



# THE EFFECT OF E-OFFICE IMPLEMENTATION ON THE EFFECTIVENESS OF PERSONNEL ADMINISTRATION SERVICES AT THE REGIONAL OFFICE OF THE MINISTRY OF RELIGIOUS AFFAIRS OF WEST SUMATRA PROVINCE

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## ABSTRACT

*This study aims to determine the effect of the implementation of the E-Office on the effectiveness of personnel administration services at the Regional Office of the Ministry of Religious Affairs of West Sumatra Province. **Method:** This research uses a quantitative approach with a correlational design. The population consisted of 168 employees, with a sample of 117 employees selected using proportional random sampling technique. Data were collected through a Likert scale questionnaire and analyzed using descriptive statistics and simple linear regression. **Results:** The implementation of E-Office and the effectiveness of personnel administration services are in the fairly good category. The analysis results show that the implementation of E-Office has a positive and significant effect on the effectiveness of personnel administration services, with a significance value of  $0.000 < 0.05$  and a contribution of 83.6% ( $R^2 = 0.836$ ). **Novelty:** This study provides empirical evidence regarding the strong influence of E-Office implementation on the effectiveness of personnel administration services within the Regional Office of the Ministry of Religious Affairs of West Sumatra Province as part of the implementation of government administration digitalization.*

## ABSTRAK

*Penelitian ini bertujuan untuk mengetahui pengaruh penerapan E-Office terhadap efektivitas pelayanan administrasi kepegawaian di Kantor Wilayah Kementerian Agama Provinsi Sumatera Barat. **Metode:** Penelitian menggunakan pendekatan kuantitatif dengan desain korelasional. Populasi berjumlah 168 pegawai dengan sampel 117 pegawai yang dipilih menggunakan teknik proportional random sampling. Data dikumpulkan melalui angket skala Likert dan dianalisis menggunakan statistik deskriptif dan regresi linear sederhana. **Hasil:** Penerapan E-Office dan efektivitas pelayanan administrasi kepegawaian berada pada kategori cukup baik. Hasil analisis menunjukkan bahwa penerapan E-Office berpengaruh positif dan signifikan terhadap efektivitas pelayanan administrasi kepegawaian dengan nilai signifikansi  $0,000 < 0,05$  dan kontribusi sebesar 83,6% ( $R^2 = 0,836$ ). **Kebaruan:** Penelitian ini memberikan bukti empiris mengenai kuatnya pengaruh penerapan E-Office terhadap efektivitas pelayanan administrasi kepegawaian pada lingkungan Kantor Wilayah Kementerian Agama Provinsi Sumatera Barat sebagai bagian dari implementasi digitalisasi administrasi pemerintahan.*

**Kata Kunci:** E-Office, efektivitas pelayanan administrasi kepegawaian, digitalisasi administrasi, pelayanan administrasi.

## INTRODUCTION

The development of information technology encourages government institutions to carry out digital transformation in administrative governance and public services. One form of this transformation is the implementation of Electronic Office (E-Office), an information technology-based administrative system used to manage correspondence, archives, dispositions, and various administrative processes electronically. Administrative digitalization through the Electronic-Based Government System (SPBE) is believed to improve efficiency, effectiveness, transparency, and accountability in public services. According to Yungkul (2025), proper implementation of e-government can enhance service effectiveness because administrative processes can be carried out more quickly and accessed more easily by users.

The effectiveness of personnel administration services is one of the indicators of organizational success in providing services to employees. This effectiveness can be seen from the speed of task completion, accuracy of work results, and ease of administrative procedures. Administrative digitalization through E-Office is one of the strategies that can support the creation of more effective services. Yungkul (2025) explains that optimizing digital-based administrative systems can significantly reduce service completion time through integrated processes of verification, disposition, and document distribution. In addition, Daulay et al. (2025) emphasize that the application of digital technology can accelerate work completion, reduce the use of physical documents, and improve coordination between work units.

The implementation of E-Office is measured through several main indicators, namely the acceleration of administrative processes, policy and management support, and the availability of technological systems and infrastructure. These indicators are developed based on the views of Saefulloh, Rudiana, and Nuryanto (2025), Budiman and Nursyanti (2024), and Sigiro (2024), who state that the success of E-Office implementation is influenced by the system's ability to speed up work processes, organizational support, and adequate technological infrastructure readiness.

The Regional Office of the Ministry of Religious Affairs of West Sumatra Province is one of the government institutions that has implemented the E-Office system to support personnel administration services. The implementation of this system is expected to improve the efficiency of managing correspondence, dispositions, archives, and various other administrative services. According to Pitriani (2024), E-Office helps employees work more efficiently because administrative processes are no longer dependent on manual systems that require more time and effort. However, various studies show that the success of E-Office is not only determined by the availability of technology, but also influenced by human resource readiness, organizational policy support, and the quality of available digital infrastructure.

Based on initial observations at the Regional Office of the Ministry of Religious Affairs of West Sumatra Province, several problems are still found in personnel administration services, such as delays in service completion, network and technological infrastructure constraints, suboptimal utilization of E-Office, and the continued use of conventional administrative procedures. This condition indicates that the implementation of E-Office has not yet fully improved the effectiveness of personnel administration services. Therefore, this study was conducted to analyze the effect of E-Office implementation on the effectiveness of personnel administration services at the Regional Office of the Ministry of Religious Affairs of West Sumatra Province, in order to provide an empirical overview of the contribution of administrative digitalization to improving organizational service quality.

## RESEARCH METHODOLOGY

This study uses a quantitative approach with a correlational design. The research population consisted of all employees of the Regional Office of the Ministry of Religious Affairs of West Sumatra Province, totaling 168 people. The research sample consisted of 117 employees determined using proportional random sampling, ensuring that each work unit had a proportional chance of being selected as research respondents.

Data were collected using a questionnaire with a five-point Likert scale, namely Always (5), Often (4), Sometimes (3), Rarely (2), and Never (1). The E-Office implementation variable was measured through indicators of administrative process acceleration, policy and management support, and the availability of technological systems and infrastructure. Meanwhile, the effectiveness of personnel administration services variable was measured through indicators of task completion speed, accuracy of work results, and ease of administrative procedures. Before use, the research instrument was tested for validity and reliability to ensure its suitability as a data collection tool. Data collection was carried out by distributing questionnaires directly to respondents who had been selected as the research sample.

Data were analyzed using descriptive and inferential statistics with the help of SPSS software. Descriptive analysis was used to describe the level of E-Office implementation and the effectiveness of personnel administration services based on the mean values and Respondent Achievement Level (TCR). Inferential analysis was conducted through normality tests, linearity tests, simple linear regression, t-tests, and coefficient of determination ( $R^2$ ) to determine the magnitude of the effect of E-Office implementation on the effectiveness of personnel administration services. Hypothesis testing was carried out at a 5% significance level.

## RESULTS AND DISCUSSION

### Results

#### Data Description of the Effectiveness of Personnel Administration Services

The data collection on the effectiveness of personnel administration services was conducted by distributing questionnaires to 117 employees as respondents. Based on the collected questionnaire results, the highest score for the employee performance variable was 124 and the lowest score was 77. From data processing using SPSS 24, the mean value was 99.46, the median was 98.66, and the standard deviation was 12.213, with a score range of 47.

Table 1. Description of the Effectiveness of Personnel Administration Services

No	Indicator	Mean	TCR	Category
1	Task Completion Speed	3,98	79,58%	Fairly Good
2	Work Accuracy	3,97	79,38%	Fairly Good
3	Ease of Procedure Implementation	3,99	79,72%	Fairly Good
Total		3,98	79,56%	Fairly Good

Based on the table above, the overall average score of the effectiveness of personnel

administration services at the Regional Office of the Ministry of Religious Affairs of West Sumatra Province is 3.98 with a percentage of 79.56%, which indicates that it falls into the “fairly good” category. In addition, the highest average score is found in the indicator of Ease of Procedure Implementation, which is 3.99 with a percentage of 79.72%, while the lowest average score is found in the indicator of Task Completion Speed, which is 3.98 with a percentage of 79.58%.

### Data Description of E-Office Implementation

The data collection on E-Office implementation was conducted by distributing questionnaires to 117 employees as respondents. Based on the collected questionnaire results, the highest score for the employee performance variable was 1205 and the lowest score was 61. From data processing using SPSS 24, the mean value was 83.3, the median was 82.55, and the standard deviation was 9.804, with a score range of 44.

Table 2. Description of E-Office Implementation

No	Indicator	Mean	TCR	Category
1	Administrative Process Acceleration	3,96	79,2%	Fairly Good
2	Policy and Management Support	3,96	79,2%	Fairly Good
3	Availability of Technology Systems and Infrastructure	3,98	79,57 %	Fairly Good
Total		3,96	79,35 %	Fairly Good

Based on the table above, the overall average score of E-Office implementation at the Regional Office of the Ministry of Religious Affairs of West Sumatra Province is 3.96 with a percentage of 79.35%, which indicates that it is in the “fairly good” category. In addition, the highest average score is found in the indicator of Availability of Technology Systems and Infrastructure, which is 3.98 with a percentage of 79.57%, while the lowest average score is found in the indicators of Administrative Process Acceleration and Policy and Management Support, both at 3.96 with a percentage of 79.2%.

### Assumption Test Analysis

#### a) Normality Test

The normality test aims to determine whether the data in the study are normally distributed. In this study, the normality test was processed using SPSS version 24. To obtain a general overview of the normality test for the effectiveness of personnel administration services and E-Office implementation, see the following table:

Table 3. Normality Test Results  
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		117
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	4.95277425
Most Extreme Differences	Absolute	.048
	Positive	.044
	Negative	-.048
Test Statistic		.048
Asymp. Sig. (2-tailed)		.200 <sup>c,d</sup>

Based on Table 3, the results of the normality test using the Kolmogorov-Smirnov Test show that the significance value obtained is  $0.200 > 0.05$ . Therefore, it can be concluded that the data are normally distributed.

b) Linearity Test

The linearity test was conducted using SPSS version 24 through the Test for Linearity analysis found in the ANOVA menu.

Table 4. Linearity Test Results

ANOVA Table

		Sum of Squares	df	Mean Square	F	Sig.
Efektivitas * E-Office	(Combined)	15154.915	37	409.592	15.063	.000
	Linearity	14457.600	1	14457.600	531.687	.000
	Deviation from Linearity	697.315	36	19.370	.712	.870
	Within Groups	2148.162	79	27.192		
Total		17303.077	116			

Based on Table 4, the results of the linearity test show that the significance value of Deviation from Linearity is 0.870. Since the significance value is greater than 0.05 ( $0.870 > 0.05$ ), it can be concluded that there is a significant linear relationship between the variables.

Discussion

Effectiveness of Personnel Administration Services

The results of the study show that the effectiveness of personnel administration services at the Regional Office of the Ministry of Religious Affairs of West Sumatra Province is in the “fairly good” category, with a mean score of 3.98 and a Respondent Achievement Level (TCR) of 79.56%. The indicator of ease of procedure implementation obtained the

highest score (79.72%), while the indicator of work accuracy obtained the lowest score (79.38%). These findings indicate that the implementation of an electronic-based administrative system has helped facilitate personnel administration procedures, accelerate workflow processes, and improve access to information. However, there are still several obstacles such as limited technological infrastructure, network instability, and uneven user competency, which prevent service effectiveness from reaching the “good” category.

The implementation of E-Office is also in the “fairly good” category with a mean score of 3.96 and a TCR of 79.35%. The indicator of the availability of technological systems and infrastructure obtained the highest achievement (79.57%), while administrative process acceleration and policy and management support obtained the same score of 79.20%. These results indicate that the available technological facilities and infrastructure have supported the implementation of digital personnel administration. This finding is in line with Fadillah and Marsofiyati (2024), who state that the use of digital technology can improve work efficiency and productivity, and OECD (2025), which emphasizes that digital transformation can create more effective and responsive work processes.

The results of the simple linear regression test show that the implementation of E-Office has a positive and significant effect on the effectiveness of personnel administration services, with a t-value of 24.172 and a significance value of  $0.000 < 0.05$ . In addition, the coefficient of determination ( $R^2$ ) of 0.836 indicates that 83.6% of the effectiveness of personnel administration services is influenced by E-Office implementation, while 16.4% is influenced by other factors outside the study. These findings prove that the better the implementation of E-Office, the higher the effectiveness of personnel administration services.

This study supports the findings of Athar (2025), Syahidah and Gamaputra (2025), and Alya et al. (2026), who state that administrative digitalization through electronic systems can improve work efficiency, accelerate task completion, enhance work accuracy, and simplify administrative procedures. Therefore, E-Office implementation is an important factor in improving the quality of personnel administration services in government institutions. Accordingly, improvements in technological infrastructure, strengthening managerial support, and developing employees’ digital competencies should continuously be carried out to ensure optimal implementation of E-Office and more effective administrative services.

### **E-Office Implementation**

The results of the study show that the implementation of E-Office at the Regional Office of the Ministry of Religious Affairs of West Sumatra Province is in the “fairly good” category, with a mean score of 3.96 and a Respondent Achievement Level (TCR) of 79.35%. Among the three measured indicators, the availability of technological systems and infrastructure obtained the highest score of 79.57%, while administrative process acceleration and policy and management support each obtained a score of 79.20%. These results indicate that the use of electronic systems has supported personnel administration activities, although improvements are still needed to reach the “good” category.

The implementation of E-Office provides convenience in various administrative activities such as correspondence management, document archiving, information delivery, and employee coordination. The use of digital systems enables administrative processes to be carried out more quickly, systematically, and accessibly compared to conventional systems. However, there are still several obstacles affecting its optimization, such as network disruptions, limited technological infrastructure, and uneven employee competence in utilizing system features effectively.

This finding is consistent with Putri, Herlina, and Wahyudi (2024), who state that the implementation of digital administrative systems can improve service efficiency and speed through the integration of various work processes into a single platform. In addition, Nugroho and Setiawan (2024) explain that the success of digital transformation in public organizations is not only determined by the technology used but also by policy support and management commitment in providing resources and directing effective technology utilization. Thus, successful E-Office implementation requires synergy between technology, organizational policy, and human resource readiness.

This study is also supported by Rahmawati, Hidayat, and Firmansyah (2024), who state that the availability of technological systems and infrastructure is an important factor in supporting the success of digital system implementation. Adequate infrastructure can facilitate information access, improve work efficiency, and reduce technical barriers in task execution. Therefore, improvements in internet network quality, updates to hardware and applications, and continuous training for employees need to be continuously carried out so that E-Office implementation can run more optimally and contribute more significantly to the effectiveness of personnel administration services.

## CONCLUSION

**Main Findings:** This study proves that the implementation of E-Office has a positive and significant effect on the effectiveness of personnel administration services at the Regional Office of the Ministry of Religious Affairs of West Sumatra Province. The results show that both E-Office implementation and the effectiveness of personnel administration services are in the “fairly good” category. In addition, the regression analysis results indicate that E-Office implementation contributes 83.6% to the effectiveness of personnel administration services. These findings confirm that the use of digital technology through E-Office is able to improve task completion speed, work accuracy, and the ease of administrative procedures in personnel management. **Implications:** The findings of this study imply that the implementation of E-Office can serve as an effective strategy in supporting the digital transformation of government administration. Therefore, institutions need to continuously improve the quality of technological infrastructure, strengthen policy and management support, and develop employees’ digital competencies so that the use of E-Office can be optimized and contribute to improving the quality of personnel administration services. **Limitations:** This study was conducted in only one institution, namely the Regional Office of the Ministry of Religious Affairs of West Sumatra Province; therefore, the results cannot be generalized to all government institutions. In addition, this study only examines the effect of E-Office implementation on the effectiveness of personnel administration services without considering other factors that may also influence service effectiveness, such as organizational culture, employee competence, and leadership quality. **Future Research:** Future research is recommended to examine other factors that may influence the effectiveness of personnel administration services, such as employees’ digital competence, system user satisfaction, organizational culture, and leadership support. Furthermore, studies can be conducted in different government institutions or use a mixed-methods approach to obtain a more comprehensive understanding of E-Office implementation in supporting the effectiveness of personnel administration services.

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