

Optimizing Correspondence Administration Management to Improve Employee Productivity at The General Bureau of The Regional Secretariat of Central Kalimantan Province

Hansly^{1*}, Rita Yuanita Toendan²

Faculty Economics and Business, University of Palangka Raya

Corresponding Author: Hansly hanstunjang@gmail.com

ARTICLE INFO

Keyword: Correspondence Administration, Employee Productivity, Digital Archiving, Public Bureaucracy, Administrative Management

Received : 5 March

Revised : 20 March

Accepted: 29 April

©2025 Hansly, Toendan: This is an open-access article distributed under the terms of the [Creative Commons Attribution 4.0 International](https://creativecommons.org/licenses/by/4.0/).



ABSTRACT

This study aims to explore and analyze the optimization of correspondence administration management and its impact on employee productivity at the General Bureau of the Regional Secretariat of Central Kalimantan Province. Efficient document handling systems are crucial in the public sector, where correspondence plays a central role in facilitating decisions, issuing directives, and maintaining operational continuity. The research employed a qualitative descriptive method involving 30 employees directly engaged in administrative tasks. Data collection techniques included structured questionnaires, direct observation, document analysis, and in-depth interviews. The analysis focused on identifying system inefficiencies, bottlenecks, and staff perceptions related to workload and productivity. Findings reveal several critical issues, including delays in document disposition and approval due to bureaucratic procedures, overdependence on manual tracking and archiving systems, limited integration between departments, insufficient training in digital tools, and work overload during peak administrative periods

INTRODUCTION

Correspondence administration is a vital component of government bureaucracy, serving as the backbone of public sector operations (Huo et al., 2020). Efficient management of incoming and outgoing letters directly influences workflow and decision-making processes. This research aims to analyze the correlation between correspondence administration and employee productivity, with a specific focus on the General Bureau at the Regional Secretariat of Central Kalimantan Province. The study also proposes strategies to improve administrative processes in line with the digital transformation agenda.

In the era of digital transformation and bureaucratic reform, public institutions are required to deliver administrative services that are efficient, transparent, and responsive. One of the most vital elements in this process is the effective management of correspondence particularly in government offices, where official letters, memos, and reports serve as the foundation for communication, coordination, and decision-making (Ahammad et al., 2020).

At the General Bureau of the Regional Secretariat of Central Kalimantan Province, correspondence administration remains a critical function, involving the receipt, documentation, classification, distribution, and archiving of both incoming and outgoing documents. However, field observations conducted during the internship period revealed several pressing challenges. These include delayed disposition of letters due to bureaucratic bottlenecks, accumulation of documents during peak hours, dependence on manual filing systems, and limited use of integrated digital platforms like SRIKANDI.

These issues not only slow down the administrative workflow but also impact employee productivity, increase workloads, and hinder timely public service delivery (Papademetriou et al., 2023). While the office has begun adopting digital tools, the transition is incomplete and uneven among departments. This phenomenon underscores the urgent need to modernize administrative practices within the General Bureau. By examining the real conditions and challenges faced in correspondence management, this research seeks to provide insights and practical recommendations for optimizing administrative performance, enhancing service delivery, and supporting digital governance efforts at the provincial government level

LITERATURE REVIEW

1. Administrative Management Theory

(Molina-Azorin et al., 2021) emphasized the importance of planning, organizing, commanding, coordinating, and controlling as core managerial functions. In the context of public administration, these principles serve as the foundation for structured correspondence management. A well-organized system of handling letters ensures smooth coordination between units, reduces redundancy, and enhances overall effectiveness in bureaucratic settings. Without proper administrative structure, employee performance tends to be reactive rather than strategic, leading to inefficiency (Zhang & Chen, 2024).

2. Bureaucratic Theory

Max Weber's theory of bureaucracy advocates for a system based on standardized procedures, formal rules, and hierarchical structures. According to Weber, rational and systematic administration is key to improving organizational performance. Applied to correspondence management, clear standard operating procedures (SOPs) and formal classification systems help minimize confusion and ensure that employees can focus on tasks aligned with their roles. In turn, this improves time management and task completion rates (Tang et al., 2018).

3. Work Productivity Concept

Productivity is defined as the ability to produce output efficiently using available resources. Sedarmayanti argues that work productivity is influenced by organizational structure, job design, clarity of tasks, and the availability of tools or systems that support the job. When administrative processes such as correspondence handling are inefficient, they create unnecessary delays and stress, which lower employee productivity (Aguinis et al., 2024). Conversely, when administrative tasks are streamlined and digitized, employees have more time and energy to focus on value-added responsibilities.

4. Digital Governance and E-Administration

The adoption of electronic government systems (e-Gov) is a global trend aiming to improve transparency, responsiveness, and efficiency in public services (Wang et al., 2022). Digital platforms like SRIKANDI (Sistem Informasi Kearsipan Dinamis Terintegrasi) in Indonesia are designed to modernize administrative functions, reduce paper dependency, and enhance traceability of correspondence. Successful integration of digital systems supports better tracking, faster decision-making, and a measurable improvement in employee output (De Alwis et al., 2022).

5. Time Management and Organizational Behavior

(Harney & Collings, 2021) emphasized that time management, clarity of responsibility, and system efficiency are significant predictors of employee motivation and performance. Employees who operate in a system with well-

structured correspondence flows, minimal redundancy, and real-time document tracking experience less work-related stress and perform better under pressure. Thus, optimizing administrative correspondence workflows directly supports the psychological and operational well-being of public sector workers.

METHODOLOGY

This research adopts a qualitative descriptive approach, aiming to explore the real conditions (Kristinae et al., 2023) of correspondence administration and its impact on employee productivity at the General Bureau of the Regional Secretariat of Central Kalimantan Province. Data were collected through multiple methods to ensure triangulation and depth of understanding.

Tabel 1. The Methods and Their Specific Roles

Method	Description	Purpose
Direct Observation	The researcher observed daily administrative activities, particularly in the document management and correspondence workflow.	To understand the actual processes, workflows, and time required for correspondence tasks.
In-depth Interviews	Semi-structured interviews were conducted with administrative staff, including letter processors, reception officers, and archive custodians.	To identify perceived problems, workload issues, and staff perspectives on system efficacy.
Document Analysis	Analysis of incoming/outgoing letters, archiving formats, and standard operating procedures (SOP) was conducted.	To evaluate procedural compliance, documentation consistency, and workflow gaps.
Active Participation	The researcher actively participated in tasks such as receiving letters, distributing memos, and inputting correspondence into digital records.	To gain firsthand experience of the administrative system and identify inefficiencies.

Source: Authors, 2025

After data collection, the information was categorized and analyzed thematically using descriptive analysis techniques. The findings were interpreted with reference to public administration theories, such as (Kristinae, 2021) administrative functions, Weber’s bureaucratic structure, and modern digital governance frameworks.

This multi-method approach enabled the research to comprehensively map out the challenges in correspondence management and propose actionable improvements aligned with the institution's operational context (Kristinae et al., 2023).

RESULTS RESEARCH

This study involved 30 employees from the General Bureau of the Regional Secretariat of Central Kalimantan Province as research participants. The selection of respondents was based on their direct involvement in administrative correspondence activities, including those responsible for document reception, distribution, archiving, and digital processing. Data were collected through a structured questionnaire that was designed to assess the effectiveness, efficiency, and challenges of the current correspondence administration system. The questionnaire included both closed-ended and open-ended questions to allow for both quantitative insights and qualitative elaboration (Christa & Kristinae, 2021).

The responses were then analyzed using qualitative descriptive techniques, focusing on identifying recurring patterns, bottlenecks, and staff perspectives. Thematic analysis was applied to the open-ended responses, enabling the researcher to extract key insights and recommendations grounded in real workplace experiences (Christa et al., 2020). The qualitative approach allowed the study to go beyond surface-level numbers and capture the practical realities and subjective evaluations of the staff. This method was essential to understand not only what the problems were, but also how they affected employee productivity and why certain administrative improvements were needed

The results of this study highlight the central role of correspondence administration in the functioning of the General Bureau of the Regional Secretariat of Central Kalimantan Province. Despite having a structured system and clearly assigned responsibilities, several challenges persist in daily operations (Li et al., 2023).

Firstly, the reliance on manual procedures for receiving, recording, and archiving letters significantly affects efficiency. Although tools such as Google Forms have been introduced, their use remains partial and unintegrated. The national digital archiving platform, SRIKANDI, has not yet been fully implemented, leading to redundancy in both manual and digital systems.

Secondly, delays in document disposition due to hierarchical verification processes (especially the need for approval from high-ranking officials such as the Secretary or Assistants) result in backlogs. During peak periods such as early in the week or before reporting deadlines this causes document pile-ups that hinder timely communication and decision-making (van Mierlo et al., 2018).

Thirdly, limited human resources in the correspondence and archiving division further exacerbate delays, especially when combined with a high workload. Interns and temporary staff help alleviate the load, but this solution is not sustainable in the long term (Kloutsiniotis et al., 2022).

Finally, lack of coordination between administrative units also emerged as a recurring problem. Letters sometimes stall in one department due to a lack of follow-up or cross-checking mechanisms, causing miscommunication and missed deadlines.

These issues underscore the urgent need for administrative modernization, particularly in integrating digital systems, strengthening human resource capacity, and enforcing stricter adherence to SOPs.

Table 2. Research Implications

Area	Implication
Organizational Policy	The regional government should accelerate the mandatory implementation of SRIKANDI for all incoming and outgoing letters to eliminate redundancy.
Human Resource Management	Regular training programs on digital literacy and administrative IT systems are essential to improve staff competence and adaptability.
System Development	A centralized tracking dashboard for letter disposition should be developed to monitor workflow in real-time and enhance accountability.
Workforce Allocation	Additional staff or the formalization of internship programs should be considered to handle workload surges efficiently.
Public Administration Theory	This research supports the theory that bureaucratic efficiency and formalized procedures directly influence employee productivity.

Source: Authors, 2025

In sum, optimizing correspondence administration is not merely a technical upgrade—it is a strategic move to support better governance, faster public service delivery, and healthier work environments in government institutions

Tabel 3. The Role and Impact of Optimizing Correspondence Administration on Employee Productivity

Key Role of Correspondence Administration	Impact on Employee Productivity
1. Structured Document Flow	Reduces confusion, ensures clarity of tasks, and enables timely execution of work.
2. Fast and Accurate Disposition System	Speeds up decision-making processes and prevents task delays.
3. Digital Archiving and Tracking	Minimizes document loss, reduces manual workload, and enhances access to information.
4. Clear Standard Operating Procedures (SOPs)	Provides consistency and efficiency in handling routine tasks.
5. Real-time Coordination Between Units	Reduces miscommunication and accelerates collaborative workflows.
6. Adequate Staffing and Role Distribution	Prevents task overload, improves focus, and increases task accuracy.
7. Use of Technology in Document Processing	Automates repetitive tasks, freeing employees for higher-value responsibilities.
8. Monitoring and Evaluation Mechanisms	Encourages accountability, performance tracking, and continuous improvement.
9. Training and Capacity Building for Administrative Staff	Enhances digital and procedural competence, boosting efficiency and confidence in task execution.
10. Responsive Complaint and Document Feedback System	Enables faster response to issues and reduces backlogs or repeated work due to missing documents.

Source: Authors, 2025

DISCUSSION

1. Current Administrative Workflow

The office follows a structured workflow for incoming and outgoing correspondence, including reception, classification, documentation, and archiving. Although some processes have begun to incorporate digital tools (e.g., Google Forms), manual systems still dominate.

2. Identified Issues

- **Delays in Document Disposition and Approval.** In the current administrative workflow, official letters and memos often require approval or disposition from high-level officials, such as the Assistant Secretary or Head of Bureau. However, these decision-makers frequently have tightly packed schedules, leading to delays in reviewing and signing documents. As a result, even urgent correspondence (e.g., travel orders or financial approvals) can be stalled for several days, disrupting subsequent work plans and slowing down institutional response times.
- **Heavy Reliance on Manual Filing and Tracking.** Despite efforts to digitize document handling, the office still relies significantly on manual systems, such as logbooks, printed copies, and physical folders, for both incoming and outgoing mail. This practice is time-consuming and prone to human error, such as misplacement, duplication, or loss of documents. Manual tracking also makes it difficult to monitor the exact status of a document (e.g., whether it has been signed, forwarded, or archived), especially when several departments are involved.
- **Poor Integration Between Departments.** Coordination among departments involved in correspondence processing—such as the reception desk, secretariat, and archiving unit—is often fragmented. There is no centralized system that tracks a document’s movement across units. This leads to situations where documents are left unattended, duplicated, or delivered to the wrong recipient. Lack of integration also means that follow-up actions (e.g., filing, replying, or acting on a letter) are often delayed or missed entirely.
- **Workload Overload During Peak Hours.** At certain times, particularly at the beginning of the week or around reporting deadlines, the volume of incoming and outgoing correspondence surges drastically. With limited staff available, the administrative team struggles to handle all tasks at once, resulting in document backlog, increased employee stress, and reduced accuracy. Time-sensitive letters may be deprioritized or delayed simply due to the volume of work piling up at the same time.
- **Limited Staff Trained in Digital Administration.** Although the office has begun adopting digital tools (e.g., Google Forms or the SRIKANDI system), not all staff members are technologically proficient. Several employees lack

formal training in digital administration, leading to inconsistent usage, errors in data entry, or a complete avoidance of digital platforms. This digital skills gap slows down the transition to paperless systems, and causes duplicated effort when documents must be processed both manually and digitally.

3. Impact on Productivity

Inefficient document handling hampers downstream tasks such as official travel or interdepartmental coordination. As correspondence is the primary tool for instruction and approval, delays directly reduce employee effectiveness and can increase stress and error rates.

4. Optimization Strategies

- Full implementation of the national digital system SRIKANDI
- Regular IT training for administrative staff
- Revising SOPs to include deadlines for document processing
- Adding temporary or internship staff during peak periods
- Developing a centralized monitoring dashboard for document tracking

CONCLUSIONS AND RECOMMENDATIONS

Effective correspondence administration plays a crucial role in improving employee productivity and organizational efficiency. Modernizing administrative systems through digitalization and staff development is essential to ensure timely communication and responsive governance in the public sector. This study concludes that the optimization of correspondence administration plays a pivotal role in enhancing employee productivity at the General Bureau of the Regional Secretariat of Central Kalimantan Province. Although the current system is formally structured and adheres to public administration principles, it remains hindered by several critical issues, including reliance on manual procedures, delays in document verification, lack of inter-unit coordination, limited use of digital platforms, and insufficient human resources.

The findings confirm that inefficiencies in administrative workflows especially those related to incoming and outgoing correspondence directly affect the speed, accuracy, and overall effectiveness of employee performance. Conversely, a streamlined, digitized, and well-monitored correspondence system significantly reduces workload pressure, improves communication flow, and increases organizational responsiveness. To improve the situation, the full integration of national digital platforms, enhanced staff training, and stronger coordination mechanisms are recommended. These strategies are expected to not only modernize administrative practices but also support broader efforts in bureaucratic reform and public service quality improvement. This research contributes both practically and theoretically by demonstrating the concrete impact of administrative management systems on employee performance, thus

reinforcing the importance of modern, efficient, and responsive public administration.

REFERENCES

- Aguinis, H., Beltran, J. R., & Cope, A. (2024). How to use generative AI as a human resource management assistant. *Organizational Dynamics*. <https://doi.org/10.1016/j.orgdyn.2024.101029>
- Ahammad, M. F., Glaister, K. W., & Gomes, E. (2020). Strategic agility and human resource management. *Human Resource Management Review*. <https://doi.org/10.1016/j.hrmr.2019.100700>
- Christa, U. R., & Kristinae, V. (2021). The effect of product innovation on business performance during covid 19 pandemic. *Uncertain Supply Chain Management*. <https://doi.org/10.5267/j.uscm.2020.10.006>
- Christa, U. R., Wardana, I. M., Dwiatmadja, C., & Kristinae, V. (2020). The role of value innovation capabilities in the influence of market orientation and social capital to improving the performance of central Kalimantan bank in Indonesia. *Journal of Open Innovation: Technology, Market, and Complexity*. <https://doi.org/10.3390/joitmc6040140>
- De Alwis, A. C., Andrić, B., & Šostar, M. (2022). The Influence of E-HRM on Modernizing the Role of HRM Context. *Economies*. <https://doi.org/10.3390/economies10080181>
- Harney, B., & Collings, D. G. (2021). Navigating the shifting landscapes of HRM. *Human Resource Management Review*. <https://doi.org/10.1016/j.hrmr.2021.100824>
- Huo, W., Li, X., Zheng, M., Liu, Y., & Yan, J. (2020). Commitment to human resource management of the top management team for green creativity. *Sustainability (Switzerland)*. <https://doi.org/10.3390/su12031008>
- Kloutsiniotis, P. V., Mihail, D. M., Mylonas, N., & Pateli, A. (2022). Transformational Leadership, HRM practices and burnout during the COVID-19 pandemic: The role of personal stress, anxiety, and workplace loneliness. *International Journal of Hospitality Management*. <https://doi.org/10.1016/j.ijhm.2022.103177>

- Kristinae, V. (2021). Analisis Customer Satisfying dan Knowledge Sharing Dalam Optimalisasi Formulasi Promotion Pemasaran Produk Lokal di Yogyakarta dan Palangka Raya. *Jurnal Pendidikan Ekonomi Undiksha*. <https://doi.org/10.23887/jjpe.v13i2.41105>
- Kristinae, V., Sambung, R., Meitiana, Mering, L., Dwiatmadja, C., & Tunjang, H. (2023). Application of RBV theory in entrepreneurial orientation, dynamic capability and customer relationship management. *Uncertain Supply Chain Management*. <https://doi.org/10.5267/j.uscm.2023.1.010>
- Li, W., Abdalla, A. A., Mohammad, T., Khassawneh, O., & Parveen, M. (2023). Towards Examining the Link Between Green HRM Practices and Employee Green in-Role Behavior: Spiritual Leadership as a Moderator. *Psychology Research and Behavior Management*. <https://doi.org/10.2147/PRBM.S396114>
- Molina-Azorin, J. F., López-Gamero, M. D., Tarí, J. J., Pereira-Moliner, J., & Pertusa-Ortega, E. M. (2021). Environmental management, human resource management and green human resource management: A literature review. In *Administrative Sciences*. <https://doi.org/10.3390/ADMSCI11020048>
- Papademetriou, C., Ragazou, K., Garefalakis, A., & Passas, I. (2023). Green Human Resource Management: Mapping the Research Trends for Sustainable and Agile Human Resources in SMEs. *Sustainability (Switzerland)*. <https://doi.org/10.3390/su15075636>
- Tang, G., Chen, Y., Jiang, Y., Paillé, P., & Jia, J. (2018). Green human resource management practices: scale development and validity. *Asia Pacific Journal of Human Resources*. <https://doi.org/10.1111/1744-7941.12147>
- van Mierlo, J., Bondarouk, T., & Sanders, K. (2018). The dynamic nature of HRM implementation: a structuration perspective. *International Journal of Human Resource Management*. <https://doi.org/10.1080/09585192.2018.1443957>
- Wang, L., Zhou, Y., & Zheng, G. (2022). Linking Digital HRM Practices with HRM Effectiveness: The Moderate Role of HRM Capability Maturity from the Adaptive Structuration Perspective. *Sustainability (Switzerland)*. <https://doi.org/10.3390/su14021003>

Zhang, J., & Chen, Z. (2024). Exploring Human Resource Management Digital Transformation in the Digital Age. *Journal of the Knowledge Economy*. <https://doi.org/10.1007/s13132-023-01214-y>