encouragement for employees to adapt to changes in the work system.

In addition, organizational support can be seen in the provision of basic facilities and infrastructure, such as computers, internet connectivity, and support for mail administration applications. Although there are still limitations, this support demonstrates the organization's seriousness about implementing *e-government*.

Direct observation in the work environment was conducted to validate interview results and identify patterns of use of the Srikandi application. This observation includes an analysis of employee interaction with the system, including the frequency of use, the types of mail managed, and technical obstacles encountered during the operational process. The data obtained from the observation were used to evaluate the use of *e-government* in supporting daily administrative tasks. In addition, observations help identify organizational factors, such as management support and employee collaboration, that affect the successful use of *e-government* in mail administration management.

In terms of benefits, the implementation of *E-Government* has a positive impact, including increased efficiency, improved archive order, and greater transparency in mail administration management. The work process becomes more measurable because every stage of mail management can be monitored through the system. This finding aligns with the *theory of E-*

Government put forward by Indrajit (2006), which states that *E-Government* aims to transform bureaucratic processes to be more effective, efficient, and accountable through the use of information technology.

However, the process of digitalization in mail management administration is influenced by employees' level of understanding and skill in using e-government, specifically the Srikandi application. From the in-depth interviews, it was found that some employees still face technical difficulties, particularly when using certain features. This shows that although the Srikandi application has the potential to increase work unit productivity, its success requires adequate training and continuous technical support. Without this support, the use of *e-government* through the Srikandi application can be hampered/run suboptimally.

The study's results show that policy support for e-government implementation in the General Section of the Regional Secretariat of Cirebon Regency is quite strong. This is evident in local government policies that refer to the Electronic-Based Government System (SPBE) and the use of mail administration applications as part of bureaucratic digitization efforts.

Capacity / Capacity

Capacity refers to the resources the organization has for running e-government, including human resources and technological infrastructure. Based on the results of the research, the capacity of human resources in the General Section of the Regional Secretariat of Cirebon Regency is still diverse, some have been able to follow the use of *e-government* but many are still unable to follow the use of *e-government* through the srikandi application, so it requires continuous training and assistance so that the successful use of *e-government* can run smoothly.

In terms of infrastructure, the availability of computer devices and internet networks has supported the implementation of *e-government*, but it is not yet fully optimal. Network disruptions and limited support facilities remain obstacles to the smooth management of electronic mail administration. The role of the operator or system manager also greatly determines the capacity of the organization. The operator is responsible for system maintenance, data management, and providing technical assistance to other employees. The limited number of operators and high workloads are challenges in increasing the optimal system management capacity.

Communication between employees also plays an important role in the adoption rate of the Srikandi application. Employees who are more proficient with apps are more likely to share their

knowledge and experience with colleagues, thereby accelerating adoption at the organizational level. However, interviews revealed that the lack of formal communication about the benefits and how the app works is a major obstacle. Therefore, a more structured communication strategy is needed to drive wider adoption. From an effectiveness perspective, e-government helps the apparatus manage mail more orderly and structured. Mail data is stored systematically and easily traceable when needed. This minimizes the risk of document loss and administrative errors that often occur in manual systems. In addition, from the aspect of accountability and transparency, *the e-government* system allows leaders to monitor the flow of mail more clearly and in real time. Each letter management process is well-documented, making it easier to supervise and hold officials accountable.

Overall, this discussion shows that e-government has provided real benefits for the General Section of the Cirebon Regency Regional Secretariat in managing mail administration. However, increasing organizational support and resource capacity is still needed so that the benefits of e-government can be felt more effectively and sustainably.

The results of the study show that the level of technology in the Srikandi application used by employees of the Cirebon Regency Regional Secretariat varies depending on individual understanding and experience with technology. An in-depth interview with the informant revealed that, in general, employees have begun to integrate the Srikandi application in their daily tasks; however, there are groups of employees who are still reluctant to use the application optimally due to limited technical knowledge. This highlights the importance of intensive training and motivation to improve technology across the board.

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Theoretically, the application of *E-Government* in the management of mail administration in the Regional Secretariat of Cirebon Regency is in line with the opinion of Indrajit (2006), who stated that *E-Government* is the use of information and communication technology to transform the government process to be more effective, efficient, transparent, and accountable. The

transformation concerns not only the use of technological devices but also changes in work patterns, administrative systems, and bureaucratic culture. In this context, the electronic-based mail administration system has changed the way the apparatus works from previously oriented to digital-based.

In addition, the study's results show that the level of technology is influenced by employees' perceptions of the benefits of the Srikandi application. Employees who are aware of the application's relative advantages, such as time efficiency and reduced administrative errors, are more likely to adopt this technology. On the other hand, employees who feel the app is too complex or irrelevant to their duties show resistance to change. This emphasizes the importance of user-friendly, user-relevant application design.

Value / Benefits

The real value/benefit of conventional mail management is the significant burden of routine costs. With *E-Government*, the economic value obtained includes: cutting the Logistics Budget. The cost for purchasing paper (rim), maps, printer ink, and the procurement of envelopes is drastically reduced. If multiplied by thousands of letters per year at the Regional Secretariat level, the savings can reach tens to hundreds of millions of rupiah, Reduction of Courier Costs/Expeditions Sending letters between SKPD or to sub-districts no longer requires vehicle fuel or physical courier services, because documents are sent instantly through the system, Space Optimization (Digital Archiving) The physical space that was previously full of filing cabinets can be repurposed, and the cost of maintaining physical documents (so that they are not damp/eaten by termites) can be eliminated.

The use of *e-government* in mail administration management must provide real benefits, such as speeding up the mail management process, from recording, disposition, to archiving, and transparency of mail tracking. The use of electronic systems also reduces dependence on physical documents, thereby lowering the cost of paper and archive storage.

Obstacles in Managing *E-government*

The results of the interview with the Head of the Administration Sub-Division. The Head of the Administration Sub-Division stated that the implementation of *e-government* in letter administration has a positive impact on organizational performance. According to him, the electronic system facilitates the oversight of letter flow because every incoming and outgoing letter can be monitored in *real time*. In addition, leaders can dispose of letters more quickly without waiting for physical files.

However, he also revealed that there are still obstacles, particularly regarding the readiness of human resources. Not all employees have adequate information technology skills, so continuous assistance and training are still needed, as well as stable internet connections.

The results of interviews with the mail administration staff said that the use of the e-government system is very helpful in daily work. The process of recording letters becomes simpler, recording errors can be minimized, and mail archives are easier to search when needed. In addition, the use of electronic systems reduces the need for paper and for archive storage space. However, the mail administration staff also said that, under certain conditions, such as internet network disruptions or system technical problems, work is hampered.

The results of the interview with the Mail System Operator or Manager explained that the e-government system used has been designed to support integrated mail management. The operator is responsible for the technical management of the system, including data maintenance, application updates, and assisting other employees who experience difficulties using the system.

According to operators, the main challenges in system management are network stability and limited supporting facilities. In addition, some employees have not fully utilized the system's features, so its potential has not been realized.

This study offers several important novelties:

1. Empirical Novelty. This research provides an in-depth qualitative analysis of e-government utilization, specifically in electronic mail administration, using the SRIKANDI application at the General Section of the Regional Secretariat of Cirebon Regency—a setting rarely examined in previous studies.
2. Analytical Novelty. The study integrates Indrajit's e-government framework (Support, Capacity, and Value) with Diffusion of Innovations theory, enabling a more comprehensive understanding of:
 - a. User adoption,

- b. Organizational readiness,
 - c. Institutional support, within a single analytical model.
3. Practical Novelty. Unlike many studies that remain normative, this research highlights real operational challenges, such as:
 - a. Unequal digital literacy among employees,
 - b. System dependency on network stability,
 - c. Partial utilization of application features, providing practical insights for policy improvement and system optimization.
4. Policy-Relevant Novelty. The findings strengthen the empirical basis for local SPBE implementation, showing how leadership commitment, regulatory legitimacy, and continuous capacity building directly affect the effectiveness of digital bureaucratic transformation.
5. Administrative Governance Novelty. This study shifts the focus of e-government research from citizen-facing services to internal bureaucratic governance, emphasizing how digital systems reshape work culture, coordination, and accountability within government institutions.

CONCLUSION

The success of implementing this system is also supported by the leadership's support and commitment, the availability of information technology facilities and infrastructure, and technical support from the system manager, which help ensure the smooth operation of the SRIKANDI application. In addition, human resource support through training and mentoring for employees helps minimize administrative errors and reduce the risk of document loss, which often occurs in manual systems. Thus, the use of e-government through the SRIKANDI application in the General Section of the Regional Secretariat of Cirebon Regency can encourage the realization of a more effective, efficient, and accountable mail administration management.

Based on the results of research and discussion on the use of *e-government* in the management of mail administration at the General Section of the Regional Secretariat of Cirebon Regency, it can be concluded that in general the use of *e-government* has made a positive contribution in improving the efficiency and effectiveness of mail administration management, being able to speed up the process of managing incoming and outgoing letters, making it easier to

search archives, and Reduces the risk of errors and document loss that often occur on manual systems.

However, the use of *e-government* in the management of this letter is not fully optimal. Various obstacles are still encountered, including the limitations of technological infrastructure, such as unstable internet connections and uneven supporting devices, low technological competence of some employees, and a lack of continuous training and socialization. In addition, resistance to changes from manual to digital systems is also a challenge that affects the adoption rate of applications.

Organizational leadership and policy factors have a very important role in encouraging the successful use of *e-government*. Proactive leadership support, clear policies, and effective communication have been proven to increase employee motivation and readiness to adopt technology. Therefore, the use of *e-government* in mail administration management requires a comprehensive approach, including increasing human resource capacity, strengthening technological infrastructure, improving policies, and continuous supervision and evaluation to optimally achieve the goals of bureaucratic reform and modern governance.

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