



Implementation of the Minister of Home Affairs Regulation on Official Correspondence Guidelines: A Case Study of the East Java Provincial Secretariat

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This study aims to analyze the implementation of the Minister of Home Affairs Regulation based on official correspondence guidelines at the East Java Provincial Secretariat. Effective communication and standardized document formats are essential for promoting transparency, accountability, and professionalism in public administration. A qualitative research approach was employed, with data collected through direct observation and analysis of 15 official documents to evaluate the extent of guideline application. The findings indicate that the policy has not been fully implemented, with key challenges including limited understanding of the guidelines, inadequate training and socialization for administrative personnel, and resistance to adopting standardized procedures. These issues hinder the consistency and clarity of official communication. To address these barriers, regular policy evaluations, structured training programs, and strong leadership support are recommended. The study implies that reinforcing standardized correspondence practices can significantly enhance administrative efficiency and institutional governance.

Keywords: Policy Implementation, Communication, Official Document Guidelines, Governance.

INTRODUCTION

Effective official communication is one of the main pillars of good governance. In the context of regional government, official communication not only serves as a medium for delivering information but also acts as an important instrument for building harmonious relationships between the government and the public, as well as among government agencies (Munif et al., 2023). The Government of Indonesia has issued various regulations to govern the procedures of official communication, one of which is the Minister of Home Affairs Regulation Number 1 of 2023 concerning Official Manuscript Guidelines within Regional Governments (Peraturan Menteri Dalam Negeri RI, 2013). This regulation aims to standardize the preparation of official documents, improve administrative efficiency, and strengthen transparency and accountability within regional governments.

According to (Lembaran & Republik, 2007) is regulation serves as a legal foundation for the preparation of official documents to ensure that their format, content, and procedures adhere to established standards. Furthermore, the Official Manuscript Guidelines are also used as a reference by state institutions, regional governments, public universities, and state-owned



or region-owned enterprises (BUMN/BUMD) to maintain consistency in administrative documents. Consistency in official communication plays a strategic role in building a positive image of the government and fostering public trust (Agus Suwandi et al., 2023). Inconsistencies in the format and content of official documents can lead to misunderstandings among the public and stakeholders (Yuniarti, 2024). In addition, the uniform application of official manuscript guidelines supports work efficiency within the government, as clear guidelines assist employees in systematically preparing documents and reducing the potential for administrative errors (Saengchuk et al., 2024).

Although the regulation has been established, the implementation of the Official Manuscript Guidelines within regional governments still faces various challenges. Based on research findings, 65% of employees at the Regional Secretariat of East Java Province admitted that they still have difficulties understanding the new format of the official manuscript guidelines, while 45% felt that these changes have increased their workload (Source: Interview Results with Employees of the Regional Secretariat of East Java Province, 2025).

Another challenge in the implementation of the official manuscript guidelines is the emergence of cases involving the misuse of official documents. In mid-2018, the archivist community, archive managers, and archival officers were shocked by a fraud case involving fake invitation letters related to the organization of archival training (Diklat Kearsipan). Invitation letter number B-DL.00.02/91/VII/2018 falsely claimed to represent the Education and Training Center (Arsip Nasional Republik Indonesia, 2018). Several institutions fell victim after transferring sums of money to participate in a training program that turned out to be fictitious. ANRI later issued a clarification through letter number BHM.00/1656/2019, emphasizing that the invitation letter was invalid and could be proven by referring to the Official Manuscript Guidelines of ANRI.

This case highlights the importance of document validation based on the applicable official manuscript guidelines. According to (Azmi, 2016), strengthening the official manuscript guidelines in the management of dynamic archives is essential to ensure that the archives created and received are authentic and reliable. (Hendrawan & Ulum, 2017) also emphasize that in the process of creating archives, archival instruments such as official manuscript guidelines, archive classification, archive retention schedules, as well as security and access classifications play a role in maintaining the authenticity and reliability of documents. According to (Agustina, 2019), official manuscript guidelines function to create



uniformity in administration, strengthen institutional identity, and improve the quality of administrative services (Sholeh, 2023).

In the context of the Regional Secretariat of East Java Province, the implementation of Minister of Home Affairs Regulation Number 1 of 2023 is highly relevant in improving the uniformity of official communication. As an institution responsible for managing regional government administration, the Regional Secretariat plays a strategic role in ensuring that every official document produced has a uniform format, language, and structure. To address the challenges of this implementation, systematic strategies are needed, such as employee training, regular workshops, and the development of digital systems to automate the preparation of official letters in accordance with the guidelines.

The importance of effective official communication cannot be ignored, especially in today's digital era where information can spread rapidly and widely. Therefore, this research aims to analyze the implementation of the official manuscript guidelines in the preparation of official letters at the Regional Secretariat of East Java Province. Specifically, this research seeks to identify the challenges faced in the application of Minister of Home Affairs Regulation Number 1 of 2023 and to formulate strategies that can enhance the effectiveness of the implementation of official manuscript guidelines within regional government institutions. The results of this study are expected to contribute to the development of public administration science and serve as a reference for government agencies in improving the uniformity of official communication and the quality of government administrative governance.

Theoretical Framework

Policy Implementation

Policy implementation is a crucial stage in the public policy process. A policy must be properly executed to achieve the objectives that have been set. According to (Riant Nugroho Dwijowijoto, 2003), policy implementation is the means by which a policy can achieve its objectives. (Anderson, 2003) also explains that implementation is a series of actions undertaken to apply an adopted policy.

When related to public policy, policy implementation can be defined as the activities involved in carrying out or executing an approved public policy using specific instruments (tools) to achieve policy goals (Tachjan et al., 2006). Defines public policy implementation as actions carried out by individuals or groups, whether from the government or the private sector, directed at achieving goals previously set out in policy decisions. This implementation includes



efforts to transform decisions into operational actions within a certain period, as well as continuing efforts to achieve the expected changes (Winarno, 2016).

Grindle (1980) emphasizes that implementation serves to create the linkages necessary for policy objectives to materialize as a result of government activities (Grindle, 1980). Policies are translated into programs that can be executed so that the policy objectives can be effectively achieved.

Several scholars have proposed theories regarding policy implementation. (C. & Edwards, 1980) identifies four key variables in public policy implementation, namely:

1. Communication – The quality of information delivery regarding the policy to implementers.
2. Resources – The availability of resources, including personnel, funding, and infrastructure.
3. Dispositions or Attitudes – The attitudes and commitment of policy implementers.
4. Bureaucratic Structure – Organizational governance that supports or hinders policy execution.

Meanwhile, (Winarno, 2016) adds six variables that shape the relationship between a policy and its implementation performance, which are:

1. Basic measures and objectives of the policy.
2. Resources available for policy implementation.
3. Communication between organizations and policy implementers.
4. Characteristics of implementing institutions.
5. Economic, social, and political conditions.
6. Attitudes and tendencies of policy implementers.

According to (Grindle & S, 1980), the success of implementation is influenced by two main factors: the content of policy and the context of implementation. The content of policy includes aspects such as the affected interests, the type of benefits generated, the degree of desired change, the role of policy makers, the implementing agencies, and the resources utilized. Meanwhile, the context of implementation includes the power and strategies of involved actors, the characteristics of the existing institutions and regimes, and the level of compliance and responsiveness of policy implementers. By understanding the various factors influencing policy implementation, it is hoped that public policies can be applied effectively, thus achieving the desired goals optimally.



Business correspondence guidelines

Official document procedures are the first stage in the document creation process. According to the National Archives of the Republic of Indonesia (ANRI) Regulation No. 2 of 2014 on the Guidelines for Official Document Procedures, the definition of official document procedures is the regulation of types, formats, preparation, security, validation, distribution, and media used in official communication. Meanwhile, an official document refers to written information used as a tool for official communication, which is created by the authorized officials within government agencies, regional governments, state universities, BUMN (State-Owned Enterprises), or BUMD (Regional-Owned Enterprises) in carrying out governmental and developmental tasks. (Peraturan Menteri Dalam Negeri Nomor 1 Tahun 2023 Tentang Tata Naskah Dinas Di Lingkungan Pemerintah Daerah, 2013) his document includes official documents which are written information used as a tool for official communication created and/or issued by authorized officials in UGM (University of Gadjah Mada). In the Official Document Procedures Module, the goals of official document procedures are as follows:

1. To achieve uniformity, both technically and procedurally, in implementing official document procedures.
2. To integrate official document procedures with archival procedures to enhance efficiency and effectiveness.
3. To support smooth official communication and ease in implementation control.
4. To increase the usefulness and efficiency continuously in the implementation of government and development tasks, while preventing and reducing confusion, overlapping, misinterpretations, and waste in official communication.

The principles of implementing official document procedures include the principles of efficiency, standardization, accountability, interrelationship, speed and accuracy, and security (Muhidin & Winata, 2016).

METHOD

This study focuses on the implementation of official document procedure policies in the preparation of official letters within the Secretariat of East Java Province and the factors influencing it. To obtain detailed, clear, and in-depth data, this research uses a qualitative approach with a descriptive method. The descriptive method was chosen because it provides a



comprehensive description of the implementation of the Ministry of Home Affairs' Regulation on official document procedures in the preparation of official letters and the obstacles faced by the Secretariat of East Java Province in its implementation. According to (Ibrahim, 2015) descriptive qualitative research aims to depict or describe the research object as it is, according to the situation and conditions during the research.

Sample and Informants

Informant selection was carried out using purposive sampling, based on their involvement in the drafting, socialization, and implementation of official document procedure policies. The main informants are from work units within the Secretariat of East Java Province, consisting of nine bureaus:

1. General Bureau
2. Leadership Administration Bureau
3. Development Administration Bureau
4. Economics Bureau
5. Procurement Bureau of Goods and Services
6. Legal Bureau
7. Organization Bureau
8. People's Welfare Bureau
9. Government and Regional Autonomy Bureau

As the main users of the official document procedure policies, these work units are the primary focus of this study.

Data Collection Methods

To provide a comprehensive picture of the implementation of official document procedure policies, this study uses several data collection methods, namely:

1. Observation – Direct observation of the implementation process of official document procedure policies at the Secretariat of East Java Province.
2. Document Study – Analysis of official documents related to official document procedures to understand the regulations and their deeper implementation.

Data Analysis Method

The data analysis in this study provides a comprehensive description of the evaluation of the implementation of official document procedure policies in the preparation of official



letters at the Secretariat of East Java Province through direct observation and document study.

The analysis is conducted in three main stages:

1. Data Collection – Gathering information from various sources, including interviews, observations, and document studies.
2. Data Classification – Organizing data according to thematic categories in line with the research focus.
3. Data Interpretation – Analyzing data to draw conclusions that describe the implementation of official document procedure policies.

RESULT AND DISCUSSION

Implementation of Official Letter Preparation at the Secretariat of East Java Province

According to (Muhidin & Winata, 2016), one of the principles in implementing official document procedures is the principle of standardization, which emphasizes that official letters or documents must be processed and prepared according to the established procedures and formats. To ensure efficiency and effectiveness in government administration, each agency must have technical guidelines regulating the standardization of official document procedures, considering the specific characteristics and needs of each agency.

The standardization of official document procedures within regional governments is realized through regulations established by the Ministry of Home Affairs. These policies related to official document procedures continue to develop and adjust, often requiring time during their implementation. The current policy being implemented is the Ministry of Home Affairs Regulation No. 1 of 2023 on Official Document Procedures in Regional Governments.

To provide an understanding of the implementation of official document procedures at the Secretariat of East Java Province, this study will focus on the aspects of official letter preparation, reviewing several key elements:

1. Completeness of letter sections
2. Letter format
3. Letter numbering system
4. Authority of signature on official documents

The implementation analysis is conducted by assessing the conformity of official letters prepared by work units within the Secretariat of East Java Province during 2024 with the provisions outlined in the Ministry of Home Affairs Regulation No. 1 of 2023. This evaluation



aims to assess how well the regulations have been applied and identify potential Completeness of Letter Sections

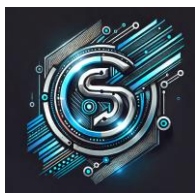
1. Completeness of Letter Sections

According to the Ministry of Home Affairs Regulation No. 1 of 2023, an official letter consists of the letterhead, salutation, body of the letter, and closing. The completeness of the letter sections is important because everything outlined in the regulation must be followed accordingly. The research findings on the completeness of the letters show that the documents created by the work units in the Bureau are complete in their sections. However, two work units still had discrepancies in specifying the logo color, letter destination placement, and the position of the official's signature on the letter. All sections of the letter, as outlined in the Ministry of Home Affairs Regulation, must be included in the letter creation, except for clauses such as attachments and copies where applicable. Below are the details of the completeness of the letter sections in each work unit.

No.	Bureau Work Unit	Letterhead	Opening	Body
1	General Affairs Bureau	Available	Available	Available
2	Bureau of Administration and Leadership	Available	Available	Available
3	Economic Bureau	Incorrect	Available	Available
4	Development Administration Bureau	Available	Available	Available
5	Bureau of Procurement of Goods and Services	Available	Available	Available
6	Legal Bureau	Available	Available	Available
7	Organization Bureau	Available	Available	Available
8	Bureau of People's Welfare	Incorrect	Available	Available
9	Bureau of Government and Regional Autonomy	Available	Available	Available

Table 1. *Completeness of Letter Sections*

Source: 2025 researcher analysis



a. Official Document Format

The format to be discussed includes the official letterhead and the typeface used.

Official Letterhead

The correct arrangement of the official document letterhead, in accordance with the Regulation of the Minister of Home Affairs, for letter-type documents, consists of the following parts:

- 1) The official letterhead must display the colored emblem of East Java Province, accompanied by the name of the Regional Apparatus;
- 2) The font size ratio between the name of the Regional Government and the name of the Regional Apparatus on the official letterhead must be 3:4, using Arial font;
- 3) The name of the Regional Apparatus must be written in bold;
- 4) The emblem of East Java Province must be printed with a margin of 2 cm from the top edge of the paper and 3 cm from the left edge;
- 5) The full address must be written on the last line without abbreviations, including postal code, telephone number, facsimile number, email, and website if available, and it must end with a straight line.

Research findings show that almost all Bureaus use letterheads that do not comply with the provisions of the Regulation of the Minister of Home Affairs. The implementation of the official document letterhead format varies: some are already compliant, some are not yet compliant, and some have not yet referred to the Regulation of the Minister of Home Affairs.

At a glance, official letterheads that do not comply with the Regulation of the Minister of Home Affairs may appear similar. However, upon closer inspection, differences can be observed, particularly in the size of the Regional Apparatus name, which may be larger or smaller than the specified standards.

Additionally, the font usage for the names and addresses of work units does not match the prescribed size and color. Furthermore, the margins from the top and left edges of the paper are either smaller or larger than the specified measurements.

No.	Bureau Work Unit	Emblem Color, Name of Regional Apparatus	Font Type, Size, Boldness	Margin	Abbreviation Rules
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1	General Bureau	Color: present Name: present	Font: Arial Size: 3:4 Bold: Yes	Top: 2 cm Left: 3 cm	Compliant
2	Bureau of Administrative Leadership	Color: present Name: present	Font: Arial Size: 3:4 Bold: Yes	Top: 2 cm Left: 3 cm	Compliant
3	Bureau of Economic Affairs	Color: present Name: present	Font: Arial Size: 3:4 Bold: No	Top: 2 cm Left: 2 cm	Non-compliant
4	Bureau of Development Administration	Color: present Name: present	Font: Arial Size: 3:4 Bold: Yes	Top: 2 cm Left: 3 cm	Compliant
5	Bureau of Goods/Services Procurement	Color: not present Name: present	Font: Arial Size: 3:4 Bold: Yes	Top: 2 cm Left: 3 cm	Compliant
6	Legal Bureau	Color: present Name: present	Font: Arial Size: 3:4 Bold: Yes	Top: 2 cm Left: 3 cm	Compliant
7	Organizational Bureau	Color: present Name: present	Font: Arial Size: 3:4 Bold: Yes	Top: 2 cm Left: 3 cm	Compliant
8	Bureau of Public Welfare	Color: not present Name: present	Font: Tahoma Size: 3:4 Bold: No	Top: 1.5 cm Left: 2 cm	Non-compliant
9	Bureau of Governance and Regional Autonomy	Color: present Name: present	Font: Arial Size: 3:4 Bold: Yes	Top: 2 cm Left: 3 cm	Compliant

Table 2. Official Letterhead Format

Source: Researcher's Analysis, 2025

Typeface Used



According to the Rector's Regulation, the typeface to be used in the preparation of official letters is Arial, size 12. In practice, however, the use of fonts in official correspondence still varies. Some have complied with the Regulation of the Minister of Home Affairs by using Arial size 12, while others have used different fonts such as Tahoma and Times New Roman

No.	Bureau Work Unit	Font Type	Font Size
1	General Bureau	Arial	12
2	Bureau of Administrative Leadership	Arial	12
3	Bureau of Economic Affairs	Arial	12
4	Bureau of Development Administration	Tahoma	11
5	Bureau of Goods/Services Procurement	Tahoma	12
6	Legal Bureau	Arial	12
7	Organizational Bureau	Arial	12
8	Bureau of Public Welfare	Tahoma	11
9	Bureau of Governance and Regional Autonomy	Times New Roman	12

Table 3. *Font Type and Size*

Source: Researcher's Analysis, 2025

a) **Typeface Used**

One of the elements in official letters that is used to assess compliance with the Regulation of the Minister of Home Affairs is the letter numbering format. The official letter number consists of the archive classification code, agenda serial number, the code of the Regional Apparatus component, and the year the letter is issued. Many bureaus are still using a numbering format that does not comply with the regulation. Some are still using old numbering codes such as 065 and 005, which do not conform to the new archive classification codes.



Table 4

Font Type and Size

No.	Bureau Work Unit	Example of Numbering	Remarks
1	General Bureau	000.5.6.2/45897/032.1/2024	Compliant
2	Bureau of Administrative Leadership	800.1.9/41624/033.1/2024	Compliant
3	Bureau of Economic Affairs	005/30412/021.2/2024	Non-compliant
4	Bureau of Development Administration	005/44801/023.1/2024	Non-compliant
5	Bureau of Goods/Services Procurement	005/5481/022.3/2024	Non-compliant
6	Legal Bureau	100.3/3818/013.3/2024	Compliant
7	Organizational Bureau	000.8.3/2145/031.3/2024	Compliant
8	Bureau of Public Welfare	005/5480/012/2024	Non-compliant

Source: Researcher's Analysis, 2025

b) Signing Authority

The authority to sign official letters is crucial for controlling work units in letter issuance. This authority has been regulated in the Minister of Home Affairs Regulation Number 1 of 2023. However, changes in the organizational structure within the Regional Secretariat of East Java Province require adjustments to the signing authority of official documents.

In the Minister of Home Affairs Regulation Number 1 of 2023, there are new provisions regarding the format of signing official documents. The format for signatures must now include the officer's rank and group classification, aligned to the left, and placed at the bottom right of the document. In contrast, under the previous regulation (Minister of Home Affairs Regulation Number 54 of 2009), signatures were placed in the center and did not require the inclusion of rank or group. Additionally, the new regulation introduces new authorities not previously stipulated, such as allowing Heads of Sections and Heads of Sub-Sections to sign Internal Memorandums (Nota Dinas).

The signer of a letter must act within their authorized scope; otherwise, the letter is deemed invalid. Research results show that the signing authority in the bureau



work units already follows the flow of authority as regulated by the Minister of Home Affairs Regulation Number 1 of 2023.

Analysis of the Implementation of Official Letter Writing at the Regional Secretariat

Based on the analysis of the implementation of official letter writing at the Regional Secretariat of East Java Province, several bureaus have not fully complied with the provisions of the Minister of Home Affairs Regulation Number 1 of 2023.

1. Letterhead

- Some work units still use letterheads that do not comply with the standards.
- Major discrepancies include the color of the East Java Provincial Government emblem, which is still in black and white, the font boldness on the name of the regional apparatus, and abbreviation formats not adhering to Indonesian language rules.
- There are also inconsistencies in the top and left margin settings compared to the established standards.

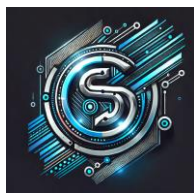
2. Font Type and size

- The regulation stipulates the use of Arial font, size 12, as the standard.
- Several work units still use Times New Roman or Tahoma with varying sizes.
- Some bureaus continue to refer to old habits rather than the current regulations.

3. Letter Numbering Format

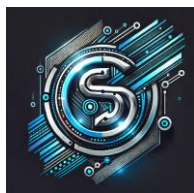
- Letter numbering must include a serial number, work unit code, signatory code, processing unit code, subject code, and the year of issuance.
- The analysis shows that many bureaus are still using old formats such as codes 005 or 065, which do not comply with the latest regulations.

Overall, no work unit has yet fully implemented the regulations properly or fulfilled all the requirements of the official letter writing standards according to the Minister of Home Affairs Regulation Number 1 of 2023. Further evaluation and socialization of the regulation are needed to ensure that all work units can optimally apply the required standards.



No.	Bureau	Letter Elements	elements of an official letter.		Numbering	Signing Authority
			Completeness of Letter	Letter Format		
1	General Bureau	Complete	Not Compliant	Compliant	Compliant	Compliant
2	Executive Administration Bureau	Complete	Not Compliant	Not Compliant	Compliant	Compliant
3	Economic Bureau	Incomplete	Not Compliant	Compliant	Not Compliant	Compliant
4	Development Administration Bureau	Complete	Not Compliant	Not Compliant	Not Compliant	Compliant
5	Goods/Services Procurement Bureau	Complete	Not Compliant	Not Compliant	Not Compliant	Compliant
6	Legal Bureau	Complete	Not Compliant	Compliant	Compliant	Compliant
7	Organization Bureau	Complete	Not Compliant	Compliant	Compliant	Compliant
8	Public Welfare Bureau	Incomplete	Not Compliant	Not Compliant	Not Compliant	Compliant
9	Government and Regional Autonomy Bureau	Complete	Not Compliant	Compliant	Not Compliant	Compliant

Table 5. Compliance of Official Letter Creation Implementation with Ministerial Regulation



The implementation of official document procedures in the preparation of official letters by bureau work units based on Minister of Home Affairs Regulation Number 1 of 2023 has not yet been fully carried out properly. This is likely because the process is still in a transitional phase, and there are several factors that hinder the implementation. The regulation states that the transition period for implementation is one (1) year. Therefore, after one year from the date of enactment, all work units must have fully implemented the regulation.

CONCLUSION

Factors Influencing the Implementation of Official Letter Preparation

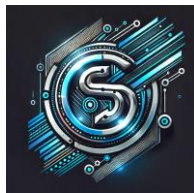
The factors influencing the implementation of official document procedures can act as either supporting or inhibiting factors for the successful implementation of the policy within the bureau work units. This study discusses the factors found to either support or hinder the successful implementation of official document procedures in preparing official letters within the bureau work units, based on Minister of Home Affairs Regulation Number 1 of 2023.

1. Standardization of Codes

In implementing official document procedures according to Minister of Home Affairs Regulation Number 1 of 2023, the content of the regulation affects the ability of the bureau work units to implement it. Bureaus that have not yet implemented the regulation stated that the content—particularly the section regarding numbering—is considered too long and involves too many codes, making it difficult to apply. Based on these findings, difficulties in determining codes for letter numbering arise because of the excessive length of the numbering format. Numbering that consists of many codes can cause confusion among staff. Additionally, the use of unfamiliar archival classification codes also causes difficulties for officers in determining the correct code

2. Socialization

In public policy implementation, communication is a factor that significantly affects the success of policy implementation. Communication serves as a means to disseminate information regarding the policy to be implemented. The implementation of official document procedures within the Secretariat of East Java Province focuses on communication efforts between the regulation enforcement team, namely the Legal Bureau and the Organizational



Bureau. Several activities have been carried out to disseminate information regarding Minister of Home Affairs Regulation Number 1 of 2023. The Organizational Bureau, which is responsible for overseeing the drafting of the regulation, has conducted socialization efforts by printing the regulation in book form and distributing it to all work units within the Secretariat of East Java Province.

3. Employee Competence

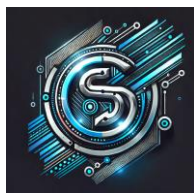
Human resources (HR) play a crucial role in policy implementation. Implementation will not be effective if the human resources involved in executing the policy are not competent, even if the policy content has been clearly and consistently communicated. The factor of employee competence aligns with Edward III's theory, which states that resources that can effectively support policy implementation include having a sufficient number of staff who possess the skills and expertise necessary to carry out the policy. This shows that competent employees positively impact the success of policy implementation.

4. Use of Information Systems

A facility that plays a role in the implementation of official document procedures within the bureaus is the existence of information systems. In the implementation of official document procedures, some bureaus have already utilized information systems to support the smooth processing of letters. However, some bureaus still face challenges in the numbering of letters. Although all letter sections have referred to the Minister of Home Affairs regulation, due to the information systems not yet being properly adjusted, the numbering format still does not fully comply with the correct format.

5. Leadership Commitment

This factor highlights the attitude of implementers, particularly the commitment of leaders in implementing official document procedures. After attending official document procedure training, leaders who are strongly committed immediately conduct self-evaluations regarding the preparation of letters they have previously carried out. Leadership commitment significantly influences the implementation of official document procedures. Leadership commitment can take the form of issuing circulars or directives to implement the procedures and facilitating the dissemination of procedures within faculties. Leaders with strong commitment quickly provide support for implementation, whereas leaders lacking



commitment hinder the implementation process, indirectly delaying the adjustment of work units to comply with the regulations.

6. Habit

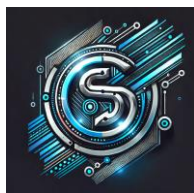
One of the factors causing faculties not yet to implement the preparation of official letters according to rector regulations is the habitual practices of employees responsible for drafting the letters. Some faculties still maintain previous habits in official letter preparation, for example in the use of fonts and letter numbering systems.

CONCLUSION

The implementation of Minister of Home Affairs Regulation Number 1 of 2023 concerning Official Document Procedures at the Regional Secretariat of East Java Province still faces several challenges. Some work units have not yet fully complied with the established standards, particularly in aspects such as letterhead format, font type and size, and the official letter numbering system. The main factors influencing the implementation of this policy include insufficient socialization efforts, limited employee competence, technical obstacles related to information systems, and a lack of leadership commitment to drive change. To improve the effectiveness of the implementation, more intensive socialization, employee training, adjustment of information systems, and strengthened leadership commitment are required to ensure the full application of official document standards. With these improvements, it is expected that official communications can be carried out more effectively, professionally, and in support of good governance.

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