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Practices of Incoming Mail Administration Management in the General Affairs and Personnel Section of DPMPTSP Serang City

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ABSTRACT

This article presents the results of an internship conducted at the Investment and One-Stop Integrated Services Office (DPMPTSP) of Serang City, with a focus on the General Affairs and Personnel Sub-division (Subbagian Umum dan Kepegawaian/Umpeg). The study analyzes the workflow of incoming letter management within the administrative system of a public sector institution, examining the procedural stages of receiving, sorting, recording, classifying, distributing, and archiving official correspondence. A qualitative descriptive method was employed, combining participatory observation, interviews, literature review, and document analysis. The intern was directly involved in operating the Srikandi digital correspondence application, preparing disposition forms, distributing letters to relevant work units, and maintaining administrative records. The findings demonstrate that the incoming letter management process at DPMPTSP Serang City follows a structured and sequential workflow that is critical to the efficiency of internal communication and public service delivery. However, several constraints were identified, including the partial reliance on manual archiving practices, the risk of data duplication or loss, and the limited capacity of staff in digital documentation systems. These findings suggest a need for comprehensive digital transformation in correspondence management, supported by regular staff training and updated standard operating procedures, to strengthen administrative effectiveness and service quality at DPMPTSP Serang City.

1. INTRODUCTION

The General Affairs and Personnel Sub-division is a vital administrative unit within government organizations, responsible for managing official correspondence, archiving, and general administrative support. In the context of the Investment and One-Stop Integrated Services Office (DPMPTSP) of Serang City, this sub-division plays a central role in ensuring the orderly flow of incoming and outgoing letters, which directly impacts the institution's capacity to deliver responsive and accountable public services. The importance of systematic correspondence management is underscored by Law Number 25 of 2009 on Public Services, which mandates that government institutions provide services in a swift, targeted, transparent, and accountable manner.

Incoming letter management refers to the structured process through which official correspondence received by an institution is handled, from initial receipt through to archiving. This process

encompasses verification, registration, classification, disposition, distribution to relevant work units, and systematic storage. Each stage is essential to ensuring that information reaches the appropriate party promptly and that administrative decisions are grounded in clear, traceable documentation. Poor management of incoming letters can result in communication breakdowns, service delays, and failures in institutional accountability (Wibowo, 2022).

In many Indonesian government agencies, the management of incoming correspondence involves a disposition mechanism, whereby authorized officials provide written instructions on how each letter should be followed up and by whom. This mechanism is integral to internal communication, as it assigns clear responsibility for action and creates an auditable trail of administrative decisions. The quality and timeliness of disposition directly shape the responsiveness of public services, making it a key performance indicator for administrative units in government institutions (Rahayu, 2023).

Advances in information technology have introduced digital correspondence systems that significantly improve the speed and accuracy of letter management. One such system is the Srikandi application, a government-issued digital correspondence platform that enables electronic recording, tracking, and archiving of official correspondence. The adoption of Srikandi at DPMPTSP Serang City reflects a broader national effort to modernize public administration through digital transformation. However, as with many institutions in transition, the coexistence of digital and manual systems presents operational challenges that must be carefully managed (Pratama, 2024).

The classification of incoming letters at DPMPTSP Serang City follows a functional categorization aligned with the institution's mandate. Letters are sorted into categories such as licensing application letters, information request letters, activity report letters, official invitations, and inter-agency correspondence. Each category is prioritized and directed to the appropriate work unit based on its subject matter and urgency. This classification system supports the institution's goal of facilitating investment and integrated service delivery in Serang City, as stipulated in the Mayor of Serang Regulation Number 17 of 2021 (DPMPTSP KOTA SERANG, 2022).

DPMPTSP Serang City is established under Regional Regulation Number 7 of 2016, subsequently updated by Regional Regulation Number 9 of 2020. The institution manages licensing and non-licensing services for both individuals and business entities, including through the Public Service Mall (Mal Pelayanan Publik/MPP), which integrates services from various regional government units. The General Affairs and Personnel Sub-division, as part of the Secretariat, is responsible for administrative support across all divisions, making its role in correspondence management foundational to the institution's overall performance.

This article aims to analyze the workflow of incoming letter management at DPMPTSP Serang City, identify operational constraints in the current administrative system, and propose recommendations for improving correspondence management effectiveness through digital transformation and capacity building.

2. MATERIALS AND METHODS

2.1 Program Approach

This study employed a qualitative descriptive method designed to obtain a comprehensive understanding of the incoming letter management workflow within the administrative system at DPMPTSP Serang City. The research procedure involved participatory observation, interviews, literature review, and document analysis. The qualitative approach was chosen for its capacity to describe phenomena in depth through direct field engagement and active participation in institutional processes. This approach is consistent with the view that administrative documentation studies require authentic interaction with operational realities to yield meaningful insights.

Example: This study used a participatory observation approach combined with document analysis. The intern was directly embedded in the General Affairs and Personnel Sub-division, actively participating in daily correspondence management activities including operating the Srikandi application, preparing

disposition forms, and distributing letters to relevant work units. This first-hand involvement enabled a nuanced understanding of the administrative workflow, its procedural strengths, and its operational limitations within a public sector setting.

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 three systematic stages. First, the preparation stage involved orientation activities encompassing familiarization with the institution's organizational structure, in-depth review of the Standard Operating Procedures (SOPs) for incoming letter management, and internalization of workplace discipline and professional ethics. Second, the implementation stage involved active participation in incoming letter management, including receiving letters, sorting and classifying them, registering data in the Srikandi application and agenda books, preparing disposition forms, distributing letters to relevant work units, and archiving processed correspondence. Third, the evaluation and reporting stage involved analyzing field data and observations to produce a comprehensive report containing operational descriptions, workflow analysis, and constructive recommendations for strengthening the institution's administrative system.

Example: During the preparation stage, the intern attended an initial room tour accompanied by staff from the archives unit and was briefed by the Head of the General Affairs and Personnel Sub-division. From the first working day, the intern was assigned to assist in checking the Srikandi application, preparing disposition forms for incoming letters, and delivering disposition-stamped letters to the relevant work units tasks that continued consistently throughout the 30-day internship period.

2.4 Techniques of Program Implementation

The internship program was implemented using a combination of practical techniques suited to the objectives and context of the activity. Participatory observation was the primary technique, enabling the intern to learn through direct engagement with daily administrative tasks under staff supervision. Hands-on practice was applied in all stages of incoming letter management, from operating the Srikandi digital application to managing physical archiving systems. Informal interviews were conducted with staff members to identify challenges in correspondence distribution and disposition processes, and to understand best practices applied within the unit. Document review was employed to examine existing SOPs, letter categories, and archival procedures.

Example: The program was implemented through daily participatory practice, informal peer-learning with experienced

staff, and systematic document review. The intern applied hands-on techniques in operating the Srikandi application for letter input and tracking, alongside manual archiving tasks such as organizing physical letter files by category and date. Informal discussions with staff each day provided contextual understanding of recurring operational challenges, such as delays during high-volume periods and the management of letters requiring urgent follow-up.

2.5 Data Collection and Evaluation Instruments

Data were collected using four primary instruments. First, a participatory observation sheet was maintained to record daily activities, procedural steps, and administrative workflows observed during the internship. Second, an interview guide was used for informal interviews with staff, focusing on the operational challenges and coordination mechanisms in incoming letter management. Third, an activity logbook (*Lembar Kegiatan Internship/Magang*) was completed daily as an official record of tasks performed, signed by the unit supervisor. Fourth, documentation checklists were applied to gather data from administrative records including the Srikandi application entries, agenda books, disposition forms, and archival filing systems.

Example: Data collection instruments included a daily logbook, observation notes, and informal interview records. The logbook documented all activities from January 19 to March 3, 2026, and was officially signed by the head of the sub-division. Observation notes captured procedural patterns in letter classification and disposition, while informal interviews with staff and the archive officer provided insights into the challenges associated with digital system integration and high-volume letter handling periods.

2.6 Data Analysis

Data were analyzed using a descriptive qualitative approach. Field notes, logbook entries, interview records, and document review findings were examined through thematic analysis, identifying recurring patterns related to the letter management workflow, operational constraints, digital system usage, and staff coordination mechanisms. The analysis was structured around four thematic areas: workflow structure and procedural compliance, efficiency and timeliness of correspondence processing, digital versus manual system integration, and capacity for institutional improvement. Findings were interpreted in relation to theoretical frameworks including public administration management theory, POAC (Planning, Organizing, Actuating, Controlling), and good governance principles, as well as existing studies on correspondence management in government institutions.

Example: Data were analyzed descriptively by categorizing field observations and logbook records into thematic clusters. For instance, recurring delays in letter recording during peak periods were identified as a pattern linked to inadequate digital system capacity, which was corroborated by staff interview data. These themes were then cross-referenced with management theory frameworks to evaluate their implications for administrative effectiveness and public service quality at DPMPTSP Serang City.

2.7 Indicators of Program Success

The success of the internship program was assessed using six key indicators: (1) the intern's demonstrated understanding of incoming letter management procedures and the institutional administrative system; (2) the development of practical skills in operating the Srikandi correspondence application and managing physical archives; (3) active, consistent, and disciplined participation throughout the 30-day internship period; (4) the ability to identify operational constraints in the current system and formulate relevant, evidence-based recommendations; (5) positive evaluation from the host institution's supervisors, as reflected in the completed assessment and signed logbook; and (6) the production of a comprehensive internship report and academic journal article that demonstrate analytical depth and professional competence.

Example: Program success was measured by the intern's daily performance in correspondence management tasks, the quality of logbook documentation, and supervisor assessment. By the end of the internship, the intern had successfully completed 30 working days of active participation, processed numerous incoming letters through the Srikandi system, and contributed to the archiving workflow. The supervisor's positive evaluation and the signed logbook confirmed that the intern met institutional expectations, while the internship report and this journal article demonstrate the achievement of the program's academic learning 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 and subsequently updated through Regional Regulation Number 9 of 2020. As a government agency supporting the Mayor's functions, it is led by a Head of Agency (*Kepala Dinas*) who is accountable to the Mayor through the Regional Secretary, pursuant to the Mayor of Serang Regulation Number 17 of 2021. The institution is mandated to manage investment affairs and integrated licensing services, including the operation of the Public Service Mall (*Mal Pelayanan Publik/MPP*), which integrates services from multiple regional government units to improve accessibility, speed, and quality of public services.

The organizational structure consists of a Secretariat and five technical divisions. The Secretariat comprises three sub-divisions: General Affairs and Personnel (*Umpeg*), Finance, and Planning, Evaluation, and Reporting (*PEP*). The five technical divisions are: Investment Control and Implementation (*Dalak*), Data and Information (*Datin*), Licensing, Investment Climate and Development, and Promotion. The General Affairs and Personnel Sub-division is the administrative backbone of the institution, managing correspondence, archiving, office facilities, and personnel administration functions that underpin the operational effectiveness of all other units.

3.2 Incoming Letter Management Workflow

Based on direct observation and participatory involvement during the internship, the incoming letter management workflow at DPMPTSP Serang City consists of seven sequential stages. Upon arrival, letters are received at the General Affairs and Personnel Sub-division, which serves as the central administrative gateway

for all incoming correspondence. The letters are then verified for completeness and accuracy, including confirming the sender's identity, the letter's date, subject, and intended recipient. Following verification, letters are recorded in the Srikandi digital correspondence application and/or in the physical agenda book, capturing key data fields such as receipt date, letter number, originating institution, and subject matter.

After registration, letters are classified according to their subject and urgency level including licensing application letters, information requests, activity reports, official invitations, and inter-agency correspondence and submitted to the leadership for disposition. The Head of Agency or Secretary reviews each letter and provides written disposition instructions on the official disposition form, directing the letter to the relevant work unit and specifying required follow-up actions. The General Affairs and Personnel Sub-division then distributes the letter and disposition form to the designated unit, while retaining copies for archiving. Processed letters are filed in physical archive cabinets by category and date, and their data is maintained in the Srikandi system for digital traceability.

Table 1. Letter Disposition Workflow at DPMPTSP Serang City

Stage	Before Program	Responsible Party
Receipt	Receiving letters from physical, electronic, or courier sources	Front desk / Umpeg Staff
Verification	Check completeness, accuracy, sender, and intended recipient	Umpeg Staff
Registration	Input to Srikandi app and/or agenda book	Umpeg Staff
Classification	Sort by subject matter and urgency level	Umpeg Staff
Leadership Review	Submit letter to leadership for disposition	Head of Secretariat
Disposition	Leadership provides written instructions on disposition form	Head of Agency / Secretary
Distribution	Forward letter and form to relevant work unit	Umpeg Staff
Archiving	File physical copies; maintain digital records in Srikandi	Umpeg Staff

3.3 Role of the Srikandi Application in Correspondence Management

A distinguishing feature of correspondence management at DPMPTSP Serang City is the integration of the Srikandi digital correspondence application. Srikandi is a government-issued platform designed to facilitate the electronic recording, tracking, and disposition of official correspondence, enabling greater transparency and traceability in administrative processes. During the internship, the intern was assigned to check and operate the

Srikandi application as a primary daily task, entering incoming letter data, verifying existing records, and supporting the preparation of digital disposition forms.

The use of Srikandi represents a significant step toward administrative digitalization, aligning with national policies on e-government and digital public service transformation. It reduces reliance on paper-based systems, accelerates letter tracking, and provides a searchable archive of correspondence data. However, the system's effectiveness is contingent on consistent data entry, staff competency, and reliable internet connectivity factors that were identified as variable during the internship period. On days with high letter volumes, delays in data entry were observed, and some letters were temporarily managed manually before being input into the system.

3.4 Analysis of Letter Disposition Using POAC and Good Governance Frameworks

The internship at DPMPTSP Serang City yielded significant learning outcomes across three dimensions. In terms of knowledge, the intern gained a comprehensive understanding of the incoming letter management workflow as a critical component of public administration, recognizing that each procedural stage from receipt to archiving serves a distinct function in maintaining institutional accountability, traceability, and service responsiveness. The intern also deepened theoretical understanding of administrative management principles, particularly the relationship between correspondence management and the broader goals of good governance.

In terms of skills, the intern developed practical competency in operating the Srikandi digital correspondence application, maintaining agenda books, preparing disposition forms, distributing letters to work units, and managing physical archives. Daily tasks required precision and consistency, as errors in letter registration or distribution could disrupt workflow across multiple divisions. The intern also developed communication skills through coordination with staff from various work units when delivering and following up on disposition instructions.

In terms of professional attitudes, the internship cultivated discipline, responsibility, and workplace ethics. The intern consistently arrived punctually, followed institutional procedures, maintained the confidentiality of official correspondence, and adapted to the professional norms of a government work environment. Placement at the Front Office of the Public Service Mall (MPP) also provided direct exposure to public-facing service delivery, reinforcing the importance of empathy, patience, and clarity in citizen interactions.

3.5 Challenges and Constraints

The incoming letter management workflow at DPMPTSP Serang City can be analyzed through the POAC management framework proposed by George R. Terry (as cited in Sutha, 2024). Planning is evident in the existence of established SOPs and the Srikandi application framework that guide all correspondence management activities. Organizing is demonstrated through the clear assignment of responsibilities within the General Affairs and Personnel Sub-division, with designated staff handling specific stages of the workflow. Actuating is reflected in the daily execution of letter receipt, classification, disposition, and distribution tasks. Controlling is exercised through the dual-system recording approach Srikandi for digital tracking and

agenda books for physical documentation which enables supervisory monitoring and audit trails.

When assessed against good governance principles, the letter management process at DPMPTSP Serang City demonstrates strengths in transparency (through documented disposition records), accountability (through signed logbooks and Srikandi entries), and responsiveness (through prioritized classification and timely distribution). However, gaps in efficiency and effectiveness were identified, particularly in the integration of digital and manual systems, which creates redundancy and potential inconsistencies in administrative records (Andani, 2023).

3.6 Operational Constraints and Recommendations

Three primary constraints were identified during the internship. First, the partial reliance on manual processes: despite the availability of the Srikandi application, some stages of letter management were still conducted manually, particularly during high-volume periods. This created hybrid workflows that increased the risk of data inconsistency and delayed processing. Second, the risk of data duplication or loss: the coexistence of digital and physical recording systems without a fully integrated protocol occasionally resulted in entries being duplicated or temporarily lost between systems, particularly for letters received late in the working day. Third, limited staff capacity in digital systems: some staff members demonstrated variable proficiency in the Srikandi application, slowing down the registration and tracking process and reducing the system's overall effectiveness.

Based on these findings, three recommendations are proposed. First, the institution should develop and enforce a unified digital-first protocol for all incoming letter management, with manual records serving only as backup documentation. Second, regular staff training on the Srikandi application and digital archiving procedures should be institutionalized, with performance benchmarks tied to system proficiency. Third, updated SOPs that explicitly integrate digital workflow steps including mandatory Srikandi input timelines and archiving standards should be developed and disseminated across all administrative units (Saifullah1, 2025)

4. CONCLUSION

This article has analyzed the incoming letter management workflow at the Investment and One-Stop Integrated Services Office (DPMPTSP) of Serang City, based on internship activities conducted within the General Affairs and Personnel Sub-division. The findings demonstrate that the workflow follows a structured, eight-stage process encompassing receipt, verification, registration, classification, leadership review, disposition, distribution, and archiving. This process is foundational to the institution's internal communication efficiency and its capacity to deliver responsive public services.

The integration of the Srikandi digital correspondence application represents a meaningful step toward administrative modernization, enabling electronic tracking and traceability of official correspondence. However, the transition from manual to digital systems remains incomplete, and the coexistence of both approaches creates operational redundancies and inconsistencies that must be addressed through institutional policy and staff capacity development.

The internship experience provided comprehensive learning outcomes across knowledge, skills, and professional attitudes, and confirmed that effective incoming letter management is not merely a technical function but a strategic administrative process that directly shapes the quality and accountability of public service delivery. Strengthening this process through digital transformation, updated SOPs, and systematic staff training will be essential for DPMPTSP Serang City to fulfill its mandate as an efficient, transparent, and accountable public service institution.

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