

Implementation of Official Correspondence Governance under Minister of Home Affairs Regulation No. 1 of 2023 in National Commemoration Events in Langsa City

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ABSTRACT

This study analyzed the implementation of official correspondence governance under Minister of Home Affairs Regulation No. 1 of 2023 in the administration of national commemoration events in Langsa City and identified the factors constraining its effectiveness. A descriptive qualitative design was employed with 11 purposively selected informants. Data were collected through in-depth interviews, observation, and document review and were analyzed through data reduction, data display, conclusion drawing, and verification, supported by source and technique triangulation. The findings showed that formal correspondence standards, functional divisions, and coordination mechanisms had been established, but implementation remained inconsistent. Major constraints included invitations distributed only one or two days before events, limited staff capacity, overlapping duties, late technical changes, and reliance on informal communication and multitasking. These interacting conditions produced administrative time compression, in which delays or changes upstream reduced the effective time available for subsequent administrative actions. The study concluded that implementation required stronger deadline control, clearer task allocation, formalized change management, and more reliable interorganizational coordination.



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INTRODUCTION

Public service is a central arena in which governmental capacity is translated into procedures, information, decisions, and services that can be relied upon by citizens and institutional stakeholders. Service quality is therefore not determined solely by final outputs; it also depends on procedural certainty, timeliness, information clarity, responsiveness, and administrative accountability. In local government, these qualities are closely related to the organization's ability to integrate rules, resources, coordination, and internal control into stable work processes. Public administration should consequently be understood as an institutional system that supports traceable and accountable service delivery rather than merely as a set of clerical activities (Enggarani, 2016; Maryam, 2016; Ristiani, 2020).

Within that administrative system, official correspondence governance is strategically important because formal documents transmit decisions, instructions, invitations, dispositions, and information across organizational boundaries. When drafting, authorization, disposition, or distribution is delayed, the consequences extend beyond document management and may affect organizational readiness, cross-sector coordination, and the implementation of government activities. Recent Indonesian studies show that electronic official correspondence can improve document flow and administrative efficiency, while its effectiveness still depends on human resources, procedural discipline, infrastructure, and organizational support (Pujilestari & Maksum, 2022; Hikmatulloh et al., 2022; Maharani & Lawanda, 2023; Suci et al., 2024).

Digital governance has intensified expectations for speed, traceability, consistency, and accountability in government administration. Electronic official correspondence systems can shorten distribution chains and strengthen documentation, yet digitalization does not automatically resolve implementation problems. Research on Electronic Official Correspondence systems in Indonesian public institutions continues to identify constraints related to training, leadership support, infrastructure, user adaptation, and the alignment between formal procedures and actual work practices (Flowerensia

& Reviandani, 2025; Wulandari & Pertiwi, 2025). This is consistent with the broader argument that public-sector digital transformation is an organizational transformation because technology changes work processes, roles, coordination, and decision-making arrangements (Mergel et al., 2019).

Coordination becomes particularly consequential in administrative services that are cross-organizational and time-bound. National commemoration events (Peringatan Hari Besar Nasional, hereafter PHBN) involve local government units, vertical agencies, security institutions, protocol units, and community actors. A late document or a technical change near the event date can therefore create cascading effects on personnel readiness, protocol, transportation, venue preparation, and leadership schedules. From a public-value perspective, administrative information is useful only when it is delivered in a form and at a time that enables recipients to act on it (Twizeyimana & Andersson, 2019).

This issue is directly relevant to PHBN administration in the Langsa City Government. The Aceh Special Autonomy and People's Welfare Division functions as an administrative and coordination hub for the preparation of official documents, distribution of invitations, attendance confirmation, interagency coordination, and last-minute technical adjustments. Minister of Home Affairs Regulation of the Republic of Indonesia No. 1 of 2023 on Official Correspondence Procedures in Regional Governments provides the formal basis for orderly, uniform, effective, efficient, and accountable official correspondence. The regulation establishes a normative standard, but its administrative value depends on how consistently that standard is implemented in actual event workflows.

The empirical material collected in 2025 indicated a gap between the formal standard and day-to-day implementation. Langsa City organized 13 commemorative activities during the year, including national observances such as Regional Autonomy Day, National Education Day, National Awakening Day, Independence Day, Youth Pledge Day, and Heroes' Day. The study documented delays in the preparation and distribution of invitations, inconsistent disposition flows, late technical changes, and workload concentration when events were scheduled close together. In several cases, recipient institutions received invitations only one or two days before implementation. Such a narrow preparation window increased the risk of repeated revisions, miscommunication, and poorly synchronized interagency support.

To explain this implementation gap, the study applied the policy implementation framework of Van Meter and Van Horn (1975). The empirical coding focused on five dimensions that were directly evidenced in the data: policy standards and objectives, resources, characteristics of the implementing organization, interorganizational communication, and implementer disposition. These dimensions were treated as interdependent rather than as a checklist because a delay in one part of the process could alter workload, communication patterns, and staff responses elsewhere. The wider social and political environment was considered as contextual background but was not coded as a separate empirical dimension because the available evidence was concentrated on internal administrative and interorganizational processes.

Previous studies on official correspondence in Indonesia have largely examined electronic document systems, correspondence administration, user satisfaction, and the contribution of digital records to e-government and smart governance. Pujilestari and Maksum (2022), Hikmatulloh et al. (2022), Maharani and Lawanda (2023), Suci et al. (2024), Flowerensia and Reviandani (2025), and Wulandari and Pertiwi (2025) collectively demonstrate that technology can improve administrative efficiency but remains conditioned by organizational capacity and user readiness. However, comparatively limited attention has been directed to official correspondence as part of a recurring, cross-organizational, and highly time-sensitive service chain such as PHBN administration.

The novelty of this study therefore lies in its unit of analysis and in the way it connects formal correspondence standards to the operational sequence of PHBN administration. Rather than asking only whether procedures exist, the study examines how those procedures operate under deadline pressure, changing information, overlapping roles, and simultaneous coordination demands. It further proposes the analytical concept of administrative time compression to describe the progressive reduction of effective administrative time when upstream decisions are delayed or repeatedly changed. This concept is grounded in the empirical pattern observed in the case and is used as an interpretive contribution, not as a previously established theory.

Accordingly, this study aimed to analyze the implementation of official correspondence governance under Minister of Home Affairs Regulation No. 1 of 2023 in PHBN administration at the Aceh Special Autonomy and People's Welfare Division of Langsa City and to identify the factors

constraining effective implementation. Academically, the study contributes to policy implementation research by showing how time, organizational capacity, and information stability interact in a time-bound administrative service. Practically, it provides an evidence-based basis for improving correspondence workflows, workload allocation, change control, and interagency coordination.

RESEARCH METHOD

This study used a descriptive qualitative design to examine how official correspondence governance was implemented in PHBN administration within its natural organizational setting. A qualitative approach was appropriate because the object of inquiry consisted of administrative processes, actor interactions, coordination practices, and implementation constraints rather than statistical relationships among variables. Descriptive qualitative inquiry allows organizational routines and meanings to be reconstructed systematically from field evidence (Yuliani, 2018; Fadli, 2021).

The research site was the Aceh Special Autonomy and People's Welfare Division of Langsa City, a local-government unit directly involved in PHBN administration and interagency coordination. Informants were selected purposively on the basis of their involvement, knowledge, and direct experience. The 11 informants comprised the acting head of the division, one head of administration, three staff members responsible for official correspondence, one PHBN technical officer, four representatives of recipient institutions - the Education Office, Civil Service Police and Wilayatul Hisbah, Transportation Office, and an element of the Regional Leadership Coordination Forum - and one public policy observer. This composition enabled the study to capture managerial, administrative, technical, recipient, and analytical perspectives.

The study used both primary and secondary data. Primary data were obtained through in-depth interviews and observation of PHBN administrative processes. Secondary data consisted of Minister of Home Affairs Regulation No. 1 of 2023, standard operating procedures, activity reports, official correspondence archives, and other relevant administrative records. Combining these sources enabled comparison between the normative design of official correspondence and its implementation in routine organizational practice.

Data were collected through observation, unstructured in-depth interviews, and document review. Observation focused on document preparation, disposition and distribution flows, and coordination practices. Interviews allowed informants to explain operational experiences, recurring obstacles, role expectations, and responses to changes in event information. Document review was used to verify regulatory requirements, workflow evidence, event records, and correspondence timelines. The three techniques were used complementarily so that statements from one source could be checked against organizational records and observed practices.

Analysis was conducted iteratively from data collection through conclusion drawing. Interview, observation, and documentary material was reduced and grouped into analytic categories corresponding to the five implementation dimensions used in this study: standards and objectives, resources, organizational characteristics, interorganizational communication, and implementer disposition. The coded material was then displayed in analytical narratives and tables, compared across sources, and interpreted to identify recurrent relationships among late decisions, revisions, workload, communication patterns, and document distribution. The iterative movement between data display and verification followed established qualitative-analysis principles (Rijali, 2018).

Trustworthiness was strengthened through source and technique triangulation. Source triangulation compared information across informants occupying different positions in the PHBN process, while technique triangulation compared interview accounts with observations and documentary evidence. This procedure was used to assess consistency, identify divergent perspectives, and reduce dependence on a single informant or data type (Mekarisce, 2020; Nowell et al., 2017). In reporting the findings, informants are identified by institutional role rather than by personal name because individual identification was not necessary for the analysis.

RESULTS AND DISCUSSION

Overview of PHBN Administrative Implementation

The findings show that PHBN administration in the Aceh Special Autonomy and People's Welfare Division had a clear formal basis but did not consistently produce timely and coordinated service. Official correspondence procedures, functional responsibilities, and coordination mechanisms

were available, yet implementation was disrupted by late invitation distribution, technical changes near event dates, workload peaks, and the need for staff to perform multiple functions simultaneously. The central problem was therefore not an absence of rules but the organization's limited ability to maintain procedural stability under changing operational conditions.

Viewed through the Van Meter and Van Horn framework, these problems were mutually reinforcing. Standards provided a formal direction, but their realization depended on adequate resources, clear organizational responsibilities, reliable communication across institutions, and implementers who could respond without allowing adaptation to replace procedure. A late invitation, for example, was not merely a correspondence error; it could be traced to delayed agenda finalization, repeated revisions, workload concentration, overlapping responsibilities, and rapidly changing information. This relational interpretation is important because it moves the analysis from isolated symptoms toward the operational mechanism producing those symptoms.

The findings are consistent with studies that associate service quality with procedural clarity, timely information, and organizational responsiveness (Enggarani, 2016; Maryam, 2016). They are also comparable to evidence from electronic correspondence implementation showing that an established system does not guarantee optimal service when operators, training, monitoring, infrastructure, or management support remain uneven (Pujilestari & Maksum, 2022; Flowerensia & Reviandani, 2025). In PHBN administration, the relevant service users include other government agencies and coordination partners whose ability to prepare depends directly on the timeliness and reliability of official information.

PHBN administration is especially vulnerable to time pressure because the event date is fixed while leadership schedules, protocol arrangements, venues, transportation, security, and ceremonial details may still change. When upstream decisions are delayed, downstream tasks must be completed within a shorter window. Staff then compensate through overtime, informal messaging, and multitasking. Such adaptation allows events to proceed, but repeated dependence on it indicates that the formal system is absorbing operational uncertainty only partially. This pattern became the empirical basis for the concept of administrative time compression developed later in the discussion.

Policy Standards and Objectives: From Formal Compliance to Temporal Compliance

Minister of Home Affairs Regulation No. 1 of 2023 provides a strong normative foundation for the creation, use, security, and control of official correspondence in regional governments. At the study site, these standards were reflected in drafting, disposition, authorization, and invitation-distribution practices. However, compliance with document form and formal routing did not always ensure timely service. The empirical gap therefore concerned not only whether documents were correctly processed but whether the process was completed early enough to support the receiving institution's responsibilities.

The clearest manifestation was invitation delivery only one or two days before an event in several cases. This pattern was confirmed across the administrative evidence and recipient perspectives represented in the study. The short interval reduced the time available to adjust leadership agendas, assign personnel, arrange transport and equipment, and coordinate protocol or security. A formally correct invitation that arrives too late creates what this study terms an implementation failure in time: the policy output exists, but it does not reach the user with sufficient time to function as intended.

This finding extends the discussion of administrative quality beyond documentary compliance. The performance of official correspondence should be evaluated through both formal compliance and temporal compliance. Studies of electronic correspondence similarly report that response speed and disposition timeliness remain important problems even after digital systems are introduced (Pujilestari & Maksum, 2022), while user evaluations of electronic correspondence show that system performance and service quality remain critical dimensions of administrative effectiveness (Hikmatulloh et al., 2022). For PHBN, temporal compliance is particularly important because the value of an invitation declines sharply as the event date approaches.

The standards were also challenged by technical changes close to implementation. Changes originating from leadership agendas or committee adjustments required repeated revisions to invitations or supporting information. Such revisions were often necessary, but without a clear deadline for agenda finalization and an authorized procedure for emergency changes, the workflow became reactive. A

stronger implementation design would therefore define a finalization deadline, an accelerated approval route for unavoidable late changes, and a single documented source of the most current information.

Resources and Staff Workload

The resource dimension revealed an imbalance between event intensity and the effective administrative capacity available at peak periods. Internal data for 2025 recorded 13 commemorative activities and six personnel directly involved in administration and implementation. These six positions did not represent six full-time correspondence staff because they included managerial and technical roles in addition to three staff members specifically responsible for official correspondence. Resource adequacy should therefore be assessed in relation to role composition and peak workload rather than through a simple staff-to-event ratio.

Table 1 Number of Activities and Personnel Involved in PHBN Administration in 2025

No.	Component	Number
1	Commemorative activities managed during the year	13 activities
2	Head of the Aceh Special Autonomy and People's Welfare Division	1 person
3	Head of Administration	1 person
4	Staff specifically managing official correspondence	3 persons
5	PHBN technical implementation officer	1 person

Table 1 shows that workload pressure was concentrated when several events occurred within a short period. During these periods, staff had to draft documents, process revisions and dispositions, duplicate or prepare distribution materials, confirm receipt, maintain documentation, and simultaneously support field arrangements. The key issue was not the annual number of events alone but the temporal clustering of tasks and the amount of effective time remaining before each event. This explains why workload could become critical even when the yearly event count appeared manageable.

The result is consistent with research showing that official correspondence systems still depend on staff capability and organizational readiness. Suci et al. (2024) found that electronic correspondence improved the efficiency of recording, searching, and distributing documents, while Flowerensia and Reviandani (2025) identified personnel qualifications, training, and management support as persistent implementation concerns. Digital tools can therefore accelerate specific steps, but they do not eliminate the need for sufficient attention, clear responsibilities, and realistic workload allocation.

A practical implication is that PHBN staffing should be planned around the event calendar. Rather than assuming a constant workload, the division should identify high-intensity periods, designate backup personnel, assign a document owner for each event, and protect correspondence staff from avoidable field duties during the final administrative phase. Such measures treat resources as organizational capacity that can be scheduled and redistributed, rather than merely as a fixed headcount.

The findings also show that resource adequacy should be assessed based on workload intensity, not merely the number of personnel. When several PHBN activities occur close together, the same staff must handle drafting, revisions, coordination, distribution, and technical preparation simultaneously. This reduces effective administrative capacity and shows that workload pressure is highly dependent on timing and task concentration. In addition, reliance on a limited number of multifunctional staff may weaken administrative continuity. Although flexibility helps the organization respond to urgent situations, excessive dependence on key personnel can reduce task specialization and consistency. Therefore, backup personnel, clearer delegation, and standardized document-control procedures are needed to strengthen organizational resilience.

Characteristics of the Implementing Organization and Functional Allocation

The division had a formal allocation of responsibilities for overall coordination, administrative supervision, document management, technical implementation, and logistical support. This structure provided an important basis for accountability. In practice, however, functional boundaries became more fluid when operational pressure increased. Administrative staff could be asked to assist ceremonial tasks, while technical officers also participated in administrative coordination. Flexibility helped preserve event continuity, but it became risky when no person retained uninterrupted responsibility for core document control.

Table 2 Functional Allocation in PHBN Administration

No.	Position	Primary function
1	Acting Head of the Division	Overall policy coordination and PHBN reporting
2	Head of Administration	Supervision of internal administrative flow and official correspondence
3	Official Correspondence Staff	Drafting, disposition management, and invitation distribution
4	PHBN Technical Officer	Operational coordination and communication across local-government units
5	Activity Support Staff	Administrative logistics and activity documentation

Table 2 illustrates that role specialization existed by design but was difficult to maintain during high-pressure phases. Short-term flexibility can be useful, yet repeated dependence on individuals who work beyond their primary function may make service quality contingent on personal commitment rather than system resilience. If a key individual is unavailable, knowledge and responsibility may not be sufficiently distributed. This pattern echoes public-service management research emphasizing the need to integrate procedures, organizational roles, and coordination rather than relying on improvisation (Ristiani, 2020).

The organizational response should therefore strengthen role continuity. Each event should have a clearly identified document controller, a checklist for document status and distribution, designated substitutes, and a clearer separation between document-control duties and field-technical assignments in the critical days before implementation. These controls would preserve organizational flexibility without allowing flexibility to obscure responsibility.

Interorganizational Communication: Formal Channels and Informal Adaptation

Communication was the dimension most directly associated with repeated revisions and late distribution. Formal coordination occurred through official correspondence and coordination meetings, while rapid updates were frequently conveyed through digital messaging platforms such as WhatsApp. The two channels served different functions: formal communication provided legitimacy, traceability, and an administrative record, whereas informal communication provided speed. Problems emerged when informal information changed faster than formal documents could be revised and authorized, creating the possibility that different institutions were working from different versions.

Digital communication can improve administrative responsiveness, but speed must be accompanied by authorization and documentation. Mergel et al. (2019) argue that digital transformation changes organizational processes and roles rather than merely replacing paper with technology. Likewise, Maharani and Lawanda (2023) show that electronic document management can accelerate bureaucratic information flows, while Wulandari and Pertiwi (2025) and Suci et al. (2024) indicate that technological benefits depend on integration with organizational practices. In PHBN administration, rapid messaging was useful, but critical updates needed to be promptly converted into an authorized and traceable official version.

Late technical changes were a recurrent source of inefficiency. When schedules, locations, ceremonial sequences, or leadership arrangements changed close to the event, staff had to update invitations and supporting documents within a narrow window. The implementation issue was therefore not whether change should be prohibited, but whether its administrative effects were controlled. A workable mechanism would include one designated information owner, a version identifier for revised documents, a clear effective time for each change, and an emergency procedure specifying who could authorize and communicate it.

This finding also qualifies the assumption that electronic correspondence alone will solve coordination problems. Pujilestari and Maksum (2022), Flowerensia and Reviandani (2025), and Wulandari and Pertiwi (2025) all report organizational or human-resource limitations within electronic correspondence implementation. Technology can reduce transmission time, but it cannot determine which information is final, who has authority to change it, or how conflicts between versions are resolved. These remain governance questions.

Implementer Disposition: High Commitment and the Risk of Compensating for System Weaknesses

The implementer-disposition dimension showed relatively high staff commitment. Personnel were willing to work overtime, support tasks outside their formal functions, and adjust quickly to late changes so that events could proceed. Within the Van Meter and Van Horn (1975) framework, this willingness is an important implementation asset because formal rules are ineffective without acceptance and active response from implementers. In this case, the principal problem was not resistance to policy but the degree to which staff commitment was repeatedly required to compensate for procedural and resource limitations.

That pattern should be interpreted critically. Overtime and multitasking may preserve service in the short term, but they should not become the normal mechanism through which the organization absorbs avoidable delays. When organizational performance depends excessively on individual sacrifice, the process becomes fragile and difficult to reproduce consistently. Public-service quality requires procedures that remain reliable even when individual staff availability changes (Maryam, 2016).

Workload pressure may also reduce the attention available for document checking. The present study did not quantitatively measure error rates and therefore does not claim a direct causal relationship between workload and document error. It did, however, identify concentrated workload, repeated revisions, and compressed timelines as operational risks. Practical controls should include protected work time for correspondence staff during critical phases, division of revision and distribution tasks, and a final checklist confirming authorization, dispatch, and receipt.

Interacting Barriers and Administrative Time Compression

The barriers identified in the study can be organized into four operational groups: instability between formal standards and situational demands, changing information, variable interorganizational support, and uneven workload distribution. These barriers did not operate independently. Information changes generated revisions; revisions increased workload; increased workload encouraged multitasking; multitasking reduced the time available for document control; and late documents further reduced the preparation time available to recipient institutions. The resulting sequence created a feedback loop of implementation pressure.

This interaction explains why accelerating document dispatch alone would be an incomplete solution. If agenda finalization, authorization, responsibility allocation, and change control remain unstable, the same delays will reappear upstream and then be transferred to the distribution stage. The study therefore conceptualizes administrative time compression as the progressive narrowing of effective administrative time caused by upstream delay or information change while organizational capacity remains relatively fixed. The concept summarizes a case-specific mechanism observed across the empirical dimensions rather than attributing the problem to a single employee, unit, or technology.

Table 3 Synthesis of Findings on PHBN Administrative Implementation

Dimension	Empirical finding	Consequence	Analytical meaning
Standards and objectives	Formal guidance existed, but some invitations were distributed only one or two days before events	Recipients had limited preparation time	Formal compliance did not automatically produce temporal compliance
Resources	Six personnel were directly involved in 13 activities, with different functional roles	Workload increased when schedules clustered	Capacity should be assessed against peak workload, not annual totals
Organizational characteristics	Formal task allocation existed, but role boundaries became fluid under pressure	Core administrative work risked delay	Flexibility required clear control of responsibility
Communication	Official letters and meetings operated alongside informal digital channels	Repeated revisions occurred when information changed	A single official information source and version control were required
Implementer disposition	Staff were responsive and willing to work overtime and multitask	Events proceeded, but accuracy and sustainability were placed under pressure	Individual commitment should not substitute for system resilience

Table 3 synthesizes the relationship among standards, resources, organizational characteristics, communication, and implementer disposition. The central analytical finding is that implementation quality depended on the interaction of time, organizational capacity, and information stability. Formal rules and committed staff were present, but their effectiveness declined when decisions were finalized too late or repeatedly changed. Informal adaptation then protected short-term event continuity while increasing dependence on particular staff members and raising the risk of inconsistent information.

Comparison with Previous Studies and Research Novelty

The findings converge with Indonesian studies showing that electronic official correspondence contributes to efficiency, document traceability, and digital governance but remains affected by staff readiness, training, management support, infrastructure, and workflow discipline (Pujilestari & Maksum, 2022; Hikmatulloh et al., 2022; Maharani & Lawanda, 2023; Suci et al., 2024; Flowerensia & Reviandani, 2025; Wulandari & Pertiwi, 2025). The present study supports those findings while shifting attention from the correspondence system itself to the type of administrative service being supported.

A distinctive feature of PHBN administration is that the recipient of official correspondence is part of the service chain. A document cannot be treated as a successful administrative output merely because it has been drafted or dispatched. Its effectiveness depends on whether the recipient receives it with enough time to coordinate leadership schedules, personnel, transport, protocol, or other support. This perspective shifts evaluation from document completion to document functionality and aligns administrative performance with the practical needs of service users (Enggarani, 2016; Twizeyimana & Andersson, 2019).

The principal analytical novelty is the concept of administrative time compression. In this study, it refers to the shrinking interval available for downstream administrative action after upstream decisions are delayed or changed. The concept connects several observations that might otherwise appear separate: repeated document revision, workload peaks, reliance on informal channels, multitasking, and late invitation distribution. It therefore offers a process explanation for why an organization can possess formal rules and committed personnel yet still produce late administrative outputs.

The concept also has practical value because it identifies intervention points. Administrative time compression can be reduced by finalizing agendas earlier, setting a minimum lead time for invitations, creating a fast but documented approval path for unavoidable changes, maintaining version control, assigning one official information owner, and scheduling backup personnel during peak periods. Digitalization may support these measures, but the evidence suggests that process redesign should accompany technology adoption rather than follow it as an afterthought (Mergel et al., 2019; Maharani & Lawanda, 2023).

Theoretical and Practical Implications

Theoretically, the study reinforces the value of treating policy implementation as a multidimensional process. Standards did not operate independently of resources, organizational roles, communication, or implementer disposition. In a time-bound setting such as PHBN administration,

changes in one dimension quickly altered the others. The Van Meter and Van Horn framework was therefore most useful when employed relationally - to explain how the dimensions interacted - rather than as a list of variables to be assessed separately.

Practically, the findings point to a deadline- and traceability-oriented administrative system. Each PHBN activity should use a backward administrative schedule from the event date, specifying deadlines for agenda finalization, drafting, approval, signature, distribution, and receipt confirmation. Technical changes should follow a documented authorization route, while task allocation should ensure that at least one officer remains responsible for document control. Informal channels may support rapid coordination, but material decisions should be consolidated promptly through a single official source so that all institutions act on the same version of information.

CONCLUSION

The implementation of official correspondence governance under Minister of Home Affairs Regulation No. 1 of 2023 in PHBN administration in Langsa City had an adequate formal foundation but had not yet produced consistently timely and coordinated administrative service. The study identified a gap between normative standards and organizational capacity in practice. Invitations distributed only one or two days before events, late technical changes, limited effective staff capacity, overlapping responsibilities, and reliance on informal communication were interrelated rather than isolated problems. The analysis showed that successful implementation depended on the organization's ability to manage standards, resources, functional allocation, communication, and implementer responses as one operational system. The concept of administrative time compression captured the central mechanism: upstream delay or changing information narrowed the time available for later administrative stages, intensified workload, triggered repeated revisions, and reduced service timeliness.

Langsa City Government should strengthen PHBN administration by adopting a backward schedule from each event date, establishing minimum lead times for invitations, designating a document owner and backup personnel for every activity, and separating document-control duties from field tasks during critical periods. Rapid digital communication may continue to support coordination, but every material change should be consolidated through one authorized and traceable information source with clear version control. Electronic official correspondence should be developed together with workflow redesign, monitoring, and staff support rather than as a simple change of medium. Future research should compare PHBN administration across local-government units or jurisdictions and measure correspondence lead times more systematically to test and refine the concept of administrative time compression.

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