



Quality of correspondence administration services using electronic signatures at the regional secretariat of Gianyar regency

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ABSTRACT

Administrative correspondence services at the Gianyar District Secretariat play a vital role in supporting the efficiency and effectiveness of public services. The use of electronic signatures is an innovation aimed at enhancing the quality of these services. However, further research is needed to evaluate the extent to which the implementation of electronic signatures has had a positive impact. This study aims to describe the quality of administrative correspondence services using electronic signatures at the Gianyar District Secretariat and to evaluate its influence on service efficiency and effectiveness. This research employs a qualitative approach with a case study design. Primary data were obtained through interviews and observations with officials and staff at the District Secretariat. Secondary data were collected from documentation of relevant regulations. The results indicate that the implementation of electronic signatures has improved the efficiency of administrative correspondence processes at the Gianyar District Secretariat. 85% of respondents expressed satisfaction with the services provided. Therefore, the use of electronic signatures can enhance the quality of administrative correspondence services at the Gianyar District Secretariat. Recommendations to further optimize the use of technology in public services are also suggested.

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1. INTRODUCTION

Good governance fundamentally requires the involvement of all stakeholders, including government bureaucracy, the private sector as an extension of the government, and the community. Effective governance entails a government that is close to and nurtures the community, providing services that align with the needs of the people (Rulinawaty et al., 2020). Public service encompasses a series of activities aimed at meeting the public's needs for goods, services, and administrative services provided by public service providers in accordance with regulations (Law Number 25 of 2009). This aligns with the Republic of Indonesia Government Regulation Number 96 of 2012 concerning the Implementation of Law Number 25 of 2009 on Public Services, which categorizes public

services into three types: public goods services, public services, and administrative services. Public goods services involve providing essential goods to the public, while public services entail offering necessary services to the community. Administrative services involve providing the necessary documentation required by the public.

One of the responsibilities of the Gianyar District Secretariat is to assist the Regent in policy formulation and administrative coordination regarding the implementation of regional tasks and administrative services such as record-keeping, decision-making, and document management. With these tasks, the Gianyar District Secretariat is inevitably involved in service activities, particularly administrative services. The implementation of the Gianyar District Secretariat involves functions such as coordinating regional policy formulation, coordinating the implementation of regional tasks, monitoring and evaluating regional policy implementation, providing administrative services and fostering civil servants within regional agencies, and carrying out other functions assigned by the Regent related to their duties and functions (Pamungkas et al., 2020). In line with this, all needs to support activities are channeled through incoming and outgoing correspondence via the General Affairs Department (My et al., 2024). Urgent or essential correspondence, including the preparation of event facilities, event catering, event transportation, data requests, and crucial documents, require immediate approval.

To evaluate the efficiency of administrative service operations, it is essential to conduct research aimed at pinpointing areas that can be enhanced (Purwanto et al., 2022). This study must be underpinned by a theoretical framework to evaluate the standard of services being rendered. For instance, a study conducted by Yurri (Rudiansyah et al., 2021) utilizing Zeithaml's theory, which includes dimensions of tangibles, reliability, responsiveness, assurance, and empathy, revealed several issues, particularly in the tangible dimension due to limited physical evidence, reliability dimension where employees are not fully proficient in operating service equipment, and assurance dimension because services are not delivered promptly (Listiani & Pratama, 2021; Rafiqoh, 2021). The advancement of technology and information necessitates government agencies to adapt to facilitate administrative tasks, especially in addressing the timeliness issue in service delivery. This is crucial as organizational climate significantly influences organizational behavior (Ulfa et al., 2022), particularly in the context of technological advancements towards digital/online platforms.

Based on the article by Rulinawaty et al. (2021) regarding the use of digital technology in rural areas facilitating marketing activities, it is evident that the importance of digital/online utilization is increasing not only in the private sector but also in government, particularly in administrative tasks. This shift is supported by the Indonesian Law Number 19 of 2016 amending Law Number 11 of 2008 concerning Electronic Information and Transactions (Law Number 19 of 2016) and Government Regulation of the Republic of Indonesia Number 82 of 2012 concerning the Implementation of Electronic Systems and Transactions (Government Regulation Number 82 of 2012). Consequently, the Gianyar District Government, specifically the Gianyar District Secretariat, has begun adapting to electronic signature (TTE) administrative services aimed at streamlining and expediting government administrative processes. The implementation of electronic signatures (TTE) commenced in April, marking a new phase for government agencies. Despite the benefits, challenges persist in practice, such as some employees' lack of understanding of TTE administrative services, suboptimal TTE administration leading to frequent errors when opening incoming mail, internet network limitations causing document approval delays, and insufficient available facilities and infrastructure.

Furthermore, research by Armawadin et al. (2023) on administrative services using electronic signatures in the Department of Population and Civil Registration of Bone Regency, South Sulawesi, revealed similar challenges, including limited facilities and infrastructure, inadequate competent human resources, and low public awareness of

applicable procedures. This aligns with the theory proposed by Gibbs & Kharouf (2022), emphasizing that service quality is influenced by factors such as bureaucratic work motivation, employee capabilities, social control/supervision, bureaucratic behavior, communication, disposition, bureaucratic structure, organizational communication climate, and reform flow. These findings underscore the importance of addressing organizational climate, technological advancements, and employee competencies to enhance the quality of administrative services utilizing electronic signatures in government agencies.

The challenges faced by the Gianyar District Secretariat are akin to those encountered in the Administrative Services of the Department of Population and Civil Registration in Bone Regency, South Sulawesi, where administrative services utilizing electronic signatures have been implemented effectively despite limited resources and infrastructure, a shortage of competent human resources, and a lack of public awareness regarding applicable procedures (Dušek, 2023; Ontanu, 2023). Additionally, a study on services provided by the Enrekang District Government revealed deficiencies in supporting facilities and infrastructure for land certificate management services and employee reward systems, leading to suboptimal employee performance and hindering the optimal delivery of public services (Astuti et al., 2020).

In connection with these research, Munarko (2022) asserts that service quality is influenced by various factors, including bureaucratic and employee work motivation, employee capabilities, social supervision/control, bureaucratic behavior, communication effectiveness, disposition, bureaucratic structure, organizational communication climate, and the flow of reforms. Addressing these factors is crucial for enhancing the quality of administrative services utilizing electronic signatures in government agencies, emphasizing the importance of organizational climate, technological advancements, and employee competencies to improve service delivery and efficiency. The key distinction of this study from previous research lies in its focus on the implementation of electronic signatures (TTE) within the administrative services of the Gianyar District Secretariat, specifically addressing challenges and adaptations in a unique governmental setting. While previous studies have explored the utilization of electronic signatures in administrative services across different regions and government departments, this research delves into the particular context of the Gianyar District, highlighting its specific challenges, such as limited resources, infrastructure, and human capital, in effectively integrating TTE administrative services. By examining the Gianyar District's experiences, this study provides nuanced insights into the complexities of adopting electronic signature technology within government agencies, emphasizing the significance of addressing organizational climate, technological advancements, and employee competencies to enhance service delivery and efficiency.

The urgency of further research in this area lies in the necessity to address the identified challenges and optimize the utilization of electronic signature technology to enhance administrative processes, ultimately leading to increased productivity, transparency, and service quality in government operations. Additionally, this research underscores the importance of further investigation to overcome identified obstacles and optimize electronic signature technology's utilization, thereby contributing to increased productivity, transparency, and service quality in governmental operations. This study's benefits include providing valuable insights for policymakers and administrators to overcome existing obstacles, strengthen organizational capacities, and ensure the successful integration of electronic signature technology in public administration, thereby improving overall service delivery and efficiency.

2. RESEARCH METHOD

This study adopts a qualitative approach with a case study design to delve into the quality of administrative correspondence services using electronic signatures at the

Gianyar District Secretariat. Primary data were gathered through interviews and observations with officials and staff at the District Secretariat. These interactions provided firsthand insights into the implementation and impact of electronic signatures on administrative processes. Secondary data were obtained from documentation of relevant regulations and existing literature on public service quality and the use of electronic signatures in administrative procedures. The research instruments utilized in this study included interview guides, voice recording devices for interviews, cameras for documentation through photos or videos, notebooks, and pens for note-taking during data collection.

The data collection process encompassed multiple stages, focusing on gathering insights into the utilization and impact of electronic signatures on service quality within the Gianyar District Secretariat. Initially, interviews were conducted with key personnel from the General Affairs Department and staff members engaged in administrative duties. These interviews aimed to capture firsthand perspectives on the adoption of electronic signatures. Subsequently, direct observations were carried out within the Secretariat's environment to evaluate the practical implementation of electronic signatures in administrative processes. Finally, relevant documents including public service regulations and guidelines were scrutinized to complement the primary data obtained from interviews and observations, ensuring a comprehensive understanding of the subject matter.

In this research, the data analysis method employed by the author is descriptive, where the results of the study are depicted and presented. The portrayal and exposition consist of a narrative of the research on the quality of administrative correspondence services using electronic signatures at the Gianyar District Secretariat. Additionally, the author utilizes the data analysis technique of Triangulation, aimed at examining data validity, as developed by Miles and Huberman, encompassing three concurrent activities: (1) data reduction; (2) data display; (3) conclusion drawing. Data reduction involves the process of selection, focusing on simplification, abstraction, and transformation of raw data obtained from field notes, selecting key aspects, focusing on essentials, identifying themes, and patterns. Thus, the reduced data provide a clearer picture and facilitate further data collection. Reduction is integral to analysis, serving to sharpen, categorize, guide, discard irrelevant information, and organize data for interpretation. Data presentation entails the compilation of information presented to enable conclusions and action-taking. It may take the form of narrative text, tables, or graphs, aimed at facilitating comprehension and conclusion drawing. Conclusion drawing is just a part of a holistic configurative activity.

3. RESULTS AND DISCUSSIONS

Kabupaten Gianyar, situated in Bali Province, encompasses 368 km², equivalent to 6.53% of the province's total area, comprising various sub-districts with varying land sizes. Payangan Sub-district boasts the largest area of 75.88 km², followed by Tegallalang, Sukawati, Gianyar, Tampaksiring, and Ubud Sub-districts, while Blahbatuh Sub-district is the smallest. Geographically, Kabupaten Gianyar is positioned between specific latitudinal and longitudinal coordinates, bordered by Bangli, Klungkung, and Badung Regencies, the Badung Strait, Indonesian Ocean, and Badung Regency, and Denpasar City. The Gianyar Regional Secretariat plays a pivotal role in supporting governance, led by the Secretary of the Region under the Regent's authority. This institution aids in policy formulation, administrative coordination, and service provision, structured into divisions focusing on government and welfare, economy and development, and general administration. These divisions oversee various functions such as governance, social welfare, legal affairs, economic development, procurement, protocol, communication, planning, and finance, contributing significantly to effective governance, public service efficiency, and overall development in Kabupaten Gianyar.

The Strategic Plan for the period 2018-2023 delineates the Gianyar District Secretariat's role in aiding the Regent with policy formulation, administrative coordination, and service provision for the Regional Apparatus and administrative services. The Secretariat is tasked with meeting stakeholder needs, adapting to changing circumstances to uphold organizational credibility and accountability. The vision for the Gianyar District Secretariat during 2018-2023 aims for a content, prosperous, secure, peaceful, self-reliant society rooted in the Tri Hita Karana philosophy through the National Development Plan. Aligned with this vision, the Secretariat's mission is to enhance the quantity and quality of public services, with objectives set for a 5-year period focusing on achieving a clean, accountable, high-performing, effective, efficient government delivering quality public services. Strategies and policies concentrate on fostering collective commitment, continuous training for officials on Strategic Planning and Performance Accountability Systems (SAKIP), that connected to Patel et al. (2023) research, that initiatives to synchronize objectives, activities, and budget utilization with measurable criteria. The Secretariat's success in coordinating local government tasks and technical institutions hinges on stakeholder support and synergy, including Regional Apparatus and non-governmental organizations, to realize participatory, holistic, sustainable regional development. Nasution et al. (2024) states, that challenges to organizational goals include meeting societal expectations for quality public services, implementing the Bureaucratic Reform Road Map for good governance, enhancing local government effectiveness through restructuring, efficient administration, and legal compliance culture promotion, while opportunities exist for enhancing services within the Secretariat and leveraging the Bureaucratic Reform Grand Design for improved governance and performance accountability.

Previous research studies have emphasized the importance of strategic planning and performance accountability in organizational success. For example, a study by Akpa et al. (2021) highlighted the significance of aligning objectives with measurable criteria to enhance organizational performance. Additionally, research by Suryani et al. (2023) emphasized the dimensions of tangible, reliability, responsiveness, assurance, and empathy in evaluating service quality, which can be applied to public service policies within the Secretariat. Furthermore, studies by various scholars have underscored the role of stakeholder engagement and collaboration in achieving organizational goals and fostering sustainable development. These research findings support the strategies and objectives outlined in the Gianyar District Secretariat's Strategic Plan, emphasizing the need for continuous improvement, stakeholder involvement, and adherence to performance accountability systems.

On the flip side, the Gianyar District Secretariat has opportunities for service development through active engagement with the Central Government, particularly the Ministry of Administrative and Bureaucratic Reform, which provides guidance for accelerating Bureaucratic Reform and Public Services within the district. Recognitions received by specific Gianyar District Agencies for outstanding public service from the Deputy of Public Services at the Ministry of Administrative and Bureaucratic Reform can serve as benchmarks for other agencies to improve their services. Moreover, the Secretariat can capitalize on the Gianyar District Government's focus on development planning to align programs with its responsibilities, aiming for high-quality service delivery. In addressing these challenges and opportunities, the Secretariat plays a pivotal role in coordinating policy formulation, administrative governance, resource management, and infrastructure development to foster commitment from leadership to implementation, establishing effective governance practices. Previous studies by Yeong et al. (2022) underscore the importance of Tangibles, Reliability, Responsiveness, Assurance, and Empathy dimensions in evaluating service quality and ensuring customer satisfaction. Research findings indicate satisfactory outcomes, with room for improvement in administrative services using electronic signatures at the Gianyar District Secretariat. Annarelli et al. (2020) and Sibai et al. (2021) emphasizes the need for

continuous evaluation and enhancement efforts to optimize service quality and meet stakeholder expectations, reinforcing the importance of considering multiple dimensions in service quality evaluation and ongoing improvement initiatives.

The concept of Tangibility in service quality, as delineated by Muangmee (2020), underscores the significance of the physical attributes and equipment involved in service provision, which are readily observable by service recipients for assessing service quality. In the context of electronic document management using TTE at the Gianyar Regency Secretariat, insights from a functional official and the Head of the General Affairs Section during a September 16, 2022 interview revealed the adequacy of current facilities, particularly in terms of computer availability and wifi network. However, the lack of computers/laptops for all employees has led to operational delays, highlighting the necessity for additional devices to expedite workflow. This aligns with Nurjulizar (2024) assertion on tangible evidence encompassing physical facilities, equipment, and personnel, emphasizing the importance of continuous improvement in TTE implementation. Furthermore, the adoption of TTE aims to enhance administrative document services by streamlining approval processes and eliminating manual distribution, as noted in interviews with staff members and officials at the Secretariat. The transition to electronic signatures has notably improved efficiency in document approval and distribution, addressing previous delays and enhancing overall administrative processes.

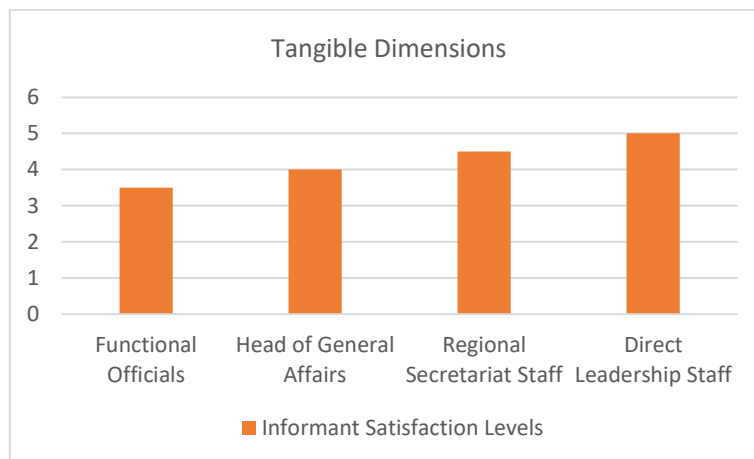


Figure 2. Diagram of Results of Informant Satisfaction Levels (Tangible Dimensions)

The limited facilities will undoubtedly impact the level of user satisfaction, as depicted in the diagram above with a maximum value of 6 for satisfaction level. However, satisfaction is not optimal due to the restricted availability of facilities, particularly computers, which do not align with the number of employees. The average satisfaction rating from the informants in the diagram exceeds 3, indicating that it does not influence more than 50% of satisfaction. Hence, it can be inferred that the availability of supporting tools, especially computers, does not significantly affect employee performance in TTE services. To support this, a study by Parasuraman et al. (1988) emphasizes the importance of tangible aspects in service quality, stating that physical facilities and equipment play a crucial role in shaping customer perceptions and satisfaction levels.

The dimension of Reliability is crucial in providing quality services in the implementation of electronic signature-based administrative services at the Gianyar District Secretariat. According to Sugiarto & Octaviana (2021), Reliability involves the ability to deliver dependable services, including speed, accuracy, and smoothness. The reliability of employees at the Gianyar District Secretariat, especially in the General

Affairs Department, can be observed through interviews with functional officials, as one of them stated, "The performance of civil servants in carrying out administrative tasks using TTE in the environment of the District Secretariat can be considered good, where civil servants in charge of managing e-documents understand how to use them. However, there are still some who do not understand and cannot manage them" (Interview result on September 23, 2022).

Furthermore, interviews with employees responsible for managing e-documents in various departments at the District Secretariat align with the statements made by functional officials, emphasizing the importance of sharing information to ensure the smooth operation of electronic administrative services. Additionally, the Head of the General Affairs Department acknowledged the overall good implementation of electronic administrative services, despite some challenges related to the understanding of staff managing e-documents (Interview result on September 23, 2022). The responsibilities of each civil servant at the Secretariat are guided by their respective job descriptions, especially those tasked with managing online-based administrative tasks where approval processes using TTE must be well understood for effective task completion. This is in line with the statement from a functional official, emphasizing the importance of employees working according to their job descriptions to ensure responsibility and effective task execution, particularly in managing electronic administrative services (Interview result on September 23, 2022).

Moreover, in addition to employees managing e-documents, officials with the authority to approve and certify related documents must also have knowledge of application usage to facilitate approval processes. This necessity was highlighted in an interview with the Head of the General Affairs Department, stating, "The TTE process involves officials, so these officials must inevitably learn the application to ensure smooth electronic administrative services. As far as I know, we, as approvers and certifiers, understand what needs to be done, although there are still challenges due to occasional delays in receiving notifications on our phones, resulting in delayed responses to documents" (Interview result on September 30, 2022). Based on the interviews and observations conducted, it can be concluded that the reliability of employees in implementing electronic signature-based administrative services is satisfactory, although there is room for improvement in understanding the e-document application for enhanced service quality. Understanding the features of the e-document application is essential for maximizing its utility. Additionally, as highlighted by Putri et al. (2022), e-Surat applications serve as essential communication facilities in organizational settings, with technical challenges and underutilization of features being common issues that require further analysis and improvement.

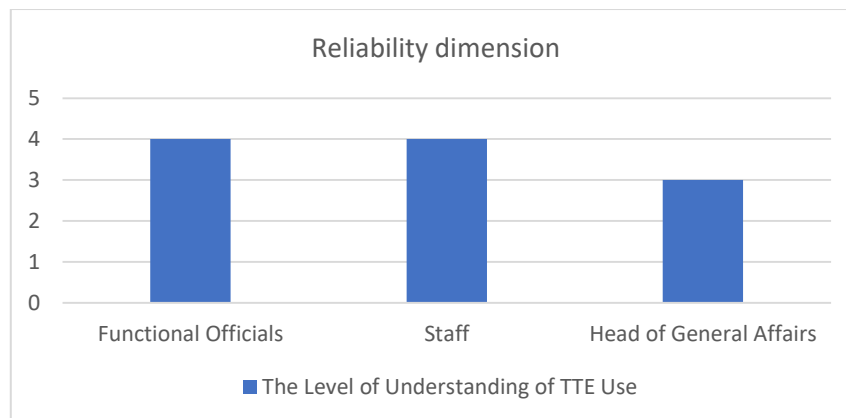


Figure 3. Diagram of the Results of the Level of Understanding of TTE Use (Reliability dimension)

Understanding of the e-Surat application can be seen in the diagram above, indicating that functional officials and operators have a comprehension score of 4 out of 5, which is the highest score, while the General Affairs Department Head has a score of 3 out of 5, also the highest score. This suggests that officials with functional responsibilities in e-Surat management and operators have nearly maximum understanding, although there are some features yet to be mastered for optimal scores. On the other hand, the General Affairs Department Head, who oversees both operators and functional officials, has a lower understanding due to the diverse range of tasks beyond e-Surat management to support infrastructure in the Gianyar District Government. This finding is supported by the research of Trushkina et al. (2020), emphasizing the importance of continuous learning and adaptation to maximize the utilization of digital applications in organizational settings.

The concept of Responsiveness, as proposed by Bungatang & Reynel (2021), highlights the quality dimension where service providers are willing to promptly provide information and assist in responding to consumers' needs or desires. In the context of the e-Surat application usage for administrative correspondence services at the Gianyar District Secretariat, the level of Responsiveness exhibited by employees can be assessed through interviews. A senior official expressed satisfaction with the responsiveness of administrative staff using the e-Surat system, emphasizing the swift processing of documents requiring approval and endorsement, indicating efficient document input to expedite the e-Surat process (Interview result on September 30, 2022). Insights from interviews with employees at the Gianyar District Secretariat revealed positive feedback regarding the responsiveness of leadership in approving and endorsing documents, facilitating their work processes (Interview result on September 30, 2022). This sentiment was reinforced by the Head of the General Affairs Department, who commended the effective responsiveness in administrative correspondence services using the e-Surat system, attributing the smooth administrative process to the precise management by staff and officials in granting approvals and endorsements (Interview result on September 30, 2022).

Based on the interviews and observations aligned with existing theories, it can be concluded that the Responsiveness dimension of employees in handling administrative correspondence services using electronic signatures at the Gianyar District Secretariat is commendable, with optimal responsiveness from leadership in responding to approval and endorsement requests. Despite the overall positive responsiveness in service delivery, there are noted challenges in employee punctuality. Ali et al. (2021) defines responsiveness as the willingness of employees to assist in providing necessary services to consumers. This aligns with the findings from interviews, indicating that employees involved in electronic signature services exhibit prompt and efficient responsiveness, enhancing user satisfaction among the community and relevant institutions.

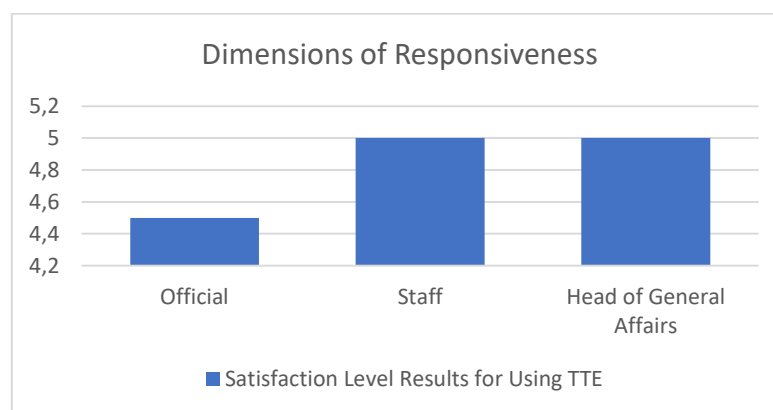


Figure 4. Diagram of Satisfaction Level Results for Using TTE (Responsiveness Dimensions)

The satisfaction of e-Surat users, as depicted in the diagram, reflects high levels of satisfaction among General Affairs Department and Staff, who are also users of the service, scoring 5 out of 5.2, the highest rating. In contrast, the overall satisfaction level among officials stands at 4.5, indicating that more than 50% of officials are content with the e-Surat system. This aligns with the concept of Responsiveness, defined as the willingness of service providers to promptly provide information and assist in meeting consumers' needs or desires. Research by Felix & Rembulan (2023) emphasizes how effective Responsiveness can address common service provider complaints arising from unmet customer needs. Customer complaints typically arise when service quality deficiencies encompass Responsiveness and Assurance dimensions. To support the importance of Responsiveness in customer satisfaction, a study by Zygiaris et al. (2022) emphasizes that the willingness of employees to promptly assist and provide necessary services significantly influences customer satisfaction levels. This underscores the critical role of Responsiveness in enhancing service quality and meeting customer expectations, ultimately leading to higher satisfaction levels and improved customer loyalty.

The Assurance dimension in service quality encompasses guarantees related to the knowledge and skills of staff, their politeness and friendliness, communication abilities, trustworthiness, and security assurances. This dimension is linked to the organization's capacity and the frontline staff's behavior in instilling trust and confidence in service recipients. Employees are expected to provide a sense of security to service recipients in the Assurance dimension, ensuring no more document losses in the e-Surat process compared to manual methods where document misplacement was common during approval and endorsement processes. Therefore, the use of e-Surat in administrative document services ensures document safety by automatic storage in the system, eliminating incidents of loss. Interview insights from a staff member at the Gianyar District Secretariat further support the enhanced security provided by e-Surat services compared to manual processes. The staff member highlighted the frequent document losses and errors in manual handling due to the numerous departments in the Secretariat, expressing gratitude for the assistance provided by e-Surat in ensuring document security and proper handling: "Administrative services using e-Surat feel safer compared to manual methods because in manual processes, losses often occur due to stacks of files or errors in retrieval since there are many departments in the Secretariat, sometimes resulting in the wrong person taking the document and not returning it to the owner. So, we feel more assisted thanks to e-Surat." (Interview result on September 23, 2022).

Additionally, the General Affairs Department informant emphasized the increased safety of e-Surat services in protecting documents from loss, citing instances where documents required for approval and endorsement were misplaced among other papers, leading to reprinting and longer processing times: "According to me, administrative services using e-Surat are safer because they can protect documents from loss. Sometimes, documents needed for approval and endorsement are lost among other documents, requiring reprinting and taking longer time." (Interview result on September 23, 2022). The combination of interview findings and observations, aligned with existing theories, leads to the conclusion that the Assurance dimension in e-Surat services at the Gianyar District Secretariat is commendable. The implementation of electronic signatures has effectively eliminated document losses, as evidenced by the direct storage of documents in the e-Surat application, alleviating concerns among staff regarding document misplacement or failure to reach the intended recipients

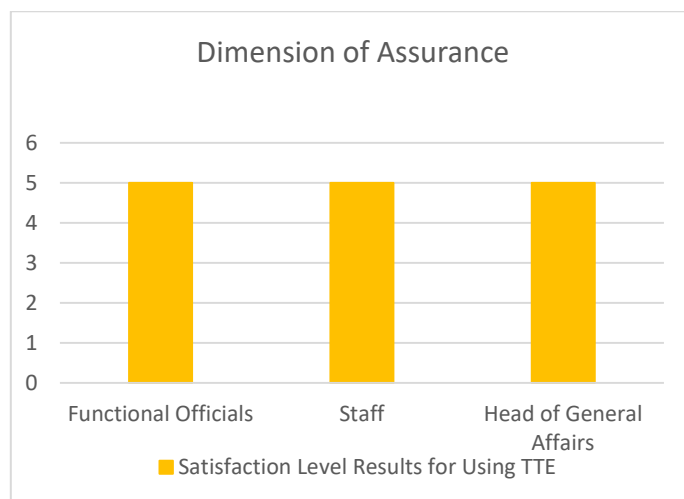


Figure 5. Diagram of Satisfaction Level Results for Using TTE (Assurance dimension)

Satisfaction with the use of Electronic Signatures (TTE) in the assurance dimension of service provision can be observed in the diagram above, showing that functional officials, staff, and the general affairs department rated it 5 out of 6, the highest score for the assurance of TTE use. This rating indicates that service users are satisfied with the assurance provided when using TTE, such as the secure archiving of documents digitally. The assurance for both incoming and outgoing mail using the e-Surat application is also outlined in six principles of correspondence, including security, speed and accuracy, accountability, interconnectedness, standardization, and effectiveness and efficiency. These principles emphasize the necessity of mail management, reflecting a focus on the urgency of mail administration. By implementing these principles effectively, mail security and the risk of lost incoming mail incidents can be significantly reduced. This is supported by Jáñez-Martino et al. (2023), who highlight the importance of efficient and secure mail management practices to ensure the integrity and reliability of correspondence.

The fifth dimension, Empathy, encompasses ease in building relationships, effective communication, personal attention, and understanding the needs of clients. As human needs progress beyond the primary necessities of physical, security, and social requirements, individuals pursue ego and self-actualization needs. In an interview conducted on September 16, 2022, a staff member at the Gianyar District Secretariat shared insights on Empathy, highlighting the importance of friendly interactions and assistance from superiors, especially when navigating unfamiliar tasks like utilizing Electronic Signatures (TTE) for administrative correspondence. The supportive and instructive approach of leaders was noted to enhance staff comprehension and performance in utilizing TTE effectively. Another staff member at the Gianyar District Secretariat, also interviewed on September 16, 2022, echoed the sentiment regarding the positive impact of leaders' friendly guidance on the implementation of TTE for administrative tasks. This collaborative and supportive environment facilitated a better understanding of operational procedures among staff members. The alignment of these observations with feedback from a functional official, emphasizing the need for continuous guidance to ensure smooth TTE implementation, underscores the significance of empathy in fostering effective communication and task comprehension within the organization.

Based on the interviews, observations, and research alignment, it can be concluded that the level of empathy demonstrated by employees and leaders in utilizing electronic signatures for administrative tasks at the Gianyar District Secretariat is commendable. The attentive approach of functional officials, particularly in overseeing

administrative processes and providing guidance to staff members, reflects a commitment to operational efficiency and staff development. This dedication to fostering understanding and collaboration contributes to a conducive work environment and enhances the overall effectiveness of administrative services.

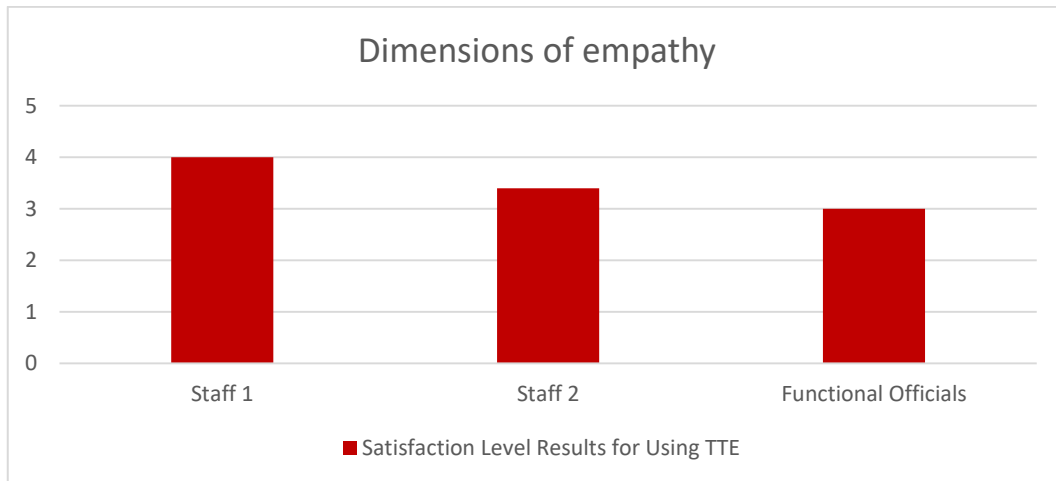


Figure 6. Diagram of Satisfaction Level Results for Using TTE (Empathy Dimension)

User satisfaction with TTE services in terms of empathy is indicated in the diagram above, with a rating of 4 from staff 1, 3.4 from staff 2, and 3 from functional officials out of the highest score of 4.5. These ratings reflect that users have given more than 50% satisfaction, indicating contentment with the service, particularly in the empathy dimension. Empathy involves facilitating relationships, effective communication, personal attention, and understanding client needs. The provider's attentiveness and willingness to engage in effective communication and meet user needs are crucial for ensuring satisfactory service delivery. The diagram demonstrates that both staff and functional officials have experienced and can be considered satisfied with the services provided. Additionally, a study by Yeong et al. (2022) emphasized the importance of empathy in service encounters, highlighting how empathetic interactions positively impact customer satisfaction and loyalty. The research findings supported the notion that empathetic service providers who demonstrate understanding and attentiveness towards customers' needs contribute significantly to overall service quality and customer retention.

The Secretariat of Gianyar District plays a crucial role in supporting the Regent in policy formulation and administrative coordination for regional tasks. A conducive working environment is essential for establishing an effective mail service system, encompassing dimensions like Tangibles (physical facilities, equipment, staff, and communication tools), Reliability (prompt, accurate, and satisfactory service provision), and Responsiveness (staff's willingness to assist customers promptly). However, challenges in enhancing administrative service quality using Electronic Signatures at the Secretariat of Gianyar District stem from various obstacles. The limited availability of essential facilities such as computers, internet networks, and supportive amenities like buildings, desks, chairs, and air conditioning hampers the efficient implementation of services using Electronic Signatures, as highlighted in interviews with officials. The insufficiency of work equipment, particularly computers, has been identified as a hindrance to optimal performance, resonating with the findings of Veronice et al. (2022) indicating that inadequate computers at the Guguak Sub-District Office in Kab. Lima Puluh Kota affected employee efficiency. Moreover, the dimension of Responsiveness at the Regional Secretariat of Gianyar Regency demonstrates satisfactory employee responsiveness in handling administrative services with Electronic Signatures, albeit

occasional issues of tardiness and lack of discipline. These behaviors may be influenced by factors like limited budgets and employee mentality, where financial constraints prompt employees to seek additional income outside regular work hours, impacting service delivery. Addressing these challenges necessitates firm leadership actions to ensure adherence to regulations and enhance service processes.

Efforts to overcome challenges in implementing Electronic Signature-based Administrative Services at the Gianyar Regency Secretariat involve interventions across multiple dimensions. Enhancing Tangibility is crucial, necessitating improvements in essential facilities and support systems to boost operational efficiency. Recommendations include increasing the availability of computers to expedite employee tasks effectively. Furthermore, the systematic organization and maintenance of document archives can streamline operations, as echoed by feedback from Gianyar Regency Secretariat staff underscoring the importance of adequate facilities for seamless workflow. Previous studies by Ferdinandus (2020) emphasize the correlation between employee discipline and organizational performance, where punctuality enhances task completion efficiency and overall productivity. Addressing discipline-related issues requires proactive measures from management to optimize performance outcomes and elevate satisfaction with organizational services.

4. CONCLUSION

The research findings indicate that the implementation of electronic signatures has positively impacted the efficiency and effectiveness of administrative correspondence services at the Gianyar District Secretariat, streamlining processes and improving service quality as evidenced by high satisfaction levels reported by respondents. This successful integration underscores the importance of embracing technological advancements in enhancing public service delivery, with implications for other government agencies and organizations seeking modernization and improved standards. The study contributes to existing literature by providing empirical evidence of electronic signatures' benefits in public administration, offering insights into technology's role in optimizing administrative processes and enhancing overall service quality. Future research could explore long-term effects, conduct comparative studies, and investigate adoption challenges to inform policymakers and practitioners effectively.

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