

DEVELOPMENT OF AN INCOMING MAIL ADMINISTRATION MODEL IN THE PROTOCOL AND LEADERSHIP COMMUNICATION DIVISION OF BANDAR LAMPUNG CITY

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Abstract:

The research method used is qualitative descriptive research. This method is used to describe the effectiveness of Land and Building Tax (PBB) Collection Through an Online Application in Tejo Agung Village, Metro Timur District, Metro City. All data were obtained directly from informants in the field using interviews and document studies. The research results show that the effectiveness of Land and Building Tax (PBB) collection through online applications in Tejo Agung Village is influenced by several inhibiting aspects that can be classified based on the following dimensions: (1) Time unit dimension, where the collection process is hampered by limited technology and network infrastructure, resulting in slow access and data processing, resulting in suboptimal service times. (2) Results unit dimension, where low taxpayer participation in utilizing online applications and a lack of outreach results in less than optimal tax revenue realization and difficulties in achieving the expected targets. (3) Meanwhile, in the work quality dimension, limited competency and motivation of officials in managing online applications, along with an increased workload, impact inadequate service quality, thereby reducing the overall effectiveness of tax collection.

Keywords: Effectiveness, Collection, Tax, Land and Building.

INTRODUCTION

The Incoming Mail Administration Model in the Protocol and Leadership Communication Division (Prokompim) of Bandar Lampung City plays an important role in supporting the smooth implementation of regional governance, particularly in administrative services for the Mayor and Deputy Mayor. Incoming mail is the primary instrument of formal communication among government agencies, community organizations, the business sector, and the general public. Therefore, orderly, fast, and accurate management of incoming mail is a fundamental requirement in carrying out effective governmental administration.

The manual recording process often takes longer and is prone to input errors. In addition, dependence on paper-based documents makes them vulnerable to being lost, damaged, or piled up, making them difficult to locate when needed. The distribution flow of mail, which relies on the physical presence of officials, also causes delays in disposition, especially when leaders are on official travel. This condition results in delayed follow-up processes, including for public correspondence requiring immediate attention.



On the other hand, demands for leadership administrative services continue to increase in line with the development of information technology, the complexity of governmental affairs, and public expectations for fast and responsive public services. The unpreparedness of the manual administrative system to meet these demands hampers the effectiveness of inter-division coordination and reduces the quality of administrative services provided by the Prokompim Division.

These problems demonstrate the necessity of evaluating the incoming mail administration model that is still being used. Reform toward a more modern, efficient, and information technology-based mail administration system is an urgent need to improve leadership administrative performance in Bandar Lampung City. Thus, a study of the current manual incoming mail administration model and its constraints is highly relevant as a basis for future system improvements.

These factors indicate that mail management within government institutions, especially in the Protocol and Leadership Communication Division of Bandar Lampung City, still requires improvements and capacity enhancement. Orderly mail administration is not merely a technical matter but is also related to managerial aspects, employee discipline, and organizational commitment to realizing effective, efficient, and accountable governance.

The Protocol and Leadership Communication Division of the Regional Secretariat of Bandar Lampung City has a strategic function in supporting leadership activities, both in administrative services, information dissemination, and protocol event management. One of the important activities carried out by this division is managing incoming mail received from various government agencies, private institutions, and the public. These letters must be managed with a well-structured system so that the processes of disposition, follow-up, and document storage can run quickly and accurately.

However, in practice, incoming mail management in the Protocol and Leadership Communication Division still faces several challenges. These include manual mail recording, irregularities in the mail distribution flow, delays in delivering mail to authorized parties, and difficulties in tracing archived mail that has been processed. These conditions have the potential to hinder the delivery of information to leadership, reduce work efficiency, and decrease the accuracy of administrative data.

Through the development of this incoming mail administration model, it is expected that the Protocol and Leadership Communication Division of Bandar Lampung City can improve the quality of administrative services, strengthen documentation systems, and support the realization of responsive, professional, and modern local governance in accordance with the principles of good governance.

Thus, proper incoming mail management will support the achievement of organizational goals, improve the quality of services to leadership and society, and strengthen internal and external communication systems of the Bandar Lampung City Government. Orderly and modern mail management also

represents the implementation of Good Governance principles, particularly in terms of transparency, accountability, and administrative efficiency. Furthermore, the existing issues in the development of the Incoming Mail Administration Model in the Protocol and Leadership Communication Division of Bandar Lampung City can be seen in Table 1.1.

Table 1.1. Problems in Incoming Mail Administration in the Protocol and Leadership Communication Division of Bandar Lampung City

No	Month	Number of Incoming Mail	Number of Mail Containing Complaints / Issues	Number of Unhandled Mail	General Description of Issues
1	July 2025	320 letters	25 letters	10 letters	Delay in disposition due to manual and non-integrated recording system.
2	August 2025	295 letters	18 letters	7 letters	Several letters were not recorded in the agenda book due to work overload and lack of recording staff.
3	September 2025	340 letters	22 letters	12 letters	Delay in mail distribution to leadership due to slow verification process and absence of a mail tracking system.
4	October 2025	310 letters	20 letters	8 letters	Errors still found in inputting incoming mail data and lack of monitoring on mail resolution status.

Source: Protocol and Leadership Communication Division of Bandar Lampung City, 2025.

From Table 1.1, it can be seen that:

The main problems originate from: Average incoming mail per month: ±316 letters

Average problematic mail: around 21 letters (6-7%)

Average unhandled mail: around 9 letters (3%)

- (1) Administrative processes that are still manual
- (2) Lack of human resources in administrative work

Based on the background description, several problems in the Development of the Incoming Mail Administration Model in the Protocol and Leadership Communication Division of Bandar Lampung City can be identified as follows:

The process of recording incoming mail is still carried out manually, making it prone to writing errors, data loss, and delays in distributing mail to relevant parties.

The distribution and disposition of mail are not yet organized systematically, causing slow information flow between divisions and inefficiency in supporting the tasks of regional leadership.

In the process of developing the model, the mail archiving system is still conventional and not digitized, resulting in difficulties in locating past mail, risk of archive loss, and limited physical storage space. Therefore, the local government needs to prepare online facilities so that the Incoming Mail Administration Model can be managed more easily and more effectively when needed.

From the identified problems, the authors intend to conduct research on the Development of an Incoming Mail Administration Model in the Protocol and Leadership Communication Division of Bandar Lampung City.

Based on the background and problem identification previously explained, the research problems in this study can be formulated as follows:

What factors determine the success of handling incoming mail and what obstacles are faced in the Development of the Incoming Mail Administration Model in the Protocol and Leadership Communication Division of Bandar Lampung City?

What does an effective incoming mail administration model look like in the Protocol and Leadership Communication Division of Bandar Lampung City?

RESEARCH METHOD

This study uses a qualitative approach with descriptive methods. This approach was chosen because the research aims to gain an in-depth understanding of the incoming mail administration process and develop a model that aligns with actual conditions in the field. The descriptive method is used to systematically describe facts, characteristics, and relationships between elements related to the management of incoming mail in the Protocol and Leadership Communication Division of Bandar Lampung City. The results of this study are expected to serve as a foundation for formulating an effective and efficient incoming mail administration model in terms of workflow, procedures, and the utilization of information technology.

FINDINGS AND DISCUSSION

Designing

The administration of incoming mail is one of the fundamental processes in government administration, particularly in the Protocol and Leadership Communication Division of Bandar Lampung City, which has a high intensity of communication with regional leaders, government units, vertical agencies, and the public. Incoming mail not only functions as a formal communication medium but also serves as an instrument for leadership decision-making, which demands timeliness, accuracy, and clarity in processing workflows. Based on the interview with the Head of the Protocol and Leadership Communication Division, it was stated that:

“The design of the incoming mail administration flow is carried out by adjusting the existing SOP and reviewing the needs of the leadership. We try to create a clear workflow starting from receipt, recording, disposition, and archiving. The most frequent challenge is the varying needs of the leadership and the limited official guidelines, which often require the workflow to be adjusted on an ad hoc basis.” (Interview result, December 2025)

The design dimension also plays an important role in establishing the roles and responsibilities of each implementing element, ensuring accountability at every stage of incoming mail management. Through proper design, overlap of authority and gaps in responsibility, especially for important and urgent letters for regional leaders, can be avoided. Based on the interview with the Head of the General Affairs and Documentation Subdivision of the Protocol and Leadership Communication Division, it was stated that:

“In designing the procedures, we focus on efficient recording and smooth distribution of letters. The main challenge is coordination with other units and the lack of historical data on incoming letters as a basis for designing the workflow.” (Interview result, December 2025)

In addition, the design of the incoming mail administration model must consider efficiency and adaptation to developments in information technology. Integration between manual and digital systems becomes crucial to support fast access to information, ease of document tracking, and data security. Thus, the design dimension is not only about drafting procedures but also creating a work system that is responsive to administrative modernization demands.

Based on this explanation, the design dimension in developing the incoming mail administration model in the Protocol and Leadership Communication Division of Bandar Lampung City becomes a crucial initial foundation. A good design will determine the effectiveness of subsequent stages in managing incoming mail and contribute to improving administrative service quality, decision-making accuracy, and the realization of good governance principles. According to the interview with the Incoming Mail Administrative Staff of the division, it was explained that:

“The main difficulty is the fluctuating number of letters and the absence of standardized guidelines, so the workflow is sometimes inconsistent. We have to adjust the process to remain efficient and timely.” (Interview result, December 2025)

After the design stage is systematically carried out, the next equally important stage is the implementation dimension. This dimension is directly

related to the application of the designed incoming mail administration model in daily work practices within the division. Implementation becomes the benchmark for the success of the design, as even the best model will have no significant impact if not executed consistently and according to established procedures.

Developing

The evolving dynamics of governance and increasing demands for administrative service effectiveness require continuous improvement of the incoming mail management system, especially in the Protocol and Leadership Communication Division of Bandar Lampung City. After the design stage, the developing dimension is required as an effort to improve the quality, relevance, and sustainability of the designed model, ensuring that it addresses the organization's real needs. Based on the interview with the Head of the Protocol and Leadership Communication Division, it was stated that:

"Development is carried out by improving the existing workflow, adding electronic notes, and strengthening coordination between units. The main challenge is resistance from some staff who are accustomed to manual procedures, so gradual coaching and socialization are needed." (Interview result, December 2025)

The developing dimension also relates to increasing the capacity of human resources involved in managing incoming mail. Competence development through technical coaching, office administration training, and understanding information technology is important to ensure the success of the incoming mail administration model. Without competent human resources, the designed and implemented model will not function optimally. As stated by the Head of the General Affairs and Documentation Subdivision:

"We emphasize improving the procedure for distributing and recording letters so that they are faster and more accurate. The obstacles usually relate to limited facilities, technology, and insufficient budget to fully support digitalization." (Interview result, December 2025)

Based on this explanation, the developing dimension is an essential stage in realizing an effective, adaptive, and leadership-oriented incoming mail administration model. This dimension strengthens the linkage between design and implementation while forming the basis for evaluation and future improvements. According to the Incoming Mail Administrative Staff:

"We try to combine manual procedures with an electronic system so that the workflow is more efficient. The biggest challenge is adapting to the new workflow and the limited digital skills of staff, which sometimes slows down the process." (Interview result, December 2025)

Evaluating

The developed incoming mail administration model requires a controlling and evaluating stage to ensure that the system operates in accordance with its intended goals. This dimension is crucial for the Protocol and Leadership Communication Division of Bandar Lampung City, considering that incoming mail administration is directly linked to the flow of strategic information for regional leaders.

Evaluation of the incoming mail administration model is intended not only to assess the success of established procedures but also to ensure the system can adapt to organizational changes and public service demands. The increasingly complex duties of regional leaders require a flexible, fast, and reliable administration system. Thus, evaluation results must provide a real picture of the organization's readiness in managing strategic information professionally. Based on the interview with the Head of the Division:

"Evaluation is carried out regularly by checking completeness of records, speed of disposition, and accuracy of archiving. Challenges often arise from limited time and the absence of standard performance indicators for comprehensively assessing administrative effectiveness." (Interview result, December 2025)

The evaluation results then become the foundation for formulating improvement recommendations, such as workflow adjustments, strengthening internal regulations, increasing staff capacity, and optimizing information technology usage. The Head of the General Affairs and Documentation Subdivision stated:

"We assess effectiveness through monitoring the distribution of letters and daily reports. The constraints are incomplete documentation and the lack of standardized performance evaluation criteria." (Interview result, December 2025)

Based on the explanation of the dimensions of Designing, Developing, and Evaluating, it can be concluded that the management of incoming mail in the division requires a systematic, structured, and continuous approach. Developing the incoming mail administration model is not merely about drafting procedures but a strategic effort to increase work efficiency, information accuracy, and administrative service quality. According to the administrative staff:

"The biggest difficulty is that not all processes are documented completely, making it hard to determine which workflow runs well and which needs improvement. Time limitations also cause evaluations to be rushed." (Interview result, December 2025)

With a comprehensively designed, developed, and evaluated incoming mail administration model, the division can ensure that all administrative processes run according to standards, are effective, and optimally support the duties of regional leaders. This not only improves internal operations but also strengthens organizational accountability, transparency, and public trust in local government.

Incoming Mail Administration Model

The effective incoming mail administration model for the Protocol and Leadership Communication Division of Bandar Lampung City is systematically arranged through three dimensions: Designing, Developing, and Evaluating, as follows:

1. Designing Dimension

To ensure effective incoming mail administration, the design stage must begin with developing a clear, simple, and standardized workflow. The design includes setting procedures for receiving, recording, classifying, leadership disposition, and archiving. Each stage must have clear responsibilities and measurable completion times.

SOPs must also accommodate various types of incoming mail, such as invitations, audience requests, official correspondence, and confidential letters. The design must support leadership needs for timely and accurate information to aid effective decision-making.

2. Developing Dimension

In the developing stage, the designed incoming mail administration model is implemented and continuously refined. Development is carried out by improving human resources' capacity, especially in administrative procedures and information technology usage.

Digital systems or supporting applications are important for accelerating recording, tracking dispositions, and document archiving. Strengthening coordination among staff and across units ensures a smooth mail flow without bureaucratic delays.

3. Evaluating Dimension

The effectiveness of the incoming mail administration model depends on routine and systematic evaluation. Evaluation aims to assess timeliness, clarity of disposition, accuracy of recording, and neatness of archiving.

Clear performance indicators are needed, such as average mail processing time and administrative error rates. Evaluation results serve as the basis for procedural improvements, SOP updates, and enhancing staff performance. Continuous evaluation ensures the model remains aligned with organizational needs and leadership duties.

CONCLUSION

Development of an Incoming Mail Administration Model in the Protocol and Leadership Communication Division of Bandar Lampung City, based on the following dimensions:

Design Dimension, the design of the incoming mail administration model serves as an important foundation for creating a systematic and efficient workflow.

Development Dimension, the model enables the refinement of workflows and the integration of technology, making incoming mail administration more effective and adaptive.

Evaluation Dimension, functioning to assess the effectiveness and sustainability of the administrative model, identify weaknesses, and serve as the basis for improving and enhancing the incoming mail administration system.

An Effective Incoming Mail Administration Model:

Designing a clear, simple, and standardized incoming mail administration workflow, starting from receipt, recording, classification, leadership disposition, to archiving.

Developing the administrative system through improving staff competencies, strengthening coordination among units, and utilizing information technology for recording and tracking mail.

Evaluating the implementation of incoming mail administration periodically by assessing timeliness, accuracy of dispositions, and the neatness

of archives.

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