

## Original Article

**THE EFFECTIVENESS OF E-OFFICE IN IMPROVING ADMINISTRATIVE GOVERNANCE: A CASE STUDY AT SURABAYA STATE UNIVERSITY****Muhammad Afif Maulana Hidayat<sup>1)</sup>\* Triesninda Pahlevi<sup>2)</sup>**<sup>1) 2)</sup> Surabaya State University, Surabaya, Indonesia\*Corresponding Author, Email: [muhammadafif.22069@mhs.unesa.ac.id](mailto:muhammadafif.22069@mhs.unesa.ac.id)

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**ABSTRACT**

**Background.** Implementation of E-Office systems has become an important strategy in supporting digital transformation within higher education institutions to improve the effectiveness of administrative governance and support more efficient organizational performance.

**Research Purpose.** This study aimed to analyze the effectiveness of E-Office system implementation in improving administrative governance at Universitas Negeri Surabaya by emphasizing the interaction among technological factors, human resources, and organizational context.

**Research Method.** This study employed a qualitative approach with a case study design. Data were collected through semi structured interviews with five key informants consisting of a system administrator, an E-Office operator, administrative staff members, and a structural official directly involved in the implementation and use of the E-Office system. The study was supported by the analysis of institutional documents and regulations related to official correspondence administration and electronic records management. Data were analyzed using thematic analysis assisted by NVivo 15 to identify major patterns and themes.

**Findings.** The implementation of E-Office has improved administrative efficiency through faster document distribution, reduced paper usage, enhanced transparency through document tracking features, and facilitated digital records management. However, the implementation still faces several challenges, including differences in users' digital competencies, the need for continuous training, and the persistence of several administrative processes that are still conducted manually.

**Conclusion.** The effectiveness of E-Office implementation is determined not only by the quality of the technology but also by the readiness of human resources, organizational support, and the alignment of the system with organizational work practices.

**Keywords:** Digital Administration, E-Office, Electronic Records Management, Governance, University.

**BACKGROUND**

Higher education institutions in Indonesia are currently facing challenges similar to those encountered by other public organizations: how to manage increasingly complex administrative processes without compromising speed and accountability. Universitas Negeri Surabaya (UNESA) has responded to these challenges by implementing an E-Office system a digital platform that integrates correspondence management, document disposition, records management, and various internal administrative processes into a single digital

ecosystem. This initiative is not merely an effort to improve operational efficiency but also part of the institution's commitment to achieving a paperless office environment.

The most immediate impact has been observed in the speed of administrative processes. Documents that previously required one to two days to reach their intended recipients can now be delivered within minutes. The tracking feature enables users from administrative staff to unit leaders to monitor the location and status of documents in real time. For an institution that handles hundreds of documents daily, this represents a substantial transformation.

However, digital transformation within public organizations rarely proceeds without challenges. Some organizational units utilize the system more intensively than others, the digital competencies of administrative staff vary considerably, and certain types of documents are still processed manually. This gap between implementation objectives and operational realities indicates that technology alone is insufficient. Pan (2017) argues that the implementation of electronic records management systems is fundamentally a socio technical process in which users are not merely recipients of technology but active actors who interpret, adapt, and shape the ways in which systems are used in everyday practice.

Studies on digital governance consistently demonstrate that digital transformation in public institutions is not solely a matter of adopting new software. It requires structural change, shifts in business processes, and often most challenging a transformation of organizational culture [1,2]. Within this framework, E-Office is viewed as a strategic instrument for enhancing service efficiency and electronic records management. Nevertheless, previous studies have shown that failures in digital system implementation frequently originate from a mismatch between system design and organizational realities as the design–reality gap [3].

In the context of electronic records management, ISO 15489:2016 establishes four fundamental principles that must not be compromised: integrity, reliability, accountability, and accessibility. Recent studies further emphasize that limited infrastructure, inadequate human resource competencies, and insufficient organizational support remain among the most common barriers to the successful implementation of electronic records management systems [4].

Although the literature on E-Office systems in the public sector is extensive, studies that specifically examine E-Office as part of electronic records governance within higher education institutions and that analyze the interaction among technology, users, work practices, and records management in an integrated manner remain limited.

Most previous studies have focused primarily on administrative efficiency, technology adoption, or digital transformation as separate issues, while the interrelationship among technological systems, human resource readiness, organizational support, and electronic records management has received less attention, particularly within the context of Indonesian higher education institutions.

The novelty of this study lies in its integrated examination of E-Office implementation through a socio technical systems perspective. Unlike previous studies that tend to emphasize either technological or organizational aspects separately, this study simultaneously investigates the interaction among technological systems, human factors, organizational support, and electronic records management practices within a single analytical framework. In addition, the study provides empirical evidence from an Indonesian public university, a context that remains underrepresented in the existing literature on digital governance and electronic records management.

The contribution of this study is twofold. Theoretically, it extends the application of the socio technical systems perspective in understanding digital administrative transformation by demonstrating how technological, human, and organizational dimensions collectively shape the effectiveness of E-Office implementation. Practically, the findings provide evidence-based insights for university administrators and policymakers regarding factors that facilitate or hinder digital administrative transformation, particularly in relation to administrative efficiency, transparency, accountability, and electronic records management.

Accordingly, this study seeks to examine: (1) how E-Office supports administrative effectiveness at Universitas Negeri Surabaya; (2) how E-Office contributes to electronic records management; (3) how users adapt to the system and experience socio technical challenges during implementation; and (4) the implications of E-Office implementation for records management practices in higher education institutions.

This study adopts a socio technical systems perspective, which views E-Office implementation as the result of interactions among technology, users, and organizational factors. Within the context of digital administrative systems, the effectiveness of E-Office is influenced not only by the quality of technological systems but also by the readiness of human resources and organizational governance support.

Based on the identified research gap and the proposed contribution, this study aims to analyze the effectiveness of E-Office implementation in improving administrative governance at Universitas Negeri Surabaya. Specifically, the study examines how E-Office supports administrative effectiveness and electronic records management, explores users' adaptation and socio-technical challenges during implementation, and analyzes the implications of E-Office implementation for records management practices in higher education institutions.

## **RESEARCH METHOD**

This study employed a qualitative approach with a case study design to analyze the effectiveness of E-Office system implementation in improving administrative governance at Universitas Negeri Surabaya. This approach was selected because it enables an in depth understanding of system implementation phenomena within a real organizational context, particularly those involving interactions among technology, users, and institutional policies [5,6].

Data collection was conducted under official research permits issued by the Faculty of Economics and Business, Universitas Negeri Surabaya, beginning with Letter No. B/56753/UN38.7/TU.00/2026 dated 1 January 2026, and subsequent authorization letters addressed to the organizational units involved in this study. These permits provided formal authorization for interviews, observations, and document collection across the selected research sites.

Research informants were selected using purposive sampling based on their direct involvement in the implementation and use of the E-Office system [7]. The informants consisted of structural officials, administrative managers, and E-Office operators who were directly involved in correspondence processes and digital administrative management at Universitas Negeri Surabaya. The number of informants was determined based on the principle of data saturation, namely when the information obtained became repetitive and no longer generated new themes [8].

Code	Role	Work Unit	Function
A1	System Administrator	E-Office Center	System manager
P1	Structural Official	Directorate of Legal Affairs, Governance, and Bureaucratic Reform	Policy making and supervision
U1	Administrative Staff	Faculty of Education	Active user
U2	Administrative Staff	Faculty of Law	Active user
U3	Administrative Staff	Faculty of Mathematics and Natural Sciences	Active user

**Table 1.** Research Informant Profiles

Source: Primary interview data, processed by the researcher, 2026

Data collection was conducted through semi structured in depth interviews, observation, and document analysis. Interviews were used to explore users' perceptions, experiences, and challenges in using the system [9]. Observation was conducted to directly examine the use of E-Office in daily administrative activities, while document analysis included institutional policies, standard operating procedures (SOPs), and administrative documents generated through the E-Office system. These three techniques were employed to support data triangulation and enhance data validity [10].

Data were analyzed using thematic analysis following the stages of coding, theme development, and meaning interpretation [11]. The analysis was conducted iteratively by integrating inductive and deductive approaches and by relating the findings to the socio technical systems perspective to understand the interactions among technology, users, and organizations [12].

The indicators used to assess the effectiveness of E-Office system implementation at Universitas Negeri Surabaya included: (1) administrative process efficiency, (2) workflow transparency, (3) accountability through digital traces, (4) records management quality, and (5) the level of user adaptation and acceptance. These indicators served as the basis for the coding process and theme development.

Data trustworthiness was ensured through the criteria of credibility, transferability, dependability, and confirmability [13]. Source triangulation was conducted by comparing data obtained from the system administrator and two administrative staff members, which were subsequently validated by the Directorate of Legal Affairs, Governance, and Bureaucratic Reform as the formal regulatory authority.

In this study, the Directorate of Legal Affairs, Governance, and Bureaucratic Reform acted as the key validator by confirming the consistency between E-Office implementation practices in the field and the regulations governing official correspondence administration

and administrative policies within the university. Therefore, triangulation not only compared information among system users but also examined the consistency between empirical practices and formal institutional regulations.

The triangulation results demonstrated a high level of congruence between the data obtained from the three primary informants and the validation provided by the Directorate of Legal Affairs, Governance, and Bureaucratic Reform. First, regarding administrative process efficiency, all three informants stated that E-Office accelerated correspondence workflows and reduced manual procedures. This finding was confirmed by the Directorate, which stated that E-Office implementation aligns with bureaucratic reform policies and official correspondence regulations because it accelerates document disposition processes and reduces the use of physical documents. Second, concerning electronic records management, informants reported that all documents are automatically stored within the system. The Directorate confirmed that this mechanism is consistent with the principles of dynamic records management, whereby every document processed through the digital system automatically becomes an official institutional record with administrative legitimacy. Third, regarding transparency and accountability, informants stated that the system enables real time tracking of document status. This finding was reinforced by the Directorate, which emphasized that the audit trail and document tracking features of E-Office support the principles of administrative accountability in accordance with university governance regulations. Fourth, regarding user adaptation, variations in users' ability to operate the system were identified. The Directorate considered this condition to be reasonable during the early stages of digital system implementation and noted that it can be addressed through continuous training. Fifth, concerning implementation challenges, informants reported technical issues such as server maintenance and feature limitations. The Directorate confirmed that these challenges are operational and technical in nature, do not conflict with existing regulations, and constitute part of the gradual system development process.

Overall, the triangulation results indicate that the data obtained from users (the administrator and administrative staff) are consistent with and supported by the regulatory validation provided by the Directorate of Legal Affairs, Governance, and Bureaucratic Reform. No significant contradictions were identified between implementation practices in the field and the formal provisions governing official correspondence administration and university administrative policies. Therefore, it can be concluded that the implementation of E-Office at Universitas Negeri Surabaya demonstrates strong data validity, both empirically and normatively, as it has been verified through source triangulation involving system users and the institutional regulatory oversight unit.

## **FINDINGS**

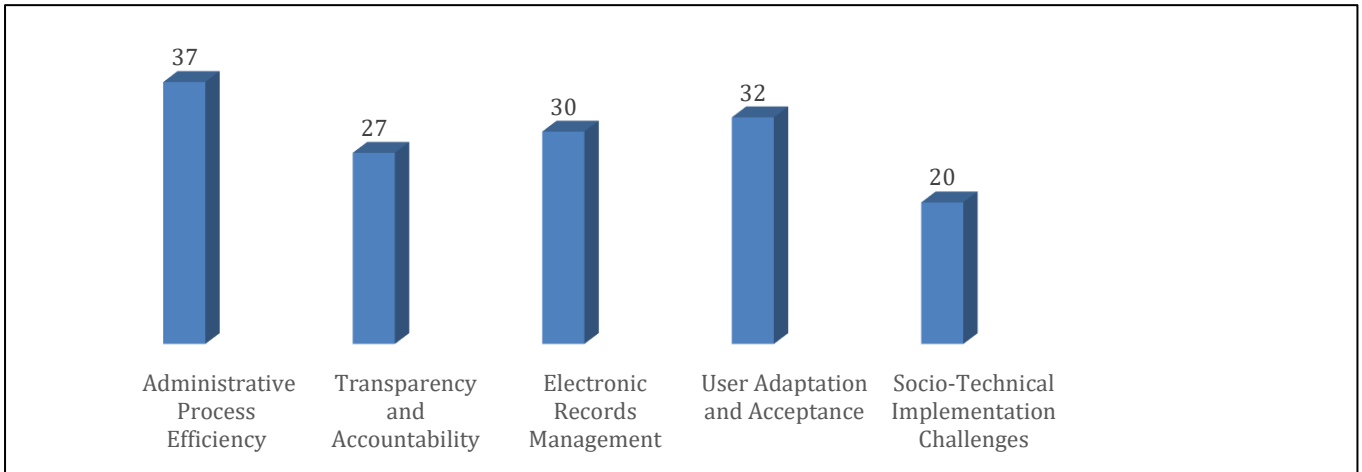
This study involved five informants consisting of one system administrator, one structural official, and three administrative staff members as active users from different organizational units. This composition was intended to capture perspectives covering technical aspects, policy coordination, and direct user experiences.

Based on interview results, document analysis, and coding conducted using NVivo 15, the study identified five major themes that shape the effectiveness of E-Office implementation: (1) administrative process efficiency, (2) electronic records management, (3) transparency and accountability, (4) user adaptation and acceptance, and (5) socio technical implementation challenges.

<b>Name</b>	<b>Files</b>	<b>References</b>
Administrative Process Efficiency	4	37
Acceleration of Administrative Processes	3	14
Time and Paper Efficiency	3	10
Ease of Distribution and Coordination	2	4
System Inefficiency	3	9
Electronic Records Management	3	27
Records Storage and Integration	3	10
Ease of Document Retrieval	3	6
Records Retention and Control	1	4
Records Risks and Challenges	3	7
Transparency and Accountability	4	30
Document Tracking and Monitoring	2	8
Digital Traceability and Validation	3	9
Administrative Oversight	2	10
Limitations of Transparency	2	3
User Adaptation and Acceptance	4	32
Initial Adaptation Difficulties	1	3
Variations in Human Resource Competencies	2	4
User Training and Development	3	5
Organizational Support and Coordination	3	9
Acceptance and New Work Habits	4	11
socio technical Implementation Challenges	4	20
Technical System Challenges	4	13
Infrastructure Dependence	1	1
System–Work Practice Gap	1	4
Organizational Barriers	2	2

**Table 2.** Main Themes Identified Through NVivo 15 Coding

Table 2 presents the results of coding and data categorization conducted using NVivo 15, including the main themes, indicators, and the number of references associated with each finding. Administrative process efficiency emerged as the most dominant theme, particularly in relation to accelerated document distribution, reduced paper usage, and simplified administrative procedures. Transparency and accountability were also frequently identified through document tracking and monitoring features. In addition, electronic records management was reflected in improved document storage, retrieval, and control. User adaptation and socio technical challenges remained evident, particularly regarding variations in digital competencies, continuous training needs, and technical system limitations.



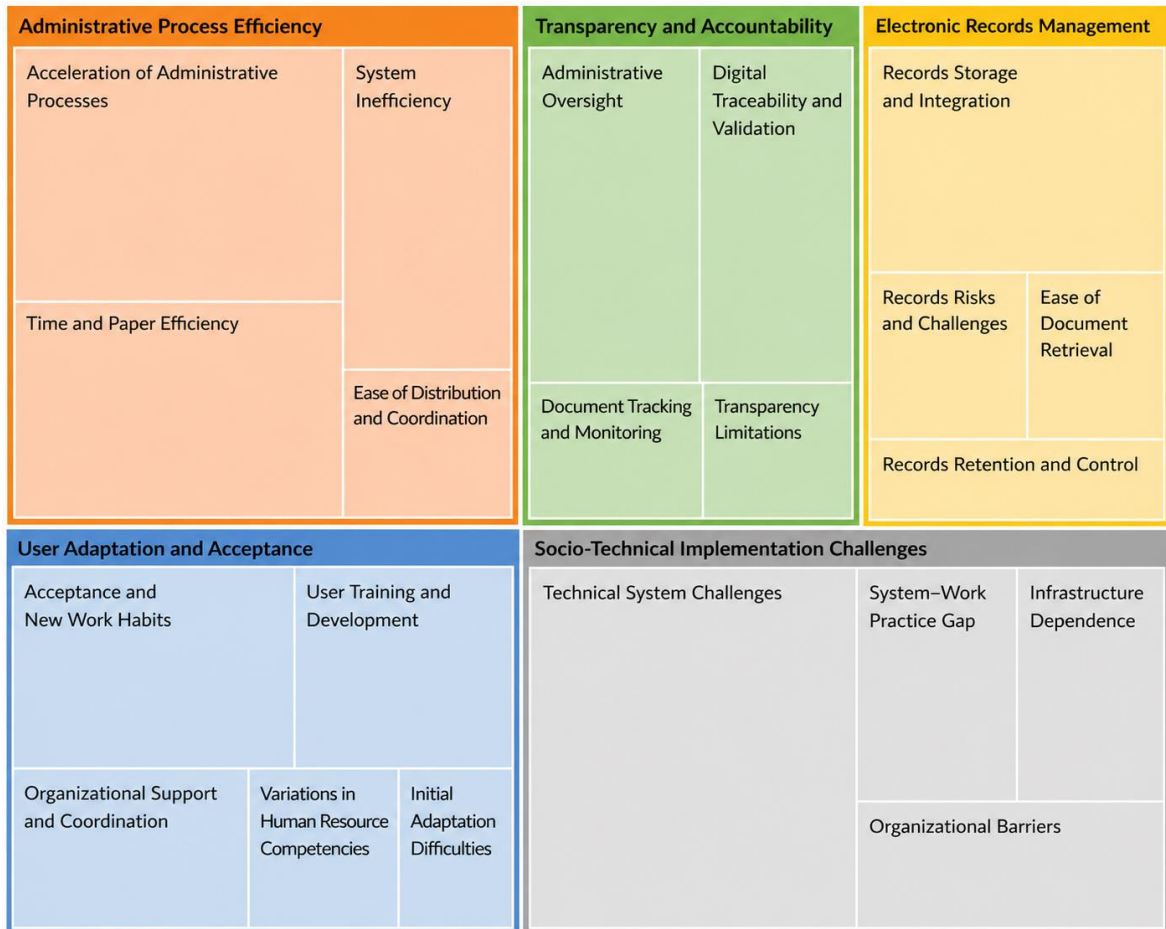
**Graph 1.** Distribution of Coding References Across Major Themes Identified Through NVivo 15 Analysis

Graph 1 illustrates the distribution of references across the five major themes. Administrative process efficiency recorded the highest number of references, particularly in relation to faster administrative processes and reductions in time and paper usage. Transparency and accountability, electronic records management, user adaptation, and socio technical challenges also contributed substantially to the overall findings. These results indicate that the primary benefit of E-Office implementation is perceived in the improvement of administrative efficiency, although successful implementation remains influenced by organizational, technological, and human resource factors.

Transparency and accountability also emerged as prominent findings. The implementation of E-Office enables users to identify document locations, responsible officers, and the current stage of administrative processing through digital records and tracking mechanisms. Similarly, electronic records management has benefited from easier document storage, classification, and retrieval processes, reducing the risk of document loss compared with conventional paper-based administration.

The visualization further demonstrates the dominance of administrative process efficiency within the implementation of E-Office at Universitas Negeri Surabaya. The findings indicate that the system accelerates correspondence processes, improves work efficiency, reduces paper consumption, and facilitates document distribution and monitoring. Transparency and electronic records management also appear as significant

themes through tracking features, document storage mechanisms, and electronic retrieval functions.



**Figure 1.** Visualization of NVivo 15 Coding Results Based on Reference Frequency

The visualization additionally highlights user adaptation and implementation challenges, including differences in digital competencies, the need for continuous training, and technical issues such as server maintenance and network disruptions. These findings indicate that E-Office effectiveness is influenced not only by technological quality but also by human resource readiness and organizational support.

One informant stated that *“the entire correspondence process has become more integrated,”* while another explained that *“previously, documents had to be printed, physically delivered, and waited for disposition; now they can be processed directly through the system.”* These statements illustrate how digital transformation has changed administrative and records management practices by making them faster, more traceable, and easier to monitor.

The implementation of E-Office is further supported by Rector Regulation Number 27 of 2025 concerning Amendments to Rector Regulation Number 40 of 2024 on Official Correspondence Administration. This regulation establishes standards for official documents, classifications, formats, and administrative procedures that are operationalized through the E-Office system.

## Administrative Process Efficiency

Administrative process efficiency refers to the ability of an organization to conduct administrative activities more quickly, accurately, and in an integrated manner while optimizing resource utilization. Findings indicate that E-Office has simplified administrative workflows, accelerated information distribution, and reduced dependence on paper based procedures.

The system administrator explained that *“the entire correspondence process has become more integrated,”* while one administrative staff member stated that *“previously, documents had to be printed, physically delivered, and waited for disposition; now they can be processed directly through the system.”* These findings demonstrate that users directly experience improvements in administrative speed and coordination.



**Figure 2.** E-Office Based Correspondence Administration Process Flow

Figure 2 illustrates the E-Office correspondence workflow, beginning with document submission, operator verification, automatic numbering, managerial disposition, electronic signatures, document tracking, and digital archiving. The workflow demonstrates that E-Office not only replaces paper-based procedures but also simplifies administrative business processes.

The findings indicate that E-Office accelerates correspondence workflows, reduces the use of physical documents, improves inter unit administrative coordination, and supports the creation of dynamic records that are documented and traceable through digital storage and tracking features.

## Transparency and Accountability

Transparency and accountability emerged consistently throughout the coding results. The system administrator explained that document monitoring and tracking can be conducted directly through the system. One informant stated that *“users can identify the location of a document, who is processing it, and which stage of the process has been completed.”*

The tracking feature generates an automatic digital audit trail in which verification, approval, and distribution activities are recorded within the system. Unit leaders can monitor

incoming and outgoing correspondence in real time and provide dispositions without being physically present.

The findings indicate that E-Office supports administrative transparency through document tracking features and digital activity records. Each administrative process can be monitored according to document location, responsible personnel, and disposition status. The resulting digital traces strengthen accountability because all activities are documented and can be verified when required.

### **User Adaptation and Acceptance**

User adaptation and acceptance were identified as important themes affecting E-Office implementation. Findings include initial adaptation difficulties, variations in digital competencies, training and user development, organizational support, and the emergence of new work habits.

The system administrator reported that differences in user competencies created challenges during the early stages of implementation. Some operators required more time to understand workflows, document classifications, and system features.

To address these challenges, the university implemented capacity building initiatives including briefings, annual training programs, workshops, and official user manuals. One informant stated that *“there is an official manual containing regulations, procedures, and system usage guidelines.”* Informants also described learning processes occurring through E-Office operator coordination groups, where experienced users assist colleagues facing technical or procedural difficulties.

The findings indicate that E-Office has gradually gained acceptance because users perceive benefits in accelerating administrative processes and simplifying daily work activities. Organizational support and continuous assistance contribute significantly to successful adaptation.

### **Electronic Records Management**

Electronic records management emerged as another major finding. The theme includes records storage and integration, document retrieval, records retention and control, and records related risks and challenges.

Documents processed through E-Office are automatically stored together with associated metadata, including document numbers, dates, classifications, and responsible organizational units. One informant explained, *“If we need an old document, we simply search by number or keyword, and it immediately appears in the system.”*

The findings indicate that centralized digital storage facilitates document retrieval, strengthens records control, and reduces the risk of document loss. Electronic records are more accessible and can be monitored more effectively than physical records maintained through conventional administrative procedures.

Table 3 shows that E-Office implementation at Universitas Negeri Surabaya continues to face several socio technical challenges affecting administrative effectiveness and electronic records management. Technical issues such as server disruptions, system maintenance, and application errors occasionally delay correspondence processes and document dispositions. Dependence on internet connectivity and electricity also affects system accessibility during daily administrative activities.

Some users continue to experience difficulties adapting to specific system features, while organizational challenges include operator turnover, variations in user competencies,

and initial resistance to change. To address these issues, the university provides training, workshops, briefings, official manuals, and ongoing assistance.

One informant stated that “the main challenge is technical system disruptions,” while another explained that “when the system is under maintenance, we have to wait until it returns to normal.” These findings indicate that technological stability, infrastructure readiness, and user preparedness remain important factors influencing the effectiveness of E-Office implementation.

<b>Sub Theme</b>	<b>Type of Challenge</b>	<b>Impact on Administration</b>	<b>Mitigation Efforts</b>
Technical System Challenges	Server disruptions, maintenance, application errors	Correspondence processes are delayed; document disposition and approval cannot be completed on time	System monitoring, periodic maintenance, and coordination with the development team
Infrastructure Dependence	Internet and power outages	Users cannot access the system and electronic records optimally	Network strengthening, technical support, and improvement of IT infrastructure
System–Work Practice Gap	Limited flexibility of features, difficulty correcting data, some processes remain manual	Administrative work requires additional procedures outside the system	Evaluation of user needs and development of more adaptive features
Organizational Barriers	Operator turnover, differences in user competencies, initial resistance to change	Uneven adaptation and inconsistent system utilization	Training, briefings, user manuals, and continuous assistance

**Table 3.** Socio Technical Challenges and Mitigation Efforts

Overall, the findings demonstrate that E-Office implementation at Universitas Negeri Surabaya has improved administrative efficiency, transparency, accountability, and electronic records management. At the same time, the effectiveness of the system remains influenced by technical infrastructure, organizational support, and user adaptation processes.

## **DISCUSSIONS**

### **E-Office as a Driver of Administrative Efficiency**

The findings demonstrate that administrative process efficiency emerged as the most dominant theme in the implementation of E-Office at Universitas Negeri Surabaya. The acceleration of correspondence processes, reduction in paper usage, and simplification of administrative workflows indicate that the system has successfully supported the institution's transition toward digital administration. The integration of document numbering,

disposition, electronic signatures, tracking, and digital archiving within a single platform has reduced procedural complexity and improved coordination among organizational units.

These findings are consistent with previous studies showing that digital transformation enhances organizational efficiency through workflow simplification, reduced administrative burdens, and improved service quality supported by integrated technological systems and organizational procedures [1]. In the context of records management, the findings also support previous research indicating that electronic records systems improve information retrieval, document storage efficiency, and overall administrative effectiveness [14].

From a socio technical systems perspective, the observed efficiency gains are not solely the result of technological capabilities. Rather, they emerge from the interaction between digital tools and organizational work practices. The successful integration of administrative procedures into the E-Office platform demonstrates that technology can enhance organizational performance when it is aligned with operational needs and existing administrative processes.

### **Strengthening Transparency and Accountability Through Digital Traceability**

The findings reveal that E-Office contributes significantly to transparency and accountability by enabling document tracking, monitoring, and the creation of digital audit trails. Users are able to identify document locations, responsible personnel, and processing stages in real time. These capabilities improve administrative oversight while reducing the likelihood of document loss and recording errors.

This finding supports the argument of Bertot et al. (2010), who emphasize that digital information systems strengthen organizational transparency through automated recording mechanisms, document traceability, and verifiable audit trails. Similarly, within the field of electronic records management, digital documentation practices are considered essential for enhancing accountability and facilitating administrative audits [15].

The findings further suggest that transparency is not only a technical feature but also an organizational governance mechanism. The availability of digital traces allows administrative activities to be monitored more effectively and supports decision-making processes based on documented evidence. Consequently, E-Office functions not merely as an administrative application but also as an instrument for strengthening institutional accountability.

### **User Adaptation and the Human Dimension of Digital Transformation**

Although E-Office has generated substantial administrative benefits, the findings indicate that user adaptation remains an important factor influencing implementation effectiveness. Differences in digital competencies, varying levels of familiarity with system features, and the need for continuous training demonstrate that technological implementation is inseparable from human factors.

These findings are consistent with the Technology Acceptance Model proposed by Fred D. Davis (1989), which suggests that technology acceptance is influenced by perceived usefulness and perceived ease of use. The gradual acceptance of E-Office among users reflects their recognition of the system's practical benefits in supporting daily administrative activities.

The findings also support the Unified Theory of Acceptance and Use of Technology developed by Venkatesh et al. (2003), which highlights the importance of performance expectations, user experience, facilitating conditions, and organizational support in shaping

technology adoption. The presence of training programs, workshops, official user manuals, and operator support networks demonstrates how institutional support contributes to user adaptation and the development of digital work habits.

From a socio technical perspective, successful digital transformation depends not only on system functionality but also on users' ability to integrate technology into their everyday work practices. Therefore, continuous capacity building efforts remain necessary to ensure sustainable implementation.

### **Electronic Records Management and Information Governance**

The findings indicate that E-Office has become an important mechanism for supporting electronic records management. Automatic storage, metadata integration, centralized access, and efficient document retrieval contribute to more systematic records governance within the university environment.

These findings align with the principles proposed by Duranti (1999), who argues that electronic records management extends beyond digital storage and encompasses information continuity, document authenticity, and long-term organizational memory. The findings also correspond with ISO 15489:2016, which emphasizes traceability, accessibility, reliability, and accountability throughout the records lifecycle.

The ability to retrieve documents quickly and systematically demonstrates that E-Office supports records accessibility while strengthening institutional memory. Furthermore, centralized digital storage reduces the risks associated with conventional paper-based records management, including document loss, duplication, and retrieval delays. Therefore, the implementation of E-Office contributes not only to administrative modernization but also to the development of more effective records governance practices.

### **Socio Technical Challenges and The Design Reality Gap**

Despite its positive contributions, the findings reveal several socio technical challenges that continue to affect E-Office implementation. Technical disruptions, server maintenance, infrastructure dependence, feature limitations, and variations in user competencies demonstrate that digital transformation remains an ongoing process rather than a completed outcome.

These findings support the concept of the design–reality gap proposed by Cordella and Tempini (2015), which explains that implementation challenges often arise when technological designs do not fully correspond to organizational realities. The continued reliance on certain manual procedures and the need for additional administrative adjustments indicate that some aspects of organizational practice have not yet been fully accommodated within the digital system.

The findings are also consistent with the Information Systems Success Model of DeLone and McLean (2003), which emphasizes that successful information systems depend on system quality, service quality, and the degree to which the system meets user needs. Technical stability, infrastructure reliability, and user support therefore remain essential determinants of implementation effectiveness.

From the socio technical systems perspective advanced by Mumford (2006), technology functions most effectively when it is designed in harmony with organizational structures, user requirements, and existing work processes. Consequently, addressing implementation challenges requires not only technical improvements but also organizational adaptation, continuous training, and sustained institutional support.

## **Implications for Records Management Practices in Higher Education**

The findings indicate that E-Office implementation has broader implications for records management practices within higher education institutions. The transition from conventional paper based administration to electronic records management has transformed how documents are created, stored, accessed, distributed, and monitored throughout their lifecycle.

The interrelationship among administrative efficiency, transparency, electronic records management, user adaptation, and implementation challenges demonstrates that digital transformation operates as an integrated organizational process. Effective records governance depends not only on technological infrastructure but also on user readiness, organizational coordination, and supportive institutional policies.

Overall, the findings suggest that E-Office contributes to the development of a more integrated, accessible, and sustainable information management environment within higher education institutions. The effectiveness of digital administrative transformation is therefore determined by the interaction among technology, records management practices, human resources, organizational governance, and infrastructure support, reflecting the core principles of the socio technical systems perspective adopted in this study.

Nevertheless, these findings should be interpreted in light of several limitations. This study was conducted within a single higher education institution and involved a limited number of informants; therefore, the findings are contextual and may not be broadly generalizable to other institutional settings. In addition, the study employed a qualitative approach that focused primarily on users' experiences and perceptions of E-Office implementation without quantitatively measuring system effectiveness through statistical indicators. Future studies may extend this research by involving multiple higher education institutions and employing mixed-methods or quantitative approaches to provide a more comprehensive assessment of E-Office effectiveness and its impact on administrative governance and electronic records management.

## **CONCLUSION**

The implementation of E-Office at Universitas Negeri Surabaya has been proven to have a positive impact on the effectiveness of administrative governance within the higher education environment. The system is capable of accelerating correspondence processes, facilitating document distribution, improving work time efficiency, and reducing paper usage in administrative activities. The digitalization of administration through E-Office has also contributed to the creation of more integrated and systematic work processes compared to previous manual procedures.

In addition to improving administrative efficiency, the implementation of E-Office has contributed to enhancing organizational transparency and accountability. The tracking, document monitoring, and digital traceability features enable every administrative process to be monitored in real time and properly documented. In terms of electronic records management, the system facilitates document storage, retrieval, and supervision, thereby supporting records management that is more effective, secure, and accessible to authorized users.

The findings also indicate that the success of E-Office implementation is determined not only by the quality of the technology but also by the readiness of human resources and

organizational support. User adaptation, training, coordination among operators, and institutional policy support are important factors contributing to successful system implementation. Nevertheless, several challenges remain, including server disruptions, dependence on internet connectivity, differences in users' digital competencies, and the continued existence of certain administrative processes that are still conducted manually.

Based on the research findings, the university should continue to improve the quality of information technology infrastructure, system stability, and the development of E-Office features to better align with users' operational needs. In addition, continuous training and assistance should be provided to enhance users' adaptation and optimize system utilization across all organizational units, thereby ensuring that system implementation can be carried out more effectively and consistently.

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