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Internship Students' Practical Experience in Correspondence Administration at DPMPTSP Serang City

Chesya Arifia Zahra¹

¹ State Administration, Pamulang University

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CORRESPONDING AUTHOR

*E-mail: chesyaarifiazahra@gmail.com

ABSTRACT

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 Division (Subbagian Umum dan Kepegawaian/Umpeg). The study focuses on the role of this division in the letter disposition process, a critical component of administrative management in public-sector organizations. The internship aimed to understand the workflow of incoming letter management, identify procedural mechanisms applied in letter disposition, and examine challenges encountered during implementation. A qualitative descriptive method was employed, utilizing direct observation, interviews, participatory activity, and documentation. The intern was actively involved in receiving incoming letters, recording correspondence in agenda books, archiving documents, and distributing letters according to leadership directives. The findings reveal that the General Affairs and Personnel Division plays a strategic role in ensuring the smooth flow of information and inter-unit coordination through a structured letter disposition process. However, several constraints were identified, including partially manual archiving systems and delays in recording and distributing letters. These challenges indicate a need for digital transformation in correspondence management to enhance efficiency, accuracy, and the overall quality of administrative services at DPMPTSP Serang City.

1. INTRODUCTION

The General Affairs and Personnel Division is a vital unit within the organizational structure of government institutions. It is responsible for managing general administration and personnel matters, including the regulation of incoming and outgoing correspondence. This unit is established to support the smooth functioning of governmental administrative activities, such as administrative procedures, archival management, and documentation encompassing the recording, distribution, and filing of official letters. The duties of the General Affairs and Personnel Sub-division in many institutions, which include correspondence management and archiving, demonstrate that letter management is not merely about receiving and sending documents. It also involves ensuring that every letter is handled systematically and transparently in accordance with applicable government procedures. As mandated by Law Number 25 of 2009 on Public Services, the government is required to provide services to the community in a swift, targeted, transparent, and accountable manner (Sutarto, 2021).

Letter disposition refers to the activity of providing directives or follow-up instructions regarding incoming letters by authorized officials to the relevant work units. This activity forms part of the broader official document management system, which has been regulated under various government guidelines and regulations to ensure effective and accountable internal communication. In a governmental context, disposition ensures that the information contained in a letter is understood by the appropriate party and promptly followed up in accordance with organizational priorities, thereby creating a clear and coordinated workflow across work units (Wibowo, 2022).

The letter disposition process involves several critical stages: receiving the letter, recording it in an agenda, opening and classifying its contents, and determining the disposition in accordance with the leadership's policy. These stages serve as indicators of well-organized correspondence management, preventing letters from being lost, follow-up actions from being delayed, or task assignments from becoming unclear. In various government administration references, the disposition document also serves as formal evidence of the action each employee

receiving the letter must take, thereby improving clarity of roles and responsibilities in letter management (Rahayu, 2023)

Once the disposition has been determined by the leadership, the General Affairs and Personnel Division is responsible for forwarding these instructions to the relevant work units. The division must comprehend the content of each letter and distribute it accurately so that each working area can respond accordingly. Furthermore, the division is responsible for documenting follow-up actions, ensuring the traceability of the disposition process, and archiving important files in accordance with archival regulations, so that every letter maintains a clear administrative trail. This role is not merely administrative but also closely related to the effectiveness of internal communication across work units within the government organization (Hasibuan, 2021)

Effective letter disposition can have a direct impact on the quality of public services and organizational performance. When letters are handled according to procedure and promptly delivered to the authorized work units, responses to applications, instructions, or coordination in the delivery of public services become faster and more precise. Conversely, failures in the disposition process may result in service delays, miscommunication, and a decline in administrative quality. Therefore, the General Affairs and Personnel Division must continuously strengthen its human resource capacity and correspondence information systems to ensure the disposition process operates efficiently, even in the digital era (Dwiyanto, 2022)

Advances in information technology open new opportunities for innovation in letter disposition systems, such as the use of integrated digital systems. Various studies and practices across different institutions demonstrate that digital systems reduce operational barriers, improve recording accuracy, and accelerate the flow of letter disposition. However, challenges such as limited infrastructure and staff competency remain obstacles to the optimal implementation of digital official correspondence systems. Therefore, training and employee development are essential components in maximizing the role of the General Affairs and Personnel Division (Pratama, 2024)

Good public service must be grounded in several key principles: transparency, accountability, responsiveness, participation, fairness, and empathy. These principles require that public officials not only fulfill administrative functions but also demonstrate professional ethics, a friendly attitude, strong communication skills, and empathy toward community needs (Heru Wahyudi et al., 2026)

This article aims to describe the role of the General Affairs and Personnel Division in the letter disposition process at the Investment and One-Stop Integrated Services Office (DPMPTSP) of Serang City, to identify the mechanisms applied, and to examine the challenges and recommendations for improving administrative performance.

2. MATERIALS AND METHODS

This study employed a qualitative descriptive method aimed at describing systematically, factually, and accurately the conditions and processes occurring in the field, specifically regarding administrative management particularly incoming letter management in the General Affairs and Personnel Division (Umpeg) of the institution. The qualitative approach was selected for its capacity to understand phenomena in depth through direct interaction with the observed object. A participatory observation

approach was applied, positioning the researcher as an active participant in the day-to-day administrative activities of the work unit.

2.1 Program Approach

The internship was structured in five systematic stages:

- a. Problem Identification: Conducted through preliminary observation and discussions with employees in the division to understand the main challenges faced in the letter management process.
- b. Program Planning: Coordination with the host institution and preparation of observation instruments, interview guides, and documentation checklists were conducted prior to field activities.
- c. Program Implementation: The intern was directly involved in receiving incoming letters, recording correspondence, archiving documents, and distributing letters based on leadership disposition.
- d. Monitoring and Evaluation: Evaluation was conducted through reflection on field experiences, interviews with staff, and analysis of observed constraints against theoretical frameworks.
- e. Follow-Up: Recommendations were formulated based on findings to assist the institution in improving its letter management system through digitalization and capacity building.

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 Kp. Cilandung, Kotabaru, Kecamatan Serang, Kota Serang, Banten 42112. This office serves as an integrated service center providing various licensing and non-licensing services for the community and business actors in Serang City. The internship was carried out from December 2025 to January 2026. The target unit was the General Affairs and Personnel Sub-division (Subbagian Umum dan Kepegawaian), which is responsible for administrative management, correspondence, archiving, and general facility and infrastructure coordination.

2.3 Program Stages

The internship was structured in five systematic stages:

- a. Problem Identification: Conducted through preliminary observation and discussions with employees in the division to understand the main challenges faced in the letter management process.
- b. Program Planning: Coordination with the host institution and preparation of observation instruments, interview guides, and documentation checklists were conducted prior to field activities.
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e. Follow-Up: Recommendations were formulated based on findings to assist the institution in improving its letter management system through digitalization and capacity building.

2.4 Techniques of Program Implementation

The internship program was implemented using a combination of techniques appropriate to the objectives and context of the activity. Interactive observation was the primary technique, allowing the intern to watch and learn from experienced staff while performing actual administrative tasks. Participatory practice was applied by involving the intern directly in daily correspondence activities, including receiving, recording, classifying, and distributing letters. Peer learning occurred naturally through interaction with division staff, where the intern received on-the-job guidance and feedback. Additionally, document review was employed as a technique to understand standard operating procedures, existing archival systems, and the formal disposition framework applied by the institution.

2.5 Data Collection and Evaluation Instruments

Data were collected through four main instruments. First, an observation sheet was used to record participant involvement and administrative workflow during the internship. Second, an interview guide was developed to obtain in-depth information from officers and staff regarding the work system, challenges encountered, and best practices applied. Third, an attendance and activity log was maintained as evidence of daily participation in administrative tasks. Fourth, documentation checklists were used to gather data from available administrative records such as letter archives, agenda books, disposition forms, and administrative reports.

2.6 Data Analysis

The data were analyzed descriptively. Field observations and interview findings were examined through thematic analysis, identifying recurring patterns related to the letter disposition process, obstacles encountered, and staff responses. The analysis was then connected to relevant theoretical frameworks, including management theory (POAC), good governance principles, and public administration concepts, to provide a comprehensive understanding of the administrative dynamics at DPMPTSP Serang City.

2.7 Indicators of Program Success

The success of the internship program was measured using several indicators aligned with the objectives of the community-based applied experience. These indicators include: (1) increased understanding of letter disposition procedures and office administration systems within a public institution; (2) improved practical skills in correspondence management, including recording, archiving, and distributing letters; (3) active and consistent participation in daily administrative activities throughout the internship period; (4) the ability to identify real operational constraints and propose relevant recommendations for improvement; (5) positive feedback from supervisors and staff regarding the intern's performance and contribution; and (6) the production of a structured internship report reflecting analytical and academic competencies. The success of the internship program was measured using several indicators aligned with the

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3. RESULT AND DISCUSSION

3.1 Organizational Profile of DPMPTSP Serang City

DPMPTSP Serang City is a supporting element of the Mayor's duties, led by a Head of Agency as stipulated in the Mayor of Serang Regulation Number 17 of 2021 on the Position, Organizational Structure, Duties and Functions, and Work Procedures of the Investment and One-Stop Integrated Services Office of Serang City. The institution's mission aligns with the Mayor's Fourth Mission (poverty alleviation through creative entrepreneurship) and Fifth Mission (ensuring accessible, affordable, and fast public services). The organizational structure is led by the Head of Agency, who is accountable to the Mayor through the Regional Secretary. The secretariat consists of three sub-divisions: General Affairs and Personnel, Finance, and Planning, Evaluation, and Reporting. Five functional divisions complete the structure: Data and Information, Investment Control and Implementation, Investment Climate, Promotion, and Licensing.

3.2 Letter Disposition Process at the General Affairs and Personnel Division

Based on field observations during the internship, the letter disposition process at DPMPTSP Serang City follows a structured workflow. Upon receipt, incoming letters are first verified for completeness and clarity. Letters arriving from various sources other institutions, the general public, or through electronic channels are accepted at the General Affairs and Personnel Division as the administrative gateway.

The next stage involves recording the letter in the official correspondence agenda book or digital system, capturing key information such as the date of receipt, letter number, date of origin, sending institution, subject, and recipient. This is followed by letter classification based on subject and urgency level, after which the letter is submitted to the leadership for disposition. The leadership reviews the content and provides written instructions on the disposition form, directing the letter to the relevant work unit and indicating required follow-up actions.

Finally, the General Affairs and Personnel Division distributes the letter along with the disposition form to the designated work unit, while retaining copies for archival purposes. This archiving process serves as documentation of the complete administrative trail of each letter.

Table 1. Letter Disposition Workflow at DPMPTSP Serang City

Stage	Before Program	Responsible Party
Letter Receipt	Receiving letters from various sources (physical, electronic, courier)	Front desk / Umpeg Staff
Verification	Checking completeness and clarity of the letter	Umpeg Staff
Recording	Entering letter data into agenda book or digital system	Umpeg Staff
Classification	Sorting letters by subject and urgency level	Umpeg Staff
Leadership Review	Submitting letter to leadership for disposition instructions	Head of Secretariat
Disposition	Leadership provides written directives on disposition form	Head of Agency / Secretary
Distribution	Forwarding letter and disposition form to the relevant work unit	Umpeg Staff
Archiving	Filing copies of letters and disposition forms	Umpeg Staff

3.3 Achievements of the Internship Program

The internship at the General Affairs and Personnel Division of DPMPTSP Serang City yielded significant outcomes across several dimensions. From a knowledge perspective, the intern gained a comprehensive understanding of office administration systems, particularly the letter disposition process as a component of official document management. Letter disposition was understood not merely as a document-forwarding process, but as a vital element in the organizational communication flow that determines the speed and accuracy of decision-making. The intern also grasped the full workflow of incoming letter management: from receipt, sorting, and recording, to submission to leadership for disposition, and ultimately to distribution to the relevant work units.

The principle of administrative orderliness was also internalized, recognizing that every incoming letter must be properly recorded and documented to prevent data loss and facilitate future retrieval. This is directly linked to accountability and transparency in public administration management.

From a skills perspective, the intern gained practical experience in office administration activities, including recording incoming letters, completing agenda books, assisting in document archiving, and distributing letters based on leadership disposition. Additionally, the intern developed proficiency in using

technological tools such as computers to support administrative tasks, including document typing and basic data management. Precision and accuracy were consistently emphasized, as minor errors such as incorrectly recording a letter number or disposition destination could disrupt the workflow.

From an attitudinal perspective, the internship cultivated discipline, responsibility, and professional ethics. The intern was expected to arrive punctually, complete tasks as directed, maintain professional conduct in interactions with staff, keep documents neat, respect the organizational hierarchy, and adapt effectively to the new work environment.

3.4 Analysis of Letter Disposition Using POAC and Good Governance Frameworks

The letter disposition process at DPMPTSP Serang City can be analyzed through the lens of management theory, specifically the POAC (Planning, Organizing, Actuating, Controlling) framework proposed by George R. Terry (as cited in Sutha, 2024). Planning is evident in the existence of standardized procedures for letter management. Organizing is reflected in the clear division of tasks among staff members in handling incoming correspondence. Actuating is demonstrated in the active processes of recording, disposition, and distribution. Controlling is exercised through recording and archiving as mechanisms for tracking all documents received and sent.

When connected to good governance principles, the letter disposition process should reflect accountability, transparency, and responsiveness. Each letter that enters the institution must be traceable, processed openly, and followed up promptly to meet organizational needs. These principles are consistent with the mandate of Law Number 25 of 2009 on Public Services, which requires that public services be delivered in a swift, targeted, transparent, and accountable manner.

3.5 Challenges and Constraints

Despite the overall structured operation of the letter disposition system, several significant constraints were identified during the internship period. First, partially manual archiving: a portion of the archiving process was still conducted manually, including physical recording in paper-based agenda books and storage of physical letter copies. This approach increases the risk of document loss, slows down retrieval processes, and reduces overall administrative efficiency. Second, delays in recording and distribution: some letters experienced delays in the recording and distribution stages, particularly during periods of high correspondence volume. These delays disrupted the flow of information to the relevant work units and potentially impacted decision-making timeliness. Third, limited digital infrastructure: while some digital tools were available, their integration across all stages of the disposition process was not yet comprehensive, resulting in a hybrid system that created redundancies and inconsistencies in administrative data.

These constraints can be contextualized within the broader challenge of digital transformation in Indonesian public institutions. As Pratama (2024) argues, the digitalization of correspondence systems has proven effective in reducing operational barriers and improving accuracy in recording and disposition flows; however, infrastructure limitations and staff competency gaps remain significant obstacles.

4. CONCLUSION

This article has examined the role of the General Affairs and Personnel Division in the letter disposition process at the Investment and One-Stop Integrated Services Office (DPMPTSP) of Serang City. The findings demonstrate that this division holds a strategic position in ensuring the smooth flow of administrative information and inter-unit coordination. The letter disposition process encompassing receipt, verification, recording, classification, leadership review, distribution, and archiving constitutes a well-structured workflow that directly supports the effectiveness of public service delivery.

The internship experience provided comprehensive learning outcomes across knowledge, skills, and professional attitudes. The intern gained practical insights into public administration theory applied in real-world contexts, developed administrative skills in correspondence and document management, and cultivated professional values including discipline, responsibility, and teamwork.

However, the study also identified key constraints that hinder optimal performance: partially manual archiving practices, delays in letter recording and distribution, and limited integration of digital infrastructure. These issues reflect a need for systematic institutional reforms aligned with good governance principles, particularly in the dimensions of accountability, transparency, and responsiveness.

Based on these findings, several recommendations are put forward. First, the institution is encouraged to develop and implement an integrated digital correspondence management system to replace or supplement manual archiving processes. Second, regular training and capacity building for administrative staff in digital literacy and system operation should be prioritized. Third, standard operating procedures (SOPs) for letter management should be reviewed and updated to reflect digital workflows and best practices. Fourth, inter-unit coordination mechanisms should be strengthened to prevent communication delays and ensure timely follow-up on all correspondence.

These improvements will not only enhance the efficiency and accuracy of the letter disposition process but will also contribute to the broader goal of elevating public service quality in Serang City, consistent with the vision of the regional government to provide services that are easy, affordable, and fast.

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