
ANALYSIS OF INCOMING AND OUTGOING MAIL MANAGEMENT TO SUPPORT WORK EFFECTIVENESS IN THE SECRETARIAT DIVISION AT PINDAD GENERAL HOSPITAL, BANDUNG

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Abstract

This study aims to analyze the management of incoming and outgoing letters to enhance work effectiveness within the Secretariat Section at Pindad General Hospital, Bandung. Employing a qualitative approach, this research utilizes observation, interviews, and literature study as data collection methods. The research findings during March-April 2022 revealed the processing of 389 incoming letters and 215 outgoing letters by the hospital's Secretariat. The study identified several challenges affecting the efficacy of incoming and outgoing letter management in the Secretariat Section, including: (1) Inadequate equipment and supplies, (2) Employee effectiveness, and (3) Human resources allocation. In light of these issues, the authors propose several recommendations: (1) Optimize equipment and supplies within the Secretariat, (2) Advocate for periodic processing of letters in the Secretariat to prevent accumulation and enhance efficiency, (3) Consider augmenting staff or providing training for existing personnel involved in archive management, thereby optimizing the management of incoming and outgoing letters.

Keywords: : Incoming Letter, Outgoing Letter, Work Effectiveness

Introduction

Within the framework of the National Health System, Health Management emerges as a pivotal subsystem, fortified by the orchestration of data and information management, the utilization of cutting-edge science and technology, and the harmonization of comprehensive and interdependent health regulations. This concerted effort aims to secure the realization of optimal health standards.

In the current era of globalization, the significance of communication in daily life cannot be overstated. The interdependence of individuals is evident, driving consistent interaction among them. Communication serves as the vital conduit for these interactions. One enduring mode of communication is through letters, a method that remains efficient, effective, economical, and practical. Pindad General Hospital in Bandung, an esteemed healthcare provider, stands committed to enhancing public health through expert medical services. Holding a Type C hospital classification, it is sanctioned by the Bandung City Health Office under permit number: 445/5340-Dinkes/02-SIO/III/18. To continually uphold its mission, Pindad General Hospital must diligently sustain work effectiveness, ensuring the efficient and effective pursuit of organizational objectives. With this context in mind, the central topics under exploration encompass: a) the management of incoming mail, b) the management of outgoing mail, and c) work effectiveness within the hospital's secretariat.

This research is supported by the following theories:

1. According to the Law of the Republic of Indonesia Number 44 of 2009 concerning hospitals, a hospital is a health service institution that organizes individual health services in a plenary manner that provides inpatient, outpatient, and emergency.
2. According to Wursanto in (Sedianingsih, 2010) the secretariat is the place where the secretary and his staff carry out activities in the secretariat or administration sector which includes all correspondence processing activities starting from collecting (receiving), recording, duplicating, sending and storing all materials information required by the organization.
3. According to Admosoeparto (2016) work effectiveness is a measure that describes the extent to which targets can be achieved by employees based on targets or standards set by the company.

4. According to Admosoeprpto (2016: 55) mentions the benchmarks that can be used as indicators of work effectiveness, namely: (1) goal attainment (2) quality of work (3) quantity of work (4) on time (5) job satisfaction
5. Dewi (2011) explains that letters are one of the daily written communication tools within an organization.
6. According to Dewi (2011) in the filing management book, the steps that must be taken in managing incoming mail are: (1) receipt (2) sorting (3) recording (4) direction and forwarding to those entitled (5) archival storage letter.
7. According to Dewi (2011) in the filing management book, the steps that must be taken in managing outgoing letters are: (1) preparing the draft of outgoing letters (2) signing outgoing letters by those who are entitled (3) recording and archiving outgoing letters (4) delivery of outgoing mail.
8. According to G.R Terry, management is a distinctive process consisting of planning, organizing, activating and controlling actions carried out to determine and achieve predetermined goals through the utilization of human resources and other resources

Methods

This research method uses a descriptive method with a qualitative approach, which means that the results of this study emphasize meaning rather than generalization. The population in this study were employees in the Secretariat Section of the Pindad Bandung General Hospital, totaling 4 people. According to Sugiyono (2013: 2), Variables are anything in any form that is determined by researchers to be studied so that information is obtained about it, then conclusions are drawn. In this study there are 2 (two) variables to be studied, namely:

- a) Free Variables (independent Variables) That is a variable that influences other variables. The variable in this study is the management of incoming and outgoing letters (X).
- b) Dependent Variable (Dependent Variable) That is a variable that is influenced by other variables. The variable in this study is work effectiveness (Y).

Data collection techniques used in this study are as follows:

1. Observation
According to Nasution (1988) in Sugiyono (2015:64), observation is the basis of all knowledge. Observations were made from 21 March 2022 to 25 May 2022
2. Interview with Esterberg (2002) in Sugiyono (2015:72), an interview is a meeting of two people to exchange information and ideas through question and answer, so that meaning can be constructed in a particular topic. Interviews were conducted by the author with 4 employees in the secretariat at Pindad Bandung General Hospital
3. Library Studies according to Sugiyono (2012) library studies are theoretical studies, references and other scientific literature related to culture, values and norms that develop in the social situations studied.

Results and Discussion

- A. Management of incoming and outgoing mail in the secretariat of a public hospital pindad bandung
 1. Incoming mail management

Table 1. Adjustment of Incoming Letter Theory

| Theory | Reality | Statement |
|-----------|---|------------------------------------|
| Reception | The process of receiving incoming letters is carried out by secretariat employees | In accordance with existing theory |

| | | |
|-------------------------|--|------------------------------------|
| Sorting | The sorting process is carried out by secretariat employees | In accordance with existing theory |
| Recording | The recording process is carried out by secretariat employees. | In accordance with existing theory |
| Briefing and Forwarding | The process of directing & forwarding is carried out by secretariat employees. | In accordance with existing theory |
| Storage | The storage process is carried out by secretariat employees | In accordance with existing theory |

- a) Reception
Acceptance of incoming letters is carried out by the Secretariat of the Pindad Bandung General Hospital, namely by accepting the letter given, then signing proof of delivery on the book as a sign that the letter has been received. Officers receive incoming mail either from direct senders, security guards, or email.
- b) Sorting
After the letter is received, the letter is sorted according to the type of letter, namely ordinary letter or important letter. Then the letter is scanned using a scanner.
- c) Recording at the Pindad Bandung General Hospital recording the agenda for incoming mail already uses an application to schedule incoming letters, namely the e-archive application/website of the Pindad General Hospital Bandung. Information for recording the incoming letter agenda that needs to be typed into the e-archive, namely the origin of the letter, date of receipt, letter number and date of letter, regarding the letter, addressed to, letter file. Furthermore, the recording of the letter on the disposition sheet consisting of the origin of the letter, letter number, subject matter, date of letter, date of receipt, agenda number, is submitted to. The officer fills in the columns in the disposition sheet according to the contents of the letter.
- d) Directions and Forwarding Officers submit a letter to the leadership to request a disposition. The leader reads the letter and writes the disposition of the letter, initials, date of disposition and fills in the settlement column on the disposition sheet. After being given a disposition by the leadership, the letter is returned to the secretariat to be sent according to the disposition of the leadership.
- e) Storage Storage is the last process, namely placing incoming letters into the archive according to the system and equipment used at the Secretariat of the Pindad Bandung General Hospital, so that when needed again, the letter can be found quickly

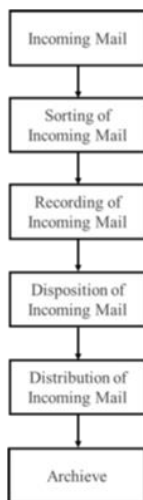


Figure 1. Incoming Mail Management Flow

2. Outgoing mail management

Table 2. Adjustment of Outgoing Letter Theory

| Theory | Reality | Statement |
|-----------------------|--|------------------------------------|
| Preparing Concept | The process of preparing the concept of outgoing letters was carried out by secretariat employees. | In accordance with existing theory |
| Letter signing | The process of signing the outgoing letter by the rightful party is carried out | In accordance with existing theory |
| Recording and Storage | The recording and storage process is carried out by secretariat employees. | In accordance with existing theory |
| Delivery | The delivery process is carried out by secretariat employees.. | In accordance with existing theory |

a) Preparing the Concept

In the process of preparing the draft outgoing letter at Pindad Bandung General Hospital, the secretariat officer is asked or instructed directly by the leadership and also usually the officer receives a disposition to make an outgoing letter and is asked to prepare a draft letter.

b) Signing the letter

Signing the letter at Pindad Bandung General Hospital is carried out when the draft letter has become a finished letter and printed in two copies using letterhead paper, after going through a correction process and the letter is free from revision.

c) Recording and Storage

At Pindad Bandung General Hospital after the outgoing letter is signed by the Head of the Hospital, then the letter will then be recorded in the outgoing mail agenda book. In the agenda book of outgoing letters the officer must record the date of the letter, the number of the outgoing letter, sent to, and subject matter. Then the outgoing letter is stamped. Storage of outgoing mail is carried out in two ways, namely by means of a digital archive in which the letter is scanned using a scanner, then stored in a folder on the computer according to the type of letter, and a manual archive method in which the first duplicate letter is stored and the second duplicate letter for sent to the specified address.

d) Delivery

Delivery of outgoing mail at Pindad Bandung General Hospital is carried out by expeditor officers at Pindad Bandung General Hospital, courier services and can also be via email

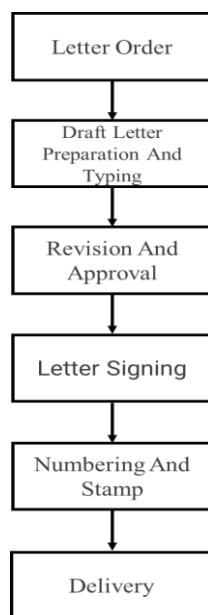


Figure 2. Outgoing Mail Management Flow

B. Work Effectiveness in the Secretariat Section at Pindad Bandung General Hospital

- a) Achievement of Goals Each individual must be able to complete the work in accordance with the targets given so as to create optimal work effectiveness. Secretariat officers complete the work in accordance with their respective tasks and targets optimally, where in the process of managing incoming and outgoing letters the goal is achieved, namely that the information contained in the letter must be conveyed correctly and in accordance with the purpose of the letter.
- b) Quality of Work Quality of work is the attitude shown by employees in the form of work results in the form of neatness, accuracy, and relevance of results without ignoring the volume of work in carrying out work. The results of the work carried out by the secretariat officers without neglecting the volume of work have been carried out properly so that the neatness of storing letters is maintained and the accuracy in the process of managing incoming and outgoing letters can run smoothly. Conformity in the process of managing incoming and outgoing letters must of course be carried out by secretariat officers, so that the process of conveying information in letters can be conveyed precisely according to the purpose.
- c) Work Quantity Work volume produced during normal conditions. This is obtained from the amount of workload and circumstances obtained or experienced during work. The volume generated during the process of managing incoming and outgoing mail, secretariat officers carry out their duties in accordance with applicable regulations. Procedures for managing incoming and outgoing mail are carried out in accordance with the applicable standard operating procedures.
- d) On Time Punctuality in completing a job is a major factor. Using as much time as possible, especially by coming to the office on time and then trying to complete tasks as well as possible by utilizing the time during working hours in accordance with company policies will increase the level of work effectiveness. Arriving on time at work can speed up doing various jobs. In the management of incoming and outgoing letters the time factor is very determined, this can speed up the processing of incoming and outgoing letters so that there is no accumulation of letters and speed up the distribution of incoming and outgoing letters.
- e) Job Satisfaction Job satisfaction will increase, and decreased stress levels can make job satisfaction increase. When you are able to get the job done better and faster, it will certainly increase job satisfaction. Secretariat officers are able to complete work properly and quickly, giving rise to a sense of job satisfaction.

C. Results of Management of Incoming and Outgoing Letters on Work Effectiveness in the Secretariat Section at Pindad General Hospital Bandung

Efficient and accurate management of incoming and outgoing letters plays a pivotal role in enhancing overall work efficiency. Conversely, if such management is not executed correctly, work efficiency inevitably suffers. The letter administration within Pindad Bandung General Hospital's secretariat operates across two distinct domains: the handling of incoming and outgoing letters. Serving as a central hub for this administrative function, the Secretariat oversees the management of both outgoing correspondence generated within Pindad Bandung General Hospital and incoming letters received from external authorities or institutions. This responsibility underscores the Secretariat's role in upholding effective letter management practices. Guided by the established Standard Operating Procedures (SOP), the meticulous management of incoming and outgoing letters at Pindad Bandung General Hospital remains steadfastly aligned with best practices.

Table 3. Percentage of Management of Incoming and Outgoing Letters at the Secretariat of Pindad General Hospital Bandung

| No | Month | Incoming Mail Management | | Outgoing Mail Management | |
|--------------|-------|--------------------------|------|--------------------------|------|
| | | P | % | P | % |
| 1 | March | 215 | 55 % | 138 | 64 % |
| 2 | April | 174 | 45 % | 77 | 36% |
| Total | | 389 | 100% | 215 | 100% |

The percentage of incoming and outgoing mail management for 2 (two) months, namely:

1. Incoming Mail Management, there were 389 incoming letters that had been processed by secretariat officers at the Pindad Bandung General Hospital.
2. Management of Outgoing Letters, there are 215 outgoing letters that have been processed by secretariat officers at the Pindad Bandung General Hospital.

The effectiveness of work at the Secretariat of the Pindad Bandung General Hospital is not optimal, even though the process of managing incoming and outgoing letters is in accordance with applicable regulations, but in the process there is still time wasted in the process of handling disposition sheets manually.

D. Problems That Arise in Management of Incoming and Outgoing Letters Against Work Effectiveness in the Secretariat Section at Pindad General Hospital Bandung

Based on the results of field practice work (PKL) that has been carried out by the author, there are several problems that arise in the management of incoming and outgoing letters, while these problems are as follows:

1. Lack of adequate equipment and supplies (Computers and filing cabinets). This causes the smooth process of managing incoming and outgoing letters to be a little hampered. Where there are only three computers in the secretariat section while the number of employees there are four people, where the expeditor officers do not use computers in their work processes. File cabinets that are still lacking, this causes the accumulation of archives in the file box and the file box cannot be stored in the file cabinet.
2. Judging from the effectiveness of employee work In managing incoming mail, the agenda officer in writing the disposition sheet is still manual or still written on paper which results in the effectiveness of the expeditor officer's work being less than optimal, where the expeditor officer has to wait if the disposition sheet has not been completed and that causes time to be wasted .
3. In terms of human resources. In terms of human resources, the secretariat of the Pindad Bandung General Hospital still requires additional staff, because the expeditor doubles as a mail archive manager.

E. Efforts Made in Solving Problems Management of Incoming and Outgoing Letters on Work Effectiveness in the Secretariat Section at Pindad General Hospital Bandung

With the problems that arise in the management of incoming and outgoing letters, there are several efforts made by the hospital to overcome them. Among them are as follows:

1. Lack of adequate equipment and supplies (Computers and filing cabinets) Efforts made by officers in the shortage of computers, namely officers still using manual methods while waiting for computers to be available. Efforts have been made to overcome the lack of filing cabinets, namely by sorting incoming and outgoing letters that are under 5 (five) years from the current year, then these letters are removed from the orderer and then these letters are stored in the warehouse. This is done so that there is no accumulation of orderers. Equipment and supplies used in the process of managing incoming and outgoing mail should be reproduced according to the amount needed to support the process of managing incoming and outgoing mail to make it more effective.
2. Judging from the effectiveness of employee work The efforts made by the Pindad Bandung General Hospital to overcome this were to make an application system for disposition sheets to be more effective and efficient, but making the application took quite a long time.
3. In terms of human resources, additional staff/employees in managing archives or existing officers should attend training related to archive management so that management can run optimally.

Conclusion

Based on the results of research on the Secretariat at Pindad Bandung General Hospital, the author can draw conclusions regarding the Analysis of Management of Incoming and Outgoing Letters to Support Work Effectiveness in the Secretariat Section at Pindad General Hospital Bandung, as follows:

- A. Management of incoming and outgoing letters in the Secretariat of the Pindad Bandung General Hospital, it has been carried out properly and correctly in accordance with the Standard Operating Procedures (SPO) that apply at the Pindad Bandung General Hospital. The percentage of incoming and outgoing mail management for 2 (two) months, namely:
 1. Incoming Mail Management, there were 389 incoming letters that had been processed by secretariat officers at the Pindad Bandung General Hospital.
 2. Management of Outgoing Letters, there are 215 outgoing letters that have been processed by secretariat officers at the Pindad Bandung General Hospital.
- B. The effectiveness of work at the Secretariat of the Pindad Bandung General Hospital is not optimal, even though the process of managing incoming and outgoing letters is in accordance with applicable regulations, but in the process there is still time wasted in the process of handling disposition sheets manually.
 1. Incoming Mail Management, there were 389 incoming letters that had been processed by secretariat officers at the Pindad Bandung General Hospital.
 2. Management of Outgoing Letters, there are 215 outgoing letters that have been processed by secretariat officers at the Pindad Bandung General Hospital.
- C. The problems found in the analysis of incoming and outgoing mail management on work effectiveness in the secretariat at Pindad General Hospital Bandung, namely:
 1. Lack of adequate equipment and supplies (Computers and filing cabinets)
 2. In terms of employee effectiveness
 3. In terms of human resources (There is still a shortage of employees, especially in the filing department)
- D. Efforts made in overcoming problems in the analysis of incoming and outgoing mail management on work effectiveness at the secretariat section at Pindad Bandung General Hospital, namely:
 1. Lack of adequate equipment and supplies (Computers and filing cabinets) Efforts made by officers in shortages computers, namely officers still using the manual method while waiting for the availability of computers. Efforts have been made to overcome the lack of filing cabinets, namely by sorting incoming and outgoing letters that are under 5 (five) years from the current year, then these letters are removed from the orderer and then these letters are stored in the warehouse. This is done so that there is no accumulation of orderers. Equipment and supplies used in the process of managing incoming and outgoing mail should be reproduced according to the amount needed to support the process of managing incoming and outgoing mail to make it more effective.
 2. Judging from the effectiveness of employee work The efforts made by the Pindad Bandung General Hospital to overcome this were to make an application system for disposition sheets to be more effective and efficient, but making the application took quite a long time.

3. In terms of human resources, additional staff/employees in managing archives or existing officers should attend training related to archive management so that management can run optimally.

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