



NEXUS

Journal of Community and
Social Innovation

Journal home page: <https://cendikiademokrasiindonesia.org/nexus> ISSN xxxxxx

Administrative Practices in the General Affairs and Personnel Section of DPMPTSP Serang City

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ARTICLE INFO

Article History:

Received: 04 June 2026

Final Revision: 30 June 2026

Accepted: 30 June 2026

Online Publication: 30 June 2026

KEYWORDS

personnel governance; general administration; public service; bureaucratic reform; DPMPTSP; good governance

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A B S T R A C T

This article presents the results of an internship conducted at the Investment and One-Stop Integrated Services Office (DPMPTSP) of Serang City, specifically within the General Affairs and Personnel Sub-division (Subbagian Umum dan Kepegawaian/Umpeg). The study focuses on the optimization of personnel governance and general administration as a strategic means of improving public service quality in the context of bureaucratic reform. A qualitative descriptive method was applied through participatory observation, direct involvement in administrative tasks, informal interviews, literature review, and document analysis. During the internship, the student was engaged in managing outgoing letters, assigning letter numbers, scanning and archiving documents in filing cabinets, recording attendance data for ASN (Civil Servants) and PPPK (Government Employees with Work Agreements), and supporting general administrative operations. The findings demonstrate that personnel governance and general administration at DPMPTSP Serang City are carried out in an organized and procedurally compliant manner, contributing to the effectiveness of internal coordination and public service delivery. However, constraints were identified, including limitations in digital archiving systems and potential data inconsistencies. Analysis through the lenses of bureaucratic theory, public management, and good governance principles particularly accountability and transparency confirms that structured administrative management is a fundamental pillar of effective and accountable government. Recommendations include accelerating digital integration of archiving and administrative systems and developing staff competency to support sustainable administrative modernization.

1. INTRODUCTION

Bureaucratic reform represents one of the most critical strategic initiatives of the Indonesian government in realizing good governance a system of governance that is effective, efficient, transparent, and accountable. Beyond simplifying public service procedures, bureaucratic reform encompasses the comprehensive restructuring of governmental administrative systems and the enhancement of the quality of the State Civil Apparatus (Aparatur Sipil Negara/ASN). In the contemporary era of technological advancement and escalating public expectations, the government is increasingly required to present a professional, responsive, and service-oriented administrative system that can deliver public services at the highest standard.

Within this context, the quality of public services in Indonesia particularly in the area of licensing and permits remains a persistent challenge. Licensing processes are frequently perceived by the public as complex, inaccessible, procedurally burdensome, and lacking certainty in time and cost. These deficiencies directly undermine public satisfaction with regional government performance. The ability to provide public services that are easy, fast, affordable, transparent, and accountable constitutes a key indicator of successful regional autonomy implementation (Dwiyanto, 2011)

The establishment of the Investment and One-Stop Integrated Services Office (Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu/DPMPTSP) reflects the government's concrete commitment to realizing a more open, efficient, and equitable public service system. As a regional government institution that interfaces directly with the public, DPMPTSP is

mandated to facilitate a conducive investment environment and integrated licensing services. Optimizing internal governance within such an institution is not merely an administrative requirement it is an essential precondition for ensuring the quality of services delivered to the public. Without effective internal governance, the efficiency of investment services is frequently disrupted by poorly managed administrative burdens.

Personnel governance and general administration constitute foundational elements of institutional management within government organizations. Effective personnel management encompassing attendance monitoring, personnel data administration, and document management directly shapes the professionalism and accountability of the Civil Service Apparatus. Law Number 5 of 2014 on the State Civil Apparatus explicitly mandates that ASN members serve as executors of public policy, obligated to deliver services in a professional and high-quality manner (Diana Stevany N, 2025) Compliance with this mandate is substantially dependent on the quality of internal administrative systems.

The digitalization of public services has emerged as a significant dimension of administrative modernization. Digital transformation refers to the application of information and communication technology across service platforms including websites, mobile applications, social media, and messaging services to enhance efficiency and ease of public access to government services (Yulanda, 2023) At DPMPTSP Serang City, one of the key instruments of digital transformation is the SiCantik Cloud application, a cloud-based smart licensing service system designed to integrate licensing processes from both central and regional government authorities, accelerating service delivery and improving documentation quality.

Effective internal governance is further shaped by four key organizational effectiveness factors as identified by Steers (in Amalo, 2019): environmental characteristics (both external and internal/organizational climate), organizational characteristics (the permanent structural arrangement of human resources), employee/worker characteristics, and management characteristics (strategies and work methods designed to create conditions for organizational effectiveness). These factors are particularly relevant to the operational context of the General Affairs and Personnel Sub-division (Umpeg) at DPMPTSP Serang City, where the interplay of these elements determines the quality of administrative output.

This article aims to analyze the current state of personnel governance and general administration at DPMPTSP Serang City, examine its contributions to public service effectiveness, and propose strategic recommendations for optimization through digital transformation and capacity building of the State Civil Apparatus.

2. MATERIALS AND METHODS

2.1 Program Approach

This study employed a qualitative descriptive method, implemented through a series of systematic and structured stages to achieve the program's objectives optimally. The research procedure involved participatory observation, informal interviews, literature review, and document analysis, organized across three main phases: preparation, field implementation, and

evaluation and reporting. This approach was selected for its capacity to generate an in-depth understanding of administrative processes through direct engagement with the operational realities of the host institution, enabling the researcher to observe, participate in, and critically reflect on the administrative dynamics of the General Affairs and Personnel Sub-division.

Example: This study used a participatory observation approach combined with qualitative description. The intern engaged directly in the daily administrative workflow of the General Affairs and Personnel Sub-division at DPMPTSP Serang City, including managing outgoing letter numbering, scanning and archiving documents, recording employee attendance, and assisting general administrative operations. This direct involvement enabled a contextual understanding of how personnel governance and general administration function in practice, the challenges encountered, and their implications for overall institutional performance and public service quality.

2.2 Location, Time, and Partner

The internship was conducted at the Investment and One-Stop Integrated Services Office (DPMPTSP) of Serang City, located at Jl. Mayor Syafei No. 3, Kotabaru, Kota Serang, Banten 42112. This institution serves as the primary integrated licensing and investment service center for Serang City, including through the Public Service Mall (Mal Pelayanan Publik/MPP), which consolidates administrative services from multiple regional government bodies to enhance accessibility, speed, affordability, safety, and comfort for the public (DPMPTSP Kota Serang., 2022) The internship was carried out from January 19, 2026 to March 3, 2026, comprising 30 working days. The host unit was the General Affairs and Personnel Sub-division (Umpeg), under the supervision of Ibu Susi Mulyati, S.Sos, Head of the General Affairs and Personnel Sub-division, and Bapak Zakaria Habib Al-Razie, S.IP., M.Sos, as Academic Supervisor.

2.3 Program Stages

The internship program was implemented through three sequential stages. First, the preparation stage encompassed initial coordination with the host institution to obtain an overview of the organizational structure, main duties and functions of the General Affairs and Personnel Sub-division, and the administrative licensing system in place. The intern studied applicable work guidelines, standard operating procedures (SOPs), and the disciplinary and professional ethics standards of the institution. Second, the implementation stage involved direct participation in administrative tasks, particularly those related to internal licensing, personnel document management, monitoring of incoming and outgoing correspondence, and management of employee administrative information. Third, the evaluation and reporting stage involved systematic analysis of data and information collected during the internship period, resulting in a comprehensive report containing descriptions of administrative processes, an evaluation of effectiveness and efficiency, and constructive recommendations for institutional improvement.

Example: During the preparation stage, the intern participated in an institution-wide orientation facilitated by the archive staff, gaining an initial understanding of the organizational structure and administrative workflow. From the first working day, the

intern was assigned under the guidance of archive staff (Staf Arsip Aris) and tasked with organizing outgoing letters in the filing cabinet and assisting with letter numbering. These preparatory activities were crucial in building the intern's foundational understanding of administrative procedures before progressing to more complex tasks in subsequent weeks.

2.4 Techniques of Program Implementation

The internship was implemented through four principal techniques. Participatory observation was applied as the primary method, enabling the intern to learn directly from experienced staff while actively contributing to administrative operations. Hands-on practice was utilized across all administrative task areas including correspondence management, document scanning, archiving, attendance recording, and printing under the supervision of authorized personnel. Informal interviews were conducted with staff members to obtain supplementary information regarding the challenges and solutions associated with administrative and licensing processes. Documentary analysis was employed to examine work guidelines, SOPs, correspondence categories, and archival systems already in use within the institution.

Example: The program was implemented primarily through daily hands-on practice and participatory observation. The intern operated alongside experienced administrative staff, performing tasks such as organizing outgoing letters into filing cabinets by category, assigning letter numbers, scanning documents, recording ASN and PPPK attendance data, and checking previously archived letters. This active participation in routine administrative workflows provided practical insight into the operational strengths and systemic constraints of personnel governance and general administration at DPMPTSP Serang City.

2.5 Data Collection and Evaluation Instruments

Data were collected using four primary instruments. An observation sheet documented daily administrative workflows, procedural patterns, and operational dynamics observed during the internship. An informal interview guide directed semi-structured conversations with staff members, focusing on administrative challenges, coordination mechanisms, and personnel governance practices. A daily activity logbook (Lembar Kegiatan Internship/Magang) served as an official record of tasks performed, signed and verified by the supervising field officer on a per-day basis. Documentation checklists were applied to gather data from institutional records including correspondence logs, filing cabinet organization, attendance records, and SOP documents. Additionally, the host institution's performance assessment form (Lembar Penilaian Internship/Magang) provided formal evaluation data on the intern's academic and non-academic performance across key competency domains.

Example: Data were collected through a combination of daily logbook entries, field observation notes, informal staff interviews, and institutional document review. The logbook recorded all internship activities from January 19 to March 3, 2026, and was officially signed by the sub-division head. Informal interviews with archive staff and administrative officers

provided contextual insights into recurring operational challenges such as the manual archiving of outgoing letters, difficulties in tracking previously filed documents, and constraints in digital system adoption. These data sources were triangulated to produce a comprehensive picture of administrative practice at the Umpeg sub-division.

2.6 Data Analysis

Data were analyzed using a descriptive qualitative approach. Field observations, logbook entries, interview notes, and document analysis findings were examined through thematic analysis, organized around four main analytical themes: the structure and procedural compliance of personnel governance and general administration; the effectiveness and efficiency of correspondence and archiving management; the role of digital transformation in supporting administrative modernization; and the implications of administrative quality for public service performance. Analytical findings were interpreted in relation to three theoretical frameworks: bureaucratic theory (particularly the rationality and legal certainty principles of Weberian bureaucracy), public management theory (with reference to POAC management functions), and good governance principles (emphasizing accountability and transparency), as well as relevant empirical studies in public administration.

Example: Data were analyzed descriptively and thematically. For instance, the intern's daily involvement in numbering and filing outgoing letters including official outgoing letters (Surat Keluar), work assignment letters (Surat Perintah Tugas/SPT), and official decrees (Surat Keputusan/SK) revealed a consistent pattern of procedural compliance that supports the principles of administrative rationality and legal certainty. However, the predominantly manual nature of the archiving process was identified as a recurring constraint, associated with increased retrieval time and data inconsistency risks. This thematic finding was then interpreted through the lens of good governance to evaluate its implications for institutional accountability.

2.7 Indicators of Program Success

The success of the internship program was assessed through six key indicators: (1) the intern's demonstrated understanding of personnel governance structures, administrative workflows, and the regulatory framework governing the General Affairs and Personnel Sub-division at DPMPTSP Serang City; (2) the development of practical skills in correspondence management, letter numbering, document scanning, archiving, and attendance data recording; (3) active, consistent, and disciplined participation across all 30 working days of the internship; (4) the capacity to identify systemic constraints in current administrative practices and propose actionable, evidence-based recommendations; (5) a positive formal performance evaluation from the host institution's field supervisor, as documented in the official internship assessment form; and (6) the production of a comprehensive internship report and this academic journal article, demonstrating analytical depth and professional academic competence.

Example: Program success was evaluated against daily performance quality, official assessment scores, and the comprehensiveness of the internship report. The formal evaluation by the field supervisor (Yunita Magdalena) yielded a

total score of 91 out of 100, reflecting strong performance across both academic competencies (understanding the work environment, task completion, and report presentation) and non-academic competencies (discipline, professional appearance, personality, and interpersonal communication). This outcome confirms that the internship program successfully achieved its learning and professional development objectives.

3. RESULT AND DISCUSSION

3.1 Organizational Profile of DPMPTSP Serang City

DPMPTSP Serang City was established under Regional Regulation Number 7 of 2016, subsequently amended by Regional Regulation Number 9 of 2020. As a supporting element of the Mayor's governmental duties, it is led by a Head of Agency accountable to the Mayor through the Regional Secretary, as stipulated in the Mayor of Serang Regulation Number 17 of 2021. The institution assists the Mayor in carrying out government functions in the areas of investment and the organization of one-stop integrated services, which constitute regional authority. DPMPTSP is authorized to issue a total of 35 types of permits, comprising Business Licensing, Non-Business Licensing, and Investment/Capital Placement permits, in accordance with the Mayor of Serang Regulation Number 39 of 2009.

The organizational structure is led by the Head of Agency and supported by a Secretariat and five technical divisions. The Secretariat contains three sub-divisions General Affairs and Personnel (Umpeg), Finance, and Planning, Evaluation, and Reporting (PEP) while the five technical divisions cover Investment Control and Implementation (Dalak), Data and Information (Datin), Licensing, Investment Climate and Development, and Promotion. The General Affairs and Personnel Sub-division plays a pivotal strategic role in maintaining the operational efficiency of all institutional units through office administration, personnel management, archiving, document management, and internal administrative coordination (Shiwy Wulandari, 2025)

3.2 Personnel Governance at DPMPTSP Serang City

Based on direct observation and active participation during the internship, personnel governance at DPMPTSP Serang City encompasses several key administrative functions managed by the General Affairs and Personnel Sub-division. A central component of personnel governance is the systematic recording and monitoring of employee attendance data for both ASN (Civil Servants) and PPPK (Government Employees with Work Agreements). This function is performed daily and requires precision, consistency, and strict adherence to official attendance records. The intern was directly involved in this activity, gaining practical understanding of how attendance monitoring underpins personnel discipline and performance management within the institution.

Personnel governance also encompasses the management of personnel-related documentation, including the administration of official work assignment letters (Surat Perintah Tugas/SPT) and official decrees (Surat Keputusan/SK), which are recorded in the correspondence agenda and filed systematically in designated archival cabinets. The distinction between the three primary

correspondence types outgoing letters (Surat Keluar) for external institutional communication, SPT for assigning individuals or groups to specific tasks, and SK for legally binding official decisions reflects a structured approach to administrative classification that supports clarity, accountability, and traceability in institutional documentation.

3.3 General Administration: Correspondence and Archiving Management

General administration at DPMPTSP Serang City, as observed during the internship, is organized around systematic correspondence management and document archiving as its core operational functions. The outgoing letter management process follows a structured sequence: receipt of completed letters for dispatch, assignment of official letter numbers, recording of letter data in the agenda book, scanning of documents for digital records, and physical filing in designated sections of the filing cabinet by category and work unit. This workflow ensures that every official letter produced by the institution has a clear administrative trail, reducing the risk of document loss and facilitating future retrieval.

Archiving constitutes one of the most critical functions of the sub-division. Documents including outgoing letters, SPT, SK, and various administrative reports are archived in filing cabinets organized by category and date. The intern was consistently engaged in maintaining the orderliness of these archives, checking previously filed documents, and ensuring alignment between physical and recorded data. The importance of systematic archiving is well established in the literature: correspondence management and archiving directly affect the smooth flow of organizational communication and the orderliness of administrative documentation, and well-processed incoming and outgoing letters must be stored as administrative evidence and activity records (Sugiarto et al., 2023).

Table 1. Letter Disposition Workflow at DPMPTSP Serang City

Function	Description	Instrument/Tool
Letter Numbering	Assign official number to outgoing letters, SPT, and SK	Agenda book / numbering system
Correspondence Recording	Assign official number to outgoing letters, SPT, and SK	Agenda book / data application
Document Scanning	Digitally scan outgoing letters for records	Scanner / computer
Archiving	File physical documents in filing cabinet by category and unit	Filing cabinet
Archive Verification	Check and verify previously filed letters for completeness	Filing cabinet / records
Attendance Recording	Record daily attendance of ASN	Attendance register

	and PPPK employees	
Printing Support	Assist in printing official letters and administrative documents	Printer / computer
Front Office Support	Assist in public-facing service delivery at the MPP counter	MPP front desk

3.4 Digital Transformation: The Role of SiCantik Cloud

One of the most significant dimensions of administrative modernization at DPMPTSP Serang City is the adoption of the SiCantik Cloud application a cloud-based intelligent licensing service system designed to facilitate integrated electronic processing of licensing applications and management by both central and regional government institutions. SiCantik Cloud enables the institution to provide licensing services more efficiently, with improved documentation, reduced processing times, and greater accessibility for the public. The application represents a concrete manifestation of the national e-government agenda, aligning with Law Number 25 of 2009 on Public Services, which mandates service delivery that is fast, targeted, transparent, and accountable.

The digitalization of public services through platforms such as SiCantik Cloud is consistent with the broader literature on digital transformation in public administration. (Natika, 2024) argues that digital public service transformation aims to fundamentally reshape how government services are designed, delivered, and experienced by citizens, moving from procedurally complex and physically demanding processes to streamlined, accessible, and data-driven service ecosystems. However, the effectiveness of such transformation is contingent on staff digital literacy and the reliability of supporting infrastructure both areas that require ongoing institutional investment.

3.5 Analysis Through Bureaucratic Theory, Public Management, and Good Governance

The administrative activities observed during the internship can be systematically analyzed through three complementary theoretical frameworks. From a bureaucratic theory perspective, the practices of letter numbering, agenda recording, document scanning, and systematic archiving reflect the Weberian principles of rationality, procedural order, and legal certainty. These administrative procedures are designed to minimize errors, ensure the traceability of official actions, and facilitate document retrieval all of which are essential functions of a well-ordered bureaucratic administration. The consistent application of SOPs by staff members in the sub-division demonstrates the institutionalization of rational-legal authority in day-to-day administrative practice.

Analyzed through the POAC public management framework (Planning, Organizing, Actuating, Controlling), the administrative system at DPMPTSP Serang City demonstrates clear functional alignment across all management dimensions. Planning is evident in the existence of standardized SOPs and predefined workflows. Organizing is reflected in the clear role assignments within the Umpeg sub-division. Actuating is

manifested in the active, daily execution of all administrative tasks. Controlling is exercised through dual-system verification physical agenda books and digital records that enables supervisory oversight and auditing.

From a good governance perspective, the systematic recording of correspondence, orderly archiving, and documentation of employee attendance represent concrete expressions of accountability and transparency as core governance principles. Accountability is demonstrated through the traceability of all administrative decisions and actions each letter, decree, or work assignment is recorded, numbered, and archived, creating a clear documentation chain. Transparency is supported by the standardized procedures that govern all administrative processes, ensuring that operations are conducted according to established norms rather than individual discretion.

3.6 Internship Achievements and Learning Outcomes

The internship at DPMPTSP Serang City yielded comprehensive learning outcomes across three dimensions. In terms of knowledge, the intern developed a thorough understanding of the administrative licensing process within a government institution, including the distinction and management of different correspondence types (Surat Keluar, SPT, SK), the workflow of outgoing letter management, and the role of digital applications such as SiCantik Cloud in supporting institutional performance. The intern also deepened theoretical understanding of administrative management, public service quality, and the relationship between internal administrative order and external service effectiveness.

In terms of skills, the intern gained practical competency in letter numbering and classification, document scanning and archiving in filing cabinets, attendance data recording for ASN and PPPK employees, and general administrative support functions. The formal performance assessment by field supervisor Yurita Magdalena yielded a total score of 91 out of 100, confirming strong performance in both academic competencies (task completion, understanding of the work environment, and report presentation) and non-academic competencies (discipline, professional appearance, personality, and interpersonal communication skills).

In terms of professional attitudes, the internship reinforced the values of discipline, responsibility, professional ethics, and empathy. The intern's initial placement at the Front Office of the Public Service Mall (MPP) provided direct exposure to citizen-facing service delivery, instilling an understanding of how the quality of administrative management translates into the quality of public services experienced by community members. This experience reinforced the theoretical connection between institutional administrative order and public service satisfaction.

3.7 Constraints and Recommendations

Two primary constraints were identified during the internship. First, limitations in digital archiving: despite the availability of digital tools for certain administrative functions, a significant portion of the archiving process particularly for outgoing letters, SPT, and SK remained manual, relying on physical filing cabinets without a fully integrated digital indexing system. This increases retrieval time, limits remote access to archived documents, and raises the risk of data inconsistency between physical and digital records. Second, potential data

inconsistencies: the coexistence of manual and digital recording systems, without a unified protocol governing data entry timelines and cross-verification, creates conditions under which information in agenda books and digital records may diverge, undermining the accuracy and reliability of administrative data.

Based on these findings, three strategic recommendations are proposed. First, the institution should accelerate the integration of a comprehensive digital administrative management system that encompasses correspondence recording, archiving, and retrieval reducing dependence on physical filing cabinets while maintaining compliance with archival regulations. Second, regular capacity-building training for administrative staff in digital tools and systems should be institutionalized, with measurable competency benchmarks to ensure adoption and proficiency across all Umpeg personnel. Third, updated SOPs that establish clear protocols for data entry timing, cross-verification between physical and digital systems, and archival standards should be developed and enforced to eliminate current inconsistencies and strengthen administrative accountability.

4. CONCLUSION

This article has examined the optimization of personnel governance and general administration at the Investment and One-Stop Integrated Services Office (DPMPTSP) of Serang City, based on a 30-day internship in the General Affairs and Personnel Sub-division (Umpeg). The findings demonstrate that administrative management at DPMPTSP Serang City encompassing correspondence management, letter numbering and classification, document archiving, attendance recording, and general administrative support is conducted in a structured and procedurally compliant manner that supports the institution's effectiveness in delivering public services.

Analysis through bureaucratic theory, POAC public management framework, and good governance principles confirms that systematic administrative management is a foundational pillar of institutional accountability, transparency, and operational efficiency. The adoption of digital tools such as SiCantik Cloud represents a meaningful step toward administrative modernization; however, the continued reliance on manual archiving systems and the absence of a fully integrated digital administrative protocol remain significant constraints that limit institutional effectiveness.

The internship experience produced comprehensive learning outcomes across knowledge, skills, and professional attitudes, confirmed by a formal performance score of 91 out of 100. To build on these achievements and address identified constraints, the institution is recommended to accelerate digital integration of archiving and administrative systems, institutionalize staff capacity-building in digital literacy, and revise SOPs to reflect contemporary digital workflow standards. These measures will strengthen personnel governance and general administration at DPMPTSP Serang City, contributing to its broader mandate of delivering public services that are efficient, transparent, and accountable.

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