

Management Strategy in Improving Public Information Services at The Cilegon City Diskominfo

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Abstract

The research focuses on strategic management in improving public information services at the Cilegon City Communication and Information Service. The problems studied in this study are the lack of human resource capacity in mastering information materials needed by the community, the provision of public information in electronic media, namely through websites, in terms of content is not complete and well updated, the lack of community participation in utilizing the freedom to obtain information, limited Human Resources (HR) in managing public information services. The purpose of this study is to determine Strategic Management in Improving Public Information Services at the Cilegon City Communication and Information Service. The theory used as a reference in this study is the strategic management theory put forward by Wheelen and Hunger (2012:15) consisting of 4 indicators, namely environmental observation, strategy formulation, strategy implementation, evaluation and control. This study uses a qualitative method with data analysis through interview results, observation, and documentation. The results of the study show that Strategic Management in Improving Public Information Services at the Cilegon City Communication and Information Office still has challenges that need to be overcome. Increasing understanding of resource capabilities, website development, and community participation requires further attention to achieve more optimal and effective public information management.

Keywords: Strategic Management, Public Information Services, Cilegon City Communication and Information Service

1. INTRODUCTION

Indonesia is a pluralistic archipelagic country because it consists of various ethnicities. As a pluralistic country, our country is very vulnerable to the threat of national disintegration which is the effect of the growing globalization. The flow of globalization has caused the development of people's lives to become increasingly complex. The rapid flow of globalization has caused the needs of the community to also increase, especially the need for information (Faisal Sulaiman 2014:20).

The right to obtain information is a Human Right (HAM). Information is a basic need for every individual to develop personal knowledge and understand their social environment. One important element in realizing an open state administration is the public's right to obtain information in accordance with laws and regulations. The right to information is very important because the more open the state administration is to public supervision, the more accountable the state administration is. Thus, it can accelerate the realization of an open government which is a strategic effort to prevent the practice of Corruption, Collusion, and Nepotism (KKN), and the creation of good governance (Law No. 14 of 2008).

In today's information age, citizens have high expectations to get quick and easy access to information related to government and public services. The government is required to open itself to the public to provide information and policies that are indispensable and easily accessible from anywhere. Especially with the existence of Law Number 14 of 2008 concerning Public Information Disclosure, the government is mandated to disclose information related to the administration of government to the public. In accordance with the mandate of Law of the Republic of Indonesia Number 14 of 2008 concerning Public Information Disclosure, each Public Agency is obliged to provide, provide and/or publish Public Information. In addition, the excluded public is in accordance with the provisions (article 17).

The implementation of public information disclosure in Indonesia itself has been regulated in Government Regulation Number 61 of 2010 and so far, information institutions have been formed for public information services, namely the Information and Documentation Management Officer (PPID). The Information and Documentation Management Officer (PPID) according to Government Regulation Number 61 of 2010 is an official responsible for the storage, documentation, provision, and/or service of information in public bodies. In the implementation of Public Information Disclosure, all ranks of public officials must be more transparent, responsible, and oriented towards the best public service because the implementation of Public Information Disclosure is not solely the task of the Information and Documentation Management Officer only, but is the duty of public agencies and all their human resources. Thus, the implementation of Public Information Disclosure is expected to encourage the

implementation of the life of the nation and state to be more democratic (Law No. 14 of 2008).

To realize clean government, transparency needs to be applied in government management. In addition, transparency can also serve as a measure to create open government. With transparency from the government, it can encourage community participation in governance and development, so that the implementation of government can be jointly supervised by the public. One form of transparency that can be done by the government is to provide public information. The Public Information Disclosure Policy regulated by Law No. 14 of 2008 is a step to fulfill Human Rights (HAM) considering that public information is a basic need for every individual. Nababan (2020) stated that information disclosure has a positive impact by encouraging community participation in efforts to improve social and cultural welfare.

In an effort to organize government in Banten province, the implementation of effective governance is very necessary. Of the eight districts/cities in Banten province, Cilegon City is the focus of research because it is known as an Industrial City with many large companies standing there, this allows the public to understand how these companies operate including their impact on the health and safety environment.

It should be noted that Cilegon City since the birth of the Public Information Disclosure Law and the assessment or monitoring of evaluation from the Banten Provincial Information Commission, Cilegon City has always been ranked one from the bottom during 2019-2022. When the Commissioner of the Banten Information Commission visited the PPID of the Cilegon City Diskominfo, he revealed that the regulations of the Cilegon City Government needed to be improved, and he found that the Cilegon City Diskominfo *website* was in a state of *maintenance* or experiencing disruptions. Therefore, the Information and Documentation Management Officer (PPID) of the Cilegon City Government received input from the Commissioner of the Information Commission (KI) by understanding the new rules so that it can improve Public Information Disclosure services to the public which are direct services to the office or *online services through the website*.

Table 1. Results of the 2023 Banten Province Regency/City Ranking Monev
Assessment

NO	NAME OF PUBLIC BODY	2023
1.	South Tangerang City Government	98,53
2.	Serang Regency Government	98,37
3.	Tangerang Regency Government	97,87
4.	Serang City Government	97,80
5.	Cilegon City Government	97,20
6.	Pandeglang Regency Government	93,14
7.	Tangerang City Government	92,25
8.	Lebak Regency Government	91,59

Source: *Komisi Informasi Provinsi Banten (2023)*

Although the existence of the Information and Documentation Management Officer (PPID) has received awards, there are still obstacles faced in implementing it. First, the lack of resource capabilities in mastering the information material needed by the community. Second, the provision of public information in electronic media, namely through websites, in terms of content is not complete and well updated. Third, lack of public participation in utilizing the freedom to obtain information. Fourth, limited Human Resources (HR) in managing public information services.

Over time, through several evaluations aimed at improving information services, the Cilegon City Government then prepared a technical legal basis, namely Mayor Regulation Number 72 of 2022 concerning the Implementation of Public Information Services within the Cilegon City Government. This Mayor Regulation is a technical reference and guide for the implementation of information services within the Cilegon City government. The Cilegon City Diskominfo launched several digital applications such as Inter-C and Wa *Bot* (Wakeh Info) that allow the public to get information quickly and easily. In the implementation of government and regional development to support the performance of the PPID team, a special feature of PPID has also been created by the Cilegon City Government on the website which contains various public

information that can be accessed by the general public.

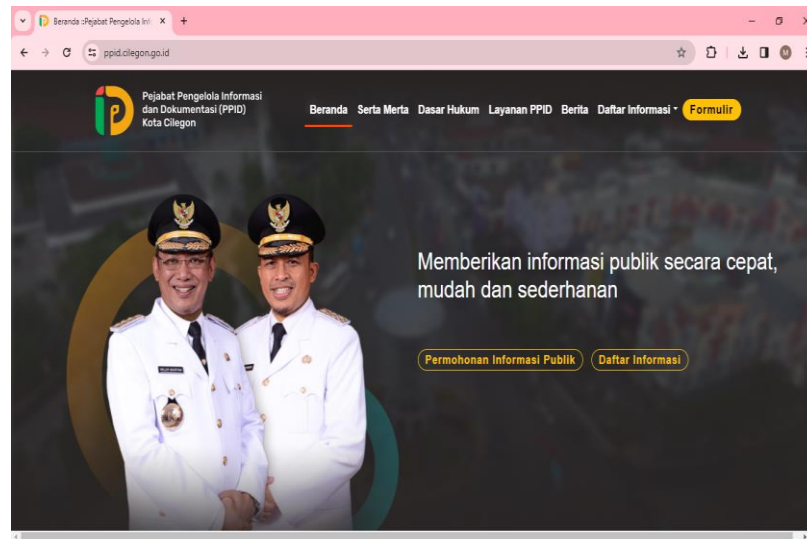


Figure 1. Cilegon City PPID Website (<https://ppid.cilegon.go.id/>)

Implementing public information disclosure is a tangible form of the implementation of democracy through information disclosure to achieve good governance and clean governance. Related to this, the role of the government is not only focused on the political aspect, but also plays an effective role in building a transparent and accountable relationship between the government and the community. With the enactment of the Public Information Disclosure Law, there is a relationship between two entities, namely the information applicant (public/public) and the party providing information services, namely the Regional Apparatus Organization (OPD) which has the main task and function to provide public information services. In managing public information disclosure services, public agencies are required to provide facilities in the form of public information that is relevant to the needs of the community. On the other hand, as mandated by the 1945 Constitution Article 28J, in addition to having the right to public information, the public also has an obligation to comply with various regulations and mechanisms in obtaining and using such information.

From this explanation, it can be concluded that Strategic Management in Improving Public Information Services at the Cilegon City Diskominfo has an important role in improving Public Information Services because it allows for coordinated planning, organization, and supervision. Thus, it can increase the accessibility and transparency of public information for the people of Cilegon City.

2. METHOD

This research uses the Qualitative Method. In qualitative research, data was obtained from various sources using various data collection techniques, with the application of triangulation, and the data collection process was carried out continuously until the data was considered complete or saturated (Hardani, et al. 2020:160). The focus of the situation in this study is strategic management in improving public information services. This research uses a type of field research, namely by conducting observations and interviews. In this study, the approach used is a descriptive approach. The Qualitative Descriptive Approach in this study is used to understand how Strategy Management in Improving Public Information Services at the Cilegon City Diskominfo is implemented.

3. RESULTS AND DISCUSSION

In this study, the researcher used the theory of the strategic management model according to Wheleen and Hunger (2012; 15). Furthermore, in the research on strategy management in improving public information services at the Cilegon City Diskominfo, from the results of research in the field, it can be seen from the strategy management process, namely environmental observation, strategy formulation, strategy implementation, evaluation and control. The discussion that the researcher can explain is as follows:

Environmental Observation

One form of external support received by the Cilegon City Diskominfo in improving public information services is support from other government agencies, such as the Education Office, Health Office, Social Service and so on. These agencies provide assistance in the form of adequate human resources, budget allocation, and cooperation in disseminating information to the public. This collaboration is essential to ensure that the information conveyed is not only accurate but also accessible to the public at large. In addition, cooperation with print, electronic, and online media is also key in expanding the reach of public information.

The Communication, Informatics, Statistics and Cryptography Office of Cilegon City also strives to increase government transparency and accountability through effective management of public information. One of the important steps taken is the implementation of UU No. 14 of 2008 concerning Public Information Disclosure. This law is the basis for Diskominfo to improve the information management system, ensuring that the information provided to the public is needed and easily accessible. The implementation of this law is also expected to increase public trust in the government, because the public can more easily get the information they need. However, despite the various opportunities, Diskominfo is also faced with a number of threats in an effort to manage and disseminate public information. One of the main challenges faced is the concern of several Regional Apparatus Organizations (OPDs) regarding the sensitivity of the information they have.

Some OPD may be hesitant to share information openly because they are worried that it could cause problems, both in terms of security and reputation. In addition, the threat of spreading hoax news or false information is also a serious concern, because this can damage the credibility of the information conveyed by the government. To overcome these challenges, the Cilegon City Diskominfo has taken various strategic steps. For example, Diskominfo conducts socialization related to public information disclosure to increase the understanding of Regional Apparatus Organizations (OPD) and the public about the importance of information transparency. Diskominfo also collaborates with the Information Commission and international organizations such as USAID ERAT to get guidance and support in optimizing the management of public information. In addition, the Cilegon City Diskominfo also held a workshop involving representatives from all regional apparatus in Cilegon City to increase synergy and coordination in terms of information disclosure. In terms of human resource management, the Cilegon City Diskominfo already has sufficient resources, but increasing the capacity of human resources is still needed to achieve more optimal performance. For example, experts in the field of PPID (Information and Documentation Management Official) admin, social media management, and media partnerships need to be improved to face challenges in the current digital era.

Diskominfo also recruits experts through the budget for information and communication support services, with the aim of strengthening the team in disseminating accurate and efficient information. However, the main challenge still faced by Diskominfo is the lack of understanding from several OPDs and the public regarding the importance of public information. Some OPDs may not fully understand their obligations in providing information openly, and the public may not be fully aware of their right to access public information. Therefore, Diskominfo needs to continue to strengthen coordination between regional apparatus and increase human resource capacity to optimize public information services in Cilegon City. This also involves increasing people's digital literacy so that they can be more active in seeking and utilizing available information.

Strategy Formulation

In improving public information services at the Cilegon City Diskominfo, strategy formulation involves several key stages. The first stage is the determination of the organization's mission which focuses on providing accurate, transparent, and easily accessible information to the public. This mission reflects the organization's main goal in improving the quality of communication between the government and the community and building a positive image of the local government. Furthermore, organizational strategy involves setting goals to be achieved to realize the mission. These goals are formulated in a specific, measurable, achievable, relevant, and time-bound manner. These objectives include improving the quality of information technology, developing human resource competencies, and increasing public participation in utilizing the information provided.

Based on the results of data analysis from several informants, it can be seen that the overall formulation of this strategy has been well structured and detailed. The process of formulating the Cilegon City Diskominfo strategy can be seen through the identification of the main problems in public information services, such as the lack of competent human resources and incomplete or up-to-date information on public websites.

The supporting factors for the implementation of activity programs in improving public information services at the Cilegon City Diskominfo are guided by several regulations, namely Regional Regulation No. 1 of 2015 concerning Transparency, Participation, and Public Accountability in the Implementation of Regional Government and Development, Mayor Regulation No. 72 of 2022 concerning the Implementation of Public Information Services, as well as UU No. 14 of 2008 concerning Public Information Disclosure, and the 2023 PPID Decree.

Strategy Implementation

The implementation of the strategy in improving public information services in Cilegon City shows a serious commitment from the Cilegon City Diskominfo to improve the accessibility and quality of information provided to the public. A number of programs and activities have been designed to improve transparency, public participation, and accuracy of the information provided.

However, an analysis of all these programs and activities reveals that their implementation has not yet reached the optimal level in accordance with the established procedures. As a result of this, there are various factors that hinder the smooth implementation of programs to improve public information services, including:

1. PPID Implementers are not fully aware and understand the importance of managing information and information services.
2. Limited Human Resources (HR) in managing public information services.
3. Budget limitations in carrying out activities.
4. Lack of public participation in the use of public information.

By identifying and understanding these inhibiting factors, the Cilegon City Diskominfo can develop more effective strategies to improve public information services, including through increasing the capacity of PPID, better budget allocation, improving the quality of human resources, and more intensive efforts in involving the public in the use of public information.



Figure 2. Socialization of Public Information Disclosure (Cilegon City Informatics, Statistics and Cryptography Communication Office, 2024).

The Cilegon City Diskominfo has run various programs aimed at improving public information services. One of the main programs is socialization regarding public information disclosure to regional apparatus, BUMD, sub-districts, and sub-districts throughout Cilegon City. This program includes mentoring, monitoring, and evaluation activities related to public information management and services. In addition, Diskominfo also gathers PPID admins from OPD to be given directions and explanations regarding their duties. The program not only focuses on performance monitoring, but also on improving human resource capacity through coaching and training. Socialization and public relations meetings are also part of the program implemented to ensure that all regional apparatus understands the standards of public information services. The Cilegon City Diskominfo continues to assess all public bodies in the Cilegon City government related to information services, ensuring that each public agency operates in accordance with the set standards.

All public information management and service activities at the Cilegon City Diskominfo are funded by a budget sourced from the Cilegon City Budget. Although the budget allocated for public information services is relatively small, around 300 million rupiah, the Cilegon City Diskominfo emphasized that commitment and strong *political will* are more important than the size of the budget. However, there is a view that the

budget allocation for this year is considered less than in previous years, which has an impact on limitations in educational efforts, both for OPDs and the community.

The Cilegon City Diskominfo has Standard Operating Procedures (SOP) which regulates steps in the service of public information requests. This procedure includes various stages, ranging from filling out the form by the applicant, verification by the service officer, to submitting the requested documents to the applicant. The information requested by the public is channeled through PPID and distributed to the relevant OPDs. If the application is not responded to, Diskominfo reminds the OPD to follow up, in order to avoid potential disputes at the Information Commission. With this SOP, the public information service process at the Cilegon City Diskominfo can run more effectively, efficiently, and in accordance with the standards that have been set. Through the implementation of this strategy that includes programs, budgets, and procedures, the Cilegon City Diskominfo seeks to increase public information disclosure, which will ultimately strengthen public trust in information services provided by the government.

Evaluation and Control

Evaluations conducted by the Cilegon City Communication and Information Office regarding the improvement of public information services are carried out routinely through monitoring, meetings, and intensive communication. This activity aims to ensure that each Regional Apparatus Organization (OPD) carries out its role properly in responding to requests for information from the public. Based on the results of data analysis from several informants, it is known that the evaluation meetings conducted by the Cilegon City Communication and Information Office together with related OPDs have not been fully optimal. However, the coordination and monitoring efforts carried out have shown positive results, where OPDs increasingly understand the importance of openness of public information and actively contribute to improving information services.

The evaluation results show an increase in OPD understanding of the importance of openness of public information, which is followed by improved synergy between agencies in carrying out their duties. The Cilegon City Communication and Information Office formed a communication group with the PPID admin in each OPD, which allows

for effective discussion and problem solving. In addition, coordination that was previously considered less than satisfactory is now being improved, along with the ongoing monitoring implementation. These steps aim to create better synergy between agencies, so that public information services in Cilegon City can continue to be improved and be more responsive to the needs of the community.

The success of this evaluation and coordination can be seen from the recognition of the Banten Information Commission which determined Cilegon City as an informative city. This achievement reflects the success of the Diskominfo management strategy in improving the quality of public information services. In addition, other evaluation results also show that there are still aspects that need to be improved, such as a deeper understanding from the OPD regarding the importance of public information disclosure. By overcoming these obstacles, the Cilegon City Diskominfo is expected to continue to improve the accuracy, effectiveness, and quality of public information services in a sustainable manner.

The efforts made by the Cilegon City Diskominfo also received support from external evaluations, where the evaluation results from the Banten Information Commission showed that increased understanding and cooperation between OPDs had a positive impact on Cilegon City's ranking in terms of public information disclosure. The Cilegon City Diskominfo will continue to monitor and periodically evaluate the performance of public information services to ensure that the initial objectives can be achieved optimally.

Thus, it can be concluded that through intensive evaluation and coordination, the Cilegon City Diskominfo has succeeded in creating strong synergy between agencies, which ultimately contributes to improving the quality of public information services in Cilegon City. Diskominfo will continue to conduct evaluations to identify and overcome existing obstacles, and ensure that public information services in Cilegon City continue to run transparently, effectively, and in accordance with the principles of openness of information.

These regulations are a strong basis in formulating a strategy to improve public information services, with the aim of ensuring transparency, active participation of the community, and high accountability in the administration of government in Cilegon

City. In this case, the Cilegon City Diskominfo is responsible for developing programs and activities that support information disclosure, which are in line with the policies that have been set by the Cilegon City Government. The strategy carried out by the Cilegon City Diskominfo in improving public information services includes the preparation of programs that are in accordance with the policies that have been set. Every strategy that has been designed must be fully implemented so that the expected goals in improving the quality of public information services can be achieved effectively.

One of the strategies is through continuous monitoring and evaluation of the content provided on the official website, as well as more effective management and publication of information through social media. This strategy also includes increasing the understanding and implementation of Information and Documentation Management Officers in each OPD to ensure that public information is managed properly and in accordance with applicable regulations. In addition, the Cilegon City Diskominfo also focuses on improving the skills of information managers through technical guidance and training. These strategies are designed to address the challenges that exist in the management of public information, such as the limitations of human resources and technology, and to ensure that the public information presented is not only accurate and *up-to-date*, but also easily accessible to the public.

5. CONCLUSION

The results of the study indicate that the strategy carried out by the Communication, Informatics, Statistics, and Cryptography Service of Cilegon City in improving public information services has not been fully implemented optimally. Environmental observations indicate that there are still challenges in managing public information in Cilegon City. Some of these challenges include a lack of understanding from the Regional Apparatus Organization (OPD). The strategy of the Cilegon City Communication and Information Service in improving the quality of public information services includes improving monitoring and evaluation, strengthening the role of the Information and Documentation Management Officer (PPID) in each Regional Apparatus Organization (OPD), and improving the skills of information managers through training and technical guidance. The implementation of the strategy to improve

public information services in Cilegon City shows that although various programs have been implemented, the results have not reached an optimal level. The results of the evaluation conducted by the Cilegon City Communication and Information Service have shown significant progress in improving public information services through intensive evaluation and coordination. Routine monitoring, evaluation meetings, and communication with (Regional Apparatus Organizations (OPD) have improved their understanding of the importance of openness of public information and increased synergy between agencies. The results can be seen in the recognition of the Banten Information Commission which calls Cilegon City an informative city.

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