

Optimizing the E-Docu Web System to Improve the Performance of BKPSDM Surabaya City Government

Alvito Dimas Wibisono

Universitas Pembangunan Nasional “Veteran” Jawa Timur

Article Info

Article history:

Received: 13 January 2025

Publish: 1 March 2025

Keywords:

E-Document;

Staffing;

agency performance;

personnel administration;

BKPSDM.

Abstract

This research aims to determine the contribution of the e-Docu web system to the efficiency of the performance of the Personnel and Human Resources Development Agency (BKPSDM) of the Surabaya City government. As is known, the E-Docu system is used to manage personnel documents. From transfer requests, incoming letters, outgoing letters, documents for accepting honorary staff, as well as other personnel-related documents. Descriptive qualitative methods were used in this research, by collecting data through interviews, observation and analysis of related documents. Through this research, the results were obtained that the e-Docu system was able to increase work efficiency and speed up the management of personnel documents.

This is an open access article under the [Creative Commons Attribution-ShareAlike 4.0 International License](https://creativecommons.org/licenses/by-sa/4.0/)



Corresponding Author:

Alvito Dimas Wibisono

Universitas Pembangunan Nasional “Veteran” Jawa Timur

Email : 22041010226@student.upnjatim.ac.id

1. INTRODUCTION

BKPSDM Surabaya City Government is faced with challenges in managing personnel administration, especially in archiving and managing employee administrative documents. Of course, entering this digital era, manual management of administrative documents is considered less effective, apart from taking a lot of time, manual management is also considered error-prone. This is what makes personnel administration management not run effectively and efficiently, resulting in slow public services and low transparency in the management of personnel administration documents.

In recent years, digitalization has become a major focus, in various sectors including the government sector. Various government activities, including the management of personnel administration, which were previously carried out manually, are now starting to switch to digital methods which make the work easier, thereby increasing the efficiency and quality of government work in administrative management.

This digitalization process is a transformation that allows the government to manage documents more efficiently, reduce human errors in document management, and increase the transparency of work processes (Smith, 2022).

For example, the government in the City of Surabaya has implemented digital transformation in its management through the e-Docu web system used by the Personnel and Human Resources Development Agency (BKPSDM) of the Surabaya City government. This system is presented as a solution that answers the challenges that arise in the document management process, which include processing documents in a relatively long time, less efficiency, lack of transparency in the work process, and there are still many errors in the management process which is carried out manually.

In managing personnel administration, digitalization provides many important benefits. One of them is accelerating and increasing the accuracy of documents. Of course, this has a very good impact, where the document management process is accelerated, so that documents are ready on time, and there are not many errors caused by human error, which are very difficult to avoid in manual processes.

Apart from efficiency and accuracy, digital systems also enable transparency of work processes, where employees and related parties can access information related to processed documents in real time (Janiwski, 2021).

The e-Docu system plays an important role in maintaining data accuracy. Thanks to the automatic tracking feature and deadline reminders, the possibility of errors in document management can be minimized. This feature is very crucial to avoid duplication or administrative errors that often occur in manual methods.

However, this digitalization process faces a number of challenges. One of the main problems is dissatisfaction from employees who are still comfortable with manual work methods. This adjustment process requires time and appropriate training so that all employees can use the new system well. Apart from that, the lack of technological infrastructure in some locations also poses a challenge for optimal implementation of this system.

By adopting the e-Docu system, BKPSDM is expected to improve efficiency and effectiveness in document management, as well as improve services to the public. This research aims to further explore the contribution of the e-Docu system in improving employee administrative performance and provide strategic recommendations for optimizing the system.

From the data obtained, the number of employee transfer requests submitted through the manual system in 2022 will reach 1,800 documents with the involvement of 1,200 relations. However, based on the implementation of the e-Docu web system in the following year, it succeeded in increasing the efficiency of document management with the number of successfully managed documents increasing to 2,350 in 2023 and 2,750 documents in 2024 with a much faster completion time. Based on this data, of course this shows that the e-Docu web system is successful in managing documents effectively and efficiently, and digital-based document management is able to improve administrative performance efficiently.

Apart from being based on data on employee transfer requests, the management of incoming and outgoing letters is also much better and more structured. In 2022 the number of incoming letters based on the manual method will reach 950 documents, while through the e-Docu web system it has succeeded in increasing to 1,450 documents in 2024. In terms of outgoing letters, the number of letters coming in through the manual system in 2022 will be 800 documents, and has experienced an increase after using a digital system to reach 1,250 documents in 2024. So based on this data, this digitization process allows for faster document distribution, better accuracy and of course monitored in the system.

Meanwhile, the e-Docu system also provides a solution for managing documents for accepting honorary staff for the Surabaya City Government. In 2022, there will be 600 documents accepting honorary staff through the manual system, document management has also increased after the use of the digital system to 1,050 documents in 2024. If seen through the manual system, of course it will be very difficult to manage that many documents in a timely manner, and without errors, so it is very clear that with the digital system, document management becomes faster, can avoid time delays and improve performance well and efficiently.

Through this data, it can be said that the e-Docu web system has had many positive impacts, not only regarding efficiency and effectiveness, but also regarding the speed,

accuracy and transparency of document management. However, even though this digital system has been running quite well, the implementation of the e-Docu web system still faces big challenges in terms of employee resistance to new technology and infrastructure limitations in certain work areas.

This research aims to analyze more deeply the role of the e-Docu web system in improving the performance of the Surabaya City Government's BKPSDM. It is also hoped that this research can provide strategic solutions to the problems faced in implementing digitization. Thus, it is hoped that this research will not only be a reference for BKPSDM, but also for other government agencies, which want to adopt this digitalization system.

2. RESEARCH METHOD

This research uses a descriptive qualitative approach to analyze the implementation of the e-Docu web system in managing personnel documents at the BKPSDM of the Surabaya City government. This method was chosen because it provides flexibility in collecting data and information related to the effectiveness of the e-Docu system in supporting organizational performance (Moleong, 2021). This research data collection used interview methods, analysis of related documents and direct and online observations of e-Docu users, to gain deeper information and insight into the e-Docu system.

This research uses a descriptive qualitative approach to see how the e-Docu web system is used in managing employee documents at BKPSDM Surabaya City. This approach was chosen because it can provide a deeper understanding of what is being researched through analysis of non-numerical data (Creswell, 2021).

1. Data Collection Techniques: The data in this research was obtained through three main methods, namely interviews, observation and document analysis:

Interview: This technique involves several key informants, namely BKPSDM employees and e-Docu system users. The interview aims to obtain information about users' experiences, views and challenges in the e-Docu system. Interviews were conducted in a semi-structured manner so that there was flexibility in exploring deeper information (Moleong, 2021).

Observation: Researchers made direct observations on the use of the e-Docu system at BKPSDM. These observations help understand work processes, employee interactions with the system, and how effectively the system works in real situations. Observations were carried out in a participatory manner to obtain appropriate and contextual data (Sugiyono, 2020).

Document Analysis: Research also involves analyzing documents generated and managed by the e-Docu system. Documents analyzed include transfer requests, incoming letters, outgoing letters, and documents for accepting honorary staff. This analysis aims to determine patterns and trends in document management and assess system efficiency and effectiveness (Gault, 2021).

2. Data Analysis Procedure: Data obtained from various sources was then analyzed using thematic analysis techniques. The steps in this process include coding data, determining main themes, and interpreting the results obtained. The purpose of this analysis is to identify important patterns related to efficiency, accuracy, effectiveness, and the level of user satisfaction with the e-Docu system (Smith, 2022).
3. Validity and Reliability: To ensure the validity and reliability of the data, this research applies triangulation of sources and methods. Triangulation is carried out by comparing information from interviews, observations and document analysis to ensure the suitability of the results obtained. Apart from that, to ensure the accuracy of the data collected, member checking was also carried out with confirm results of interviews with sources (Janiwski, 2021).

Through the methods and approaches applied, this research is expected to provide comprehensive insight into the influence of implementing the e-Docu web system on BKPSDM performance and provide relevant suggestions for optimizing the system.

4. RESULTS AND DISCUSSION

This produces data that describes the performance of the e-Docu system in managing Surabaya City Government BKPSDM personnel documents. The following data has been obtained from analysis and research that has been carried out based on the improvements that occurred in the first year after using the e-Docu Web system:

Table.1 performance depiction of the e-Docu system

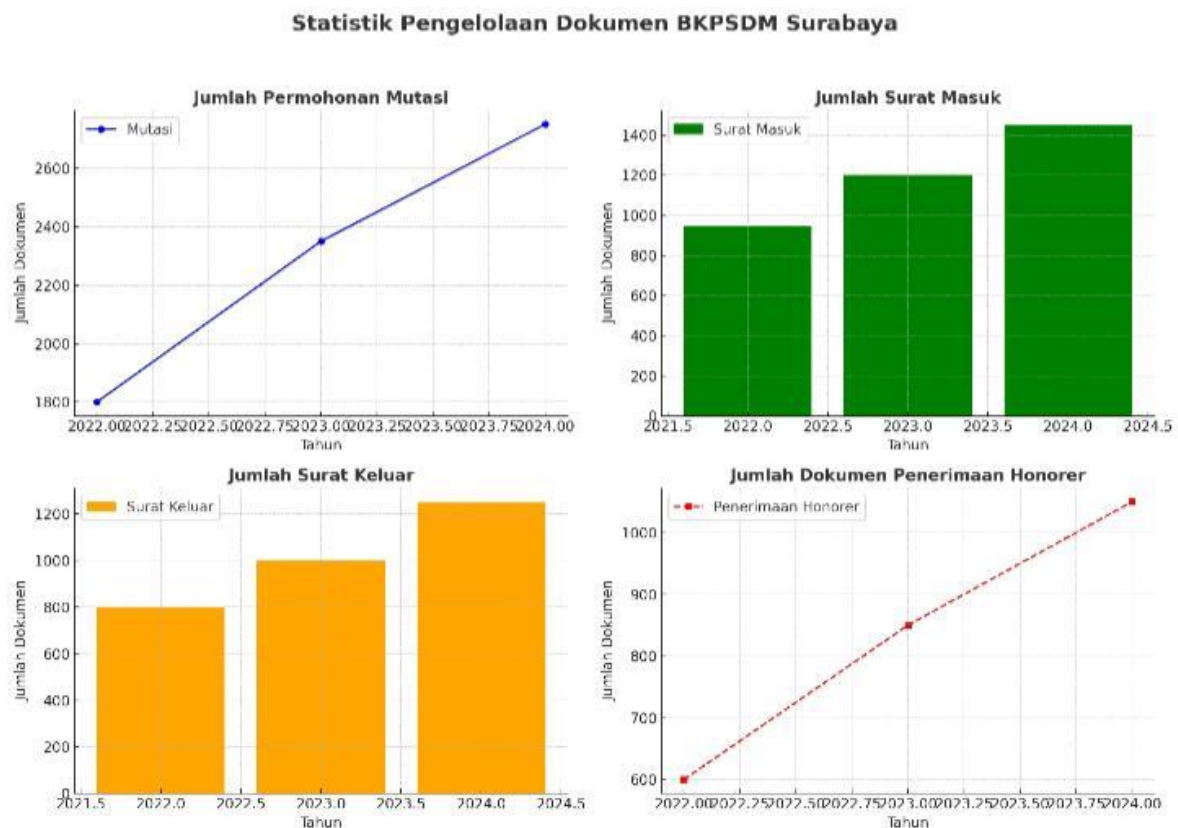
Document Category	Number of Documents	Timely Process
Mutation application	2.350	95%
Incoming mail	1.200	93%
Mail out	1.000	92%
Acceptance of honorary staff	850	90%

The main problems faced by the BKPSDM of the Surabaya City Government are related to the slow management of personnel administration documents and their archiving due to an inefficient manual system. The process of managing documents such as employee transfer requests, incoming letters, outgoing letters and documents for accepting honorary staff usually takes a long time to manage, lacks transparency in management and is also prone to administrative errors. Not only does this hinder performance effectiveness, this also impacts the level of satisfaction of employees and the community as stakeholders.

The implementation of the e-Docu web system has been proven to increase the efficiency of administrative document management, so that it can be a solution to problems that arise. This digital system is able to speed up document management compared to management using a manual system which takes longer. Based on data from research results, the level of timeliness in document management increased to more than 90% after implementing a digital system, e-Docu web. Whereas previously using a manual system took weeks, for example in the case of mutation requests, now the document management process can be completed more quickly, even reaching a timeliness rate of up to 95%.

Increasing Organizational Performance

Additional Organizational Performance The implementation of the electronic document system at BKPSDM has had a significant impact on improving the organization's performance. One of the main signs is a reduction in the amount of time required to manage administrative documents. For example, the processing time for a location change application which previously took days can now be completed in a matter of days. This happens because electronic document systems can automate most procedures that were previously carried out manually. According to research by Smith (2022), digitalization can reduce administrative time by up to 50%, giving employees the opportunity to emphasize more productive strategic tasks. This impact is not only felt in document management, but also in increasing work productivity globally.



Graph 1. BKPSDM Surabaya Document Management

The success of increasing efficiency is of course inseparable from the features of the e-Docu web system which allows for optimization of archiving, real-time tracking of documents, as well as a completion time reminder program. In addition, the process of incoming and outgoing mail becomes more structured and organized, reducing the possibility of documents being lost or late in the process, which is quite likely to occur in a manual system. This efficiency has an impact on employee performance who can now focus more on other tasks that may not be able to be done by certain digital systems.

Transparency and Accountability

In general, e-Doc is a digital system that brings many advantages especially in increasing the transparency of administrative procedures because it allows real-time access to document status for easier and more accurate work monitoring by officers and management in accordance with the emphasis of Janiowski (2021). This situation is expected to help improve relations with external parties as well as improve the internal management of the organization as a whole so that it is more transparent and can be trusted by the public in the provision of public services under BKPSDM.

Increasing transparency is considered very important in creating trust between employees, BKPSDM and the community. Documents that may previously have been difficult to access can now be easily accessed and their status tracked by relevant employees, thereby minimizing document processing delays due to ineffective communication.

Better Data and Information Management

Apart from being related to efficiency or timeliness, the e-Docu web system also helps in increasing accuracy in document management. The e-Docu web system helps to avoid errors that often occur in manual systems such as errors in recording, double filing or incomplete documents. The tracking and search features on the e-Docu web system help find the required documents easily and quickly so that the transparent document management process also improves.

Another advantage in using e-Docu is more structured data management. By using fast search and document tracking features, the risk of data duplication and loss is reduced. As stated by Gault (2021): “Another benefit of digital systems is better data integration. This, in turn, facilitates deeper analysis and smarter decision making.” At BKPSDM, they have helped in developing more appropriate choices, because the relevant data is provided quickly and precisely.

Employee Resistance to Technology

Even though the benefits of this digital system are very significant, the implementation of the e-Docu web system has not been fully effective and still encounters obstacles in the process. One of the challenges is employee resistance to technology. Most employees who are used to manual systems find this digital method difficult and need time to adjust or adapt.

The main problem in implementing the e-Docu system is employee resistance to new technology. Many employees are still used to manual methods, so it takes time to adapt to the new system. According to Drucker, adaptation to new technology often requires intensive training and ongoing support. BKPSDM has carried out training sessions to ensure all employees understand how the e-Docu system works.

Infrastructure Challenges

Apart from that, obstacles such as infrastructure in certain work areas such as an unstable internet network can hamper the performance of the e-Docu web system and cause disruption to system access, especially when the volume of access to the web is high.

The challenge of implementing the e-Docu system is not only the technological aspect, but also the infrastructure that supports it. Uneven internet networks in several work areas can cause difficulties in accessing the system, especially when the volume of users increases using the system simultaneously.

Implementation and Recommendations

For the successful implementation of a digital system such as e-Docu, it needs to be supported by adequate infrastructure, such as a stable internet network and a strong server, so that no work area is left behind.

This shows that although the e-Docu web system can help significantly in improving the efficiency of document management performance, its success depends on the supporting infrastructure and system users.

To overcome these problems, a comprehensive strategy is needed, such as holding training for employees to improve their skills in using the e-Docu Web system. Well-designed training includes stimulation of system use to fulfill daily work activities, so that employees can easily understand how to use the e-Docu web system, including how it works and its benefits.

Infrastructure development is also an important step in supporting the implementation of the e-Docu web system. The Surabaya City Government needs to provide a stable internet network and adequate servers to support optimal system operations. Monitoring

and evaluation also need to be carried out regularly to identify obstacles that may arise so that solutions can be prepared and proactively made improvements.

5. CONCLUSION

The results of this research show that the e-Docu web system helps improve administrative performance, especially in managing personnel documents, including employee transfer requests, incoming letters, outgoing letters, and receiving honorary staff efficiently, effectively, on time, accurately and transparently in managing document administration. Digitalization of administrative management through the e-Docu web system is able to overcome various kinds of problems that arise such as slow administrative processes, errors in the administrative process, and lack of transparency in administrative management.

Overall, the e-Docu web system provides enormous benefits to the BKPSDM of the Surabaya City Government in improving performance and public services. It is hoped that this research can help and provide a reference for the BKPSDM of the Surabaya City Government and other government agencies in adopting digital technology to support administrative governance.

6. BIBLIOGRAPHY

- Creawell J.W. (2021). Research Design, Qualitative, Quantitative, and mixed methods approaches. Sage publications.
- Drucker P.F. (2021). Innovation and Entrepreneurship. Routledge.
- Faisal, M., & Rahman, A. (2021). Implementasi E-Government dalam Meningkatkan Kinerja Pelayanan Publik di Indonesia. *Jurnal Ilmu Administrasi*, 18(1), 45-60.
- Gault M. (2021). Managing Public Sector Innovation. Palgrave Macmillan.
- Janiwski, T. (2021). Government Evolution : From E-Government to Smart Government. Springer.
- Kaur, R. (2020). E-Governance : Issues and Challenges in Digital Transformation. Springer.
- Mergel, I., Edelmann, N., & Haug, N. (2019). Defining Digital Transformation: Results from Expert Interviews. *Government Information Quarterly*, 36(4), 101385.
- Moleong. L. J (2021). Metode Penelitian Kualitatif. PT. Remaja Rosdakarya.
- Putri, D. P., & Nugraha, F. (2020). Evaluasi Sistem Informasi Kepegawaian Terhadap Kinerja Pegawai: Studi Kasus pada BKPSDM Kota Bandung. *Jurnal Sistem Informasi*, 12(1), 89-102.
- Smith, M.L. (2022). Digital Transformation in Public Administration. Oxford University Press.
- Sugiyono, (2020). Metode penelitian Kualitatif, Kuantitatif, dan R&D. Alfabeta.
- Torres, L. (2022). Public Sector Performance : A Global Prespective . Cambridge University Press.
- Turban, E., Pollard, C., & Wood, G. (2021). Information Technology for Management: On-Demand Strategies for Performance, Growth, and Sustainability (12th ed.). Wiley.
- Wahyudi, D., & Purnamasari, I. (2021). Peran teknologi informasi dalam meningkatkan kinerja operasional pada sektor jasa. *Jurnal Teknologi Informasi dan Bisnis*, 10(1), 57-68.
- Wang, G., Gunasekaran, A., & Ngai, E. W. T. (2022). Knowledge management in the era of digital transformation: A systematic review and future research directions. *International Journal of Information Management*, 63, 102453.
- Wibowo, A., & Susanto, T. (2022). Pengaruh sistem informasi manajemen terhadap efisiensi operasional perusahaan. *Jurnal Manajemen Indonesia*, 22(3), 176-185.