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Article

Strategy for Public Information and Communication Management in Improving the Quality of Public Services (A Study at the Department of Communication and Informatics of Sidoarjo Regency)

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Abstract: This research aims to explore the strategies employed by the Communication and Information Agency of Sidoarjo Regency in enhancing the quality of public services. The study utilizes a qualitative research design with data collection techniques including observation, interviews, and documentation. The findings indicate that, firstly, the objectives set by the DISKOMINFO to improve service quality have been achieved and are functioning well. Despite well-defined goals, attention is needed for clearer Standard Operating Procedures (SOP) and a more efficient bureaucratic structure. Secondly, strategic environmental factors involve human resources andinfrastructure. Challenges in human resources relate to IT, with only one employee educated in IT. However, existing infrastructure resources, including laptops, printers, and handycams, support efficient public complaints and reporting. Thirdly, actions taken by DISKOMINFO include providing public information transparency through a website and complaint center, utilizing the Public Information Request Form (PPID). Nevertheless, the focus on public information transparency aligns with democratic principles and individual rights.

Keywords: Strategy, Management, Public information

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1. Introduction

The quality of information is an important element in disseminating or conveying information. In general, the quality of information according to Tata Sutabri can be characterized by 3 things, namely Accuracy, Timeliness, and Relevance (Sutabri, 2012b). Quality information will affect the impact on social life in society. This proves that quality information will determine stability and harmony in the life of society, nation and state. Therefore, it is important to maximize the quality of information in meeting the information needs of the community.

The development of information technology also affects the quality of information. The method of delivering information has changed from offline, such as print media, to online media. This means that information can be delivered to the public faster and more accurately than using print media (offline). Therefore, it is necessary to develop a plan for disseminating information using online media while meeting the quality of the information.

The development of human resources development in the field of information and communication technology is of course not only for service activities or information management, but also to influence the need to develop information technology and its supporting tools, such as network software. Thus communication and information have

an important role in the life of humans, society, and citizens, because communication and information are the main vehicles of human activity and daily life. Achmad argues that in human communication, the meaning of the information we use is something that people (the receiving party) obtain as knowledge for them [1]. So it is something that the recipient did not previously know or did not know. In fact, information has now caused fundamental changes in various aspects, and has even become a very valuable and decisive ingredient for success [2].

The management of public communication carried out by the government is regulated in Presidential Instruction (Inpres) Number 9 of 2015 concerning Public Communication Management. This Presidential Instruction was made in order to support the success of the Working Cabinet, absorb public aspirations, and accelerate the delivery of information about government policies and programs. Then referring to Law No. 22 of 1999 which was replaced by Law No. 32 of 2004 concerning Regional Government, it states that the information service system has also undergone changes, which tend to only burden the mass media, while information and government policies that are important for the public to know and understand are not all covered by the mass media.

Therefore, the government continues to make efforts to improve the quality of public services, with the issuance of Law Number 25 of 2009 concerning public services in articles 36 and 37 which explain that public service organizers are obliged to provide complaint facilities and assign competent implementers in the context of complaint management by prioritizing the principles of speed and completion. In this case, the government is encouraged to provide a public channel for aspirations and complaints that can be accessed by the entire community to convey suggestions, aspirations and complaints about government services. Public service complaints that the public submits to public service providers are a form of supervision or control that involves community participation and serve as an evaluation of the government in implementing public service providers [3]. The massive development of technology is characterized by the use of Artificial Intelligence (AI), demanding that the government be able to provide breakthrough public services through the use of information technology, better known as E-Government.

Referring to the 2020 Minister of State Apparatus Empowerment and Bureaucratic Reforms Decree Number 47 concerning the Implementation of Public Service Complaint Management Competition, it is stated that the decision was made to motivate public service organizers to build integrated, participatory public service complaint management that is utilized for continuous improvement. In the 2015 Regulation of the Ministry of State Apparatus Empowerment and Bureaucratic Reform Number 3 concerning the management of national public service complaints, it is stated that the Ministry of State Apparatus Empowerment and Bureaucratic Reform has established SP4N since 2015.

The LAPOR system or the people's online aspiration and complaint service has been approved by the PAN-RB ministry, the Indonesian Ombudsman, and the presidential staff office to realize the no wrong door policy, in order to encourage the improvement of public service quality and increase the effectiveness of complaint management in accordance with the promoted tagline. The no wrong door policy is to accept complaints from anywhere and of any kind, and to guarantee that the complaints will be channeled to the authorities. The existence of SP4N-LAPOR is a forum or place to support performance in improving the quality of public services.

The Sidoarjo Regency Communication and Informatics Office is an information agency tasked with assisting the government in the fields of communication, informatics, encryption, and statistics which are the authority of the region and the assistance tasks given to the regency. In the Communication and Informatics Office, there are several divisions, such as the Division of Information Management and Public Communication, the Division of Informatics Governance, the Division of Information and Communication Technology Infrastructure & Security, and the Division of Statistics [4].

Table 4. SOP for Public Complaint Services DISKOMINFO Sidoarjo

Sequence	SOP for Public Complaint Services
First	The service user (complainant) submits a written complaint addressed to the Head of the Office of Communication and Informatics via the complaint medium provided.
Second	The service user waits for the results of the disposition of the leadership regarding the complaint material.
Third	The service user will receive a letter/confirmation of the complaint. The letter contains the response to the complaint, details of the time and method of handling the complaint sent to the contact person listed in the complaint

Source : Processed from Sidoarjokab (2023)

Based on table 4, it can be seen that in the field of Information Management and Public Communication, there is a SOP for public complaint services that can be used by the people of Sidoarjo Regency to complain about services in Sidoarjo Regency. So that later there will be improvements to the services provided by the Sidoarjo Regency Government.

The government's efforts to improve public services through an integrated and reliable information system require a common understanding, action, and integration of steps from all elements of the government, as well as support from various parties as a positive response to government programs in the field of communication and information technology regarding the development and processing of infrastructure and management of information systems of the central government, provincial governments, and district and city governments (Menkominfo 2004). In addition, a communication strategy is also needed because it is a basic human thing and activity in everyday life. An agency or organization that has a good climate cannot be separated from the communication strategy that is carried out. On the contrary, a less effective communication strategy will be one of the factors that hinder employee performance and the achievement of goals.

In practice, one of the problems in DISKOMINFO is the lack of transparency in information and communication management [5]. Therefore, the Sidoarjo Regency Communication and Informatics Office is required to be open. Openness of information is important as an ambition for the government to provide transparency and clarity to the public. Therefore, the use of social media itself is considered an alternative and effective means of conveying messages because there is no need for face-to-face interaction with the recipient of the message. In addition, social media can make the most of the available time and save costs with many achievements.

Research related to information management and public communication strategies in improving the quality of public services in general is still limited. However, some previous studies that observed the programs in the communication and informatics agency were sufficient. The first previous research was conducted by Risda Wulandari (2018) entitled "The Dissemination Strategy of the Communication and Informatics Office in Improving Information to the Malili Sub-District Community in East Luwu Regency". The results of this study show that the Communication and Informatics Office summarizes media partners when providing information to the community. The dissemination of information in the form of videotron which contains information in the form of videographic and photographic. The Ministry of Communication and Information uses this strategy because it is the only one that is easier, faster and more accurate to use, as stated by the Head of Division [6]. Second, research conducted by Yayat Sudrajat (2023) entitled Dissemination Strategy of the Communication and Informatics Office (Diskominfo) in Improving Information Services to the Public in Mamuju Regency. The results of this study show that the local government has not accommodated the needs of the community, as evidenced by the demands of people in remote areas who claim not to have received information and some who have never received information related to

government policies [7]. Third, research conducted by Finnas Fauzia Trisani (2019) on the public relations strategy of the Communication and Informatics Office of Boyolali Regency in the management of public information shows the following results: 1) that the Boyolali Regency Communication and Informatics Office uses three public relations strategy approaches in managing public information, namely, the operational approach, the persuasive and educational approach, and the collaborative approach. 2) The flow of information management of the Boyolali Regency Communication and Informatics Office is carried out in accordance with the guidelines for direct implementation by the Ministry of Communication and Informatics, namely Information Collection, Information Classification, Information Documentation, and Information Distribution [8].

This study refers to Geoff Mulgan's (2009) theory where the strategy emphasizes how the government views the implementation of an action to achieve success in governance through strategic steps, namely steps that have clear instructions in achieving a goal. Strategy can be defined as the termination of a program that essentially focuses on the long-term direction of an institution, along with the creation of a way or means to achieve the desired goal. There are 3 indicators of strategy according to Geof Mulgan, namely: goals, environment, actions

2. Materials and Methods

In related research, "Information Management and Public Communication Strategies in Improving the Quality of Public Services (Study of the Sidoarjo Regency Communication and Informatics Office)" is a descriptive study with qualitative data. The qualitative research method is an attempt by researchers to collect data based on a scientific background. Meanwhile, other research states that qualitative research is research based on research with the aim of understanding symptoms and phenomena as well as comprehensively experienced by the research subject on several problems such as actions, motivation, perception, and so on by using descriptions as explanations.

With descriptive qualitative research, the researcher intends to find out and describe in detail and in depth the Information Management and Public Communication Strategy in Improving the Quality of Public Services at the Sidoarjo Regency Communication and Informatics Office. The location of this research is at the Sidoarjo Regency Communication and Informatics Office. The data collection techniques used by the researcher are interviews, observations, and documentation. The data collection technique is the method used to collect material used in a study. The data sources in this study were obtained from primary data where the researcher conducted direct interviews with the informant, namely Mrs. Anita Yudi as the secretary in charge of information management and public communication. And to complete the results of the study, the researcher also used secondary data from available documents. The focus of this study is related to the Strategy for Managing Information and Public Communication in Improving the Quality of Public Services at DISKOMINFO Sidoarjo. Meanwhile, the focus of the indicators in this study is the indicators used to measure strategies according to Geof Mulgan, which consist of objectives, environments, and actions.

The sampling technique used in this study was to select a sample based on an assessment of the characteristics of the sample needed and in accordance with the objectives of this study, or what is called purposive sampling. As for the data analysis technique, the research results are guided by the data analysis model of Miles and Huberman. The data analysis technique is the process of organizing, analyzing, and interpreting non-numeric data into information or trends that will later be used as a reference in developing research. Miles and Huberman divide the data analysis process into three steps, namely 1) Data reduction, which is the process of selecting, focusing, abstracting, and transforming data obtained from field research. 2) Data presentation, the collection of organized information that provides opportunities for drawing conclusions. Initially, the presentation of data on qualitative data was in the form of narrative text, but along with its development, qualitative data is now often presented using graphs, charts or matrices. 3) Drawing conclusions, which is the activity of data inference in accordance with the predetermined problem formulation.

3. Results.

The Communication and Informatics Office is a regional agency (OPD) that has the following functions: 1) formulating policies on communication and informatics, statistics, and encryption. 2) implementing communication and informatics policy affairs. 3) Carrying out evaluation and reporting of communication and informatics affairs. 4) carrying out administrative services. 5) performing other duties in accordance with the main duties and functions of the Communication and Informatics Office. In the Communication and Informatics Office, there are several work areas including information management and public communication. In Regent Regulation (Perbup) No.89 of 2019 concerning the position, organizational structure, Duties and Functions and Work Procedures of the Sidoarjo Regency Communication and Information Office, The results of the analysis of research data based on interviews, observations and documentation in the field are a summary of the results of research on the DISKOMINFO strategy in improving the quality of public services. The researchers used strategy theory from Mulgan (2009) which states that strategy indicators are used to measure the success of development strategies. The three strategy indicators in tourism development are goals, environment, and actions.

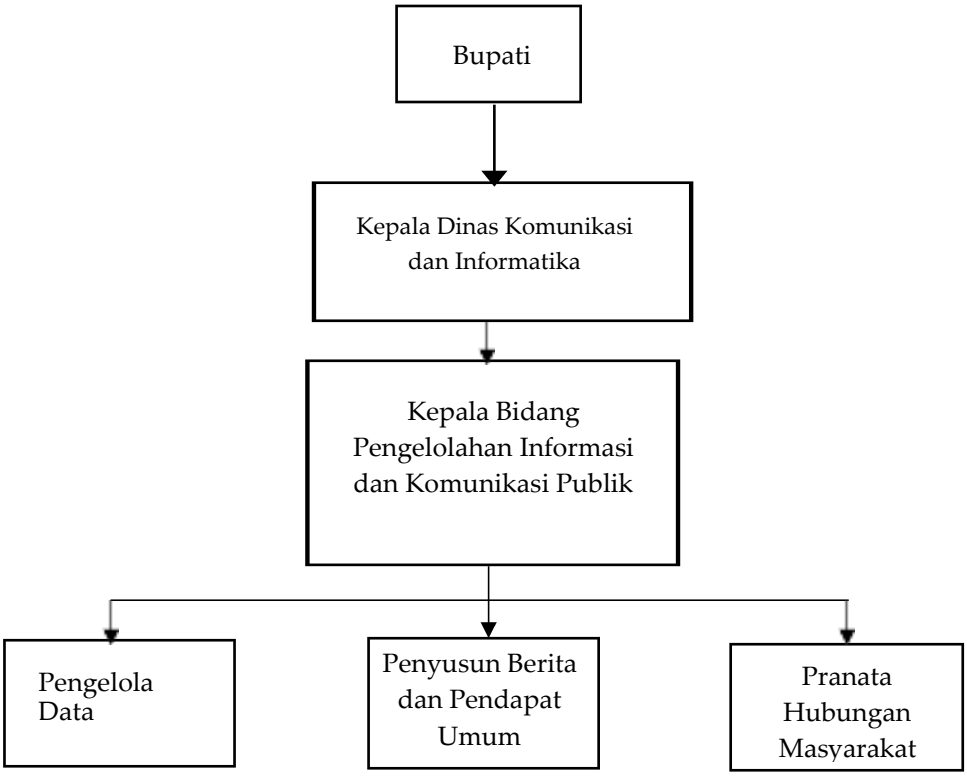
Goals

Goals, according to Mulgan (2009), are a description of the suitability with the needs, values, inequalities, aspirations, and demands obtained from society. The goals to be pursued are like a dream to be achieved, therefore it is very important to formulate and agree on the goals of the program design so that the implementation or activities to be carried out are focused and better planned [9]. In addition, objectives can be used as a benchmark for consideration in the design and implementation of a policy.

Referring to article 5 of Sidoarjo Regent Regulation Number 89 of 2019, the duties and functions of DISKOMINFO are

1. Formulation of policies on communications and informatics, statistics and encryption.
2. Implementation of policies on communications and informatics, statistics and encryption.
3. Implementation of evaluation and reporting of communication and informatics, statistics and encryption affairs.
4. Implementation of the administration of the Office.
5. Implementation of other duties assigned by the Regent in accordance with his duties.

In order to carry out the main functions and duties of the Communication and Informatics Office, an organizational structure and work procedure have been formulated which are listed in Sidoarjo Regent Regulation Number 80



Based on the figure, it is known that there are three sub-fields in the field of Information Management and Public Communication at the Sidoarjo Regency Communication and Informatics Office. According to information from various parties, it is known that the duties and functions of DISKOMINFO have been carried out properly. The leaders who are related to the functions and duties have directly monitored the field to find out that a project has been properly built, and also to ensure that the program is truly in accordance with the public interest in the sense that there are many people who make use of it [11]. However, the standard operating procedures or SOPs in the implementation of each policy at the Ministry of Communication and Information Technology are not clear enough, which can confuse implementers in their actions. Besides that, the bureaucratic structure is still too long and the monitoring process is less effective.

Environmet

One of the success factors of a planned strategy is the environment. According to Sri Hayati, the environment is a unit of space with objects and the conditions of living things, contained within humans and the characters that carry out the activities and tranquility of humans and other living things. All of these elements affect the continuity and tranquility of human life and that of other living things. The strategy depends on the situation at hand and the things that influence it. Mulgan (2009) describes the environment as focusing on where and where these goals need to be sought with current and future conditions. The environment greatly influences an organization in achieving a goal. The environment plays an important role in development, especially in tourism development. The environment is a place to achieve a formulated strategy. The environment includes the internal and external conditions of government. Internal conditions such as ammunition and government capabilities. While external conditions are social, political, economic and others. The environment that needs attention is not only the current environment, but also the future environment. Therefore, when developing a strategy, it is useful to analyze future environmental opportunities and formulate sustainable policies, and the environment is one element that requires special attention in development. In this study, the environment refers to resources, facilities, and infrastructure.

Table 2. Employees in the Field of Processing and Public Information

No	Name	Position
1.	Suharti, S.E	Data Manager
2.	Dewi Zumrotus S	Data Manager
3.	Riska Widya Septianingrum, S. Ikom	Data Manager
4.	Alikasan	Data Manager
5.	Pujihartini, S. Sos	Activity Manager
6.	Arif Budianto, S.T	News Writer and Public Opinion
7.	Isnawati, S.E	Public Relation Officer
8.	Sriani, S.S	Public Relation Officer
9.	Dinda Bestari Martaningrum, S.S	Public Relation Officer
10.	Eni Sri Widyaningsih, S. Sos	Public Relation Officer
11.	Anita Yudi Jayanti, S. Sos	Public Relations Officer First Expert

Source: Processed from Sidoarjokab (2024)

Based on the interviews that have been conducted, obstacles related to employee resources were found. The obstacle is the limited availability of human resources in the IT field. This is in line with table 2 above, which shows that there are still very few employees with IT degrees, only 1 person, whereas all employees in this field should have a degree related to information technology.

In organizing a program, physical resources or infrastructure are also needed. The following is a list of infrastructure resources in the field of Information Management and Public Communication:

Table 3. Infrastructure Resources in the Field of Information Management and Public Communication Infrastructure Total Specification

Infrastrcture	*Total*	*Specification*
Laptop	2	Asus dan Accer
Printer	3	Epson LX 300, Hp Leser Jet, Epson L200
Computer Screen and CPU	4	HP, LG dan Samsung
Handycam Sony HXR	1	NX 100 FULL Source:

Processed from Sidoarjokab (2024)

Based on table 3, it can be seen that the infrastructure resources owned by the information and communication agency in the field of information management and public communication in Sidoarjo Regency have two laptops and three printers as well as a handycam. These facilities are used to support complaints and reports from the community to the Sidoarjo Regency government.

Based on the above findings, it can be said that it is in accordance with the environmental theory according to Mullgan and runs maximally, but there are still obstacles in it, namely the limited availability of human resources in the IT field. Human resources and facilities & infrastructure can also affect the duties and functions of DISKOMINFO so that they run properly.

Action

Action is the implementation of strategic direction as concrete action and good management to achieve the success of a strategy. According to Mulgan (2009), action is a clear matter, containing legal strategy and leadership to influence people to be obliged to participate. A new strategy can be implemented if it has changed from being a script and a subject of discussion to becoming part of daily work as planned, paid attention to, and funded. It can be understood that the strategy will be visible if the direction and policy have been realized into action. From the hopes and needs of the citizens, then considering the environment, future threats and the stability of the direction of these

achievements will give birth to actions that will become strategies. The actions taken by the Sidoarjo Regency Communication and Information Office in the information management and public communication strategy are through the formulation and implementation of policies which include; firstly, providing public information disclosure to improve public information services through websites. Public information is information that is produced, stored, managed, sent and/or received by a public body relating to the administration and organization of the state and/or the administration and organization of other public bodies as well as other information relating to the public interest. Every Public Body is obliged to publish Public Information periodically. Public agencies are Regional Governments and Regional Representative Councils whose main functions and duties are related to the administration of the state, where some or all of their funds come from the Regional Revenue and Expenditure budget, or non-governmental organizations where some or all of their funds come from the Regional Revenue and Expenditure budget, community contributions, and/or foreign donations.



Image 1. Display of the website of P3M sidoarjokab.go.id
Source: processed by the communication and information office of Sidoarjo Regency 2023

The website of the Community Complaints Service Center (Pusat Pelayanan Pengaduan Masyarakat, P3M) is a website that contains menus that are very easy for various groups to understand, therefore visitors who are new to the P3M website will easily find the desired menu. In addition to the easy features. Second, the strategy carried out by the Sidoarjo Regency Communication and Information Office is to provide a post for complaints and requests for public information through the PPID (Information and Documentation Management Official) form.



Image 2. Public information request form
Source: processed by the Sidoarjo Regency Communication and Information Office 2024

Openness of public information is an integral aspect of democracy that upholds freedom and human rights. Openness of public information is an important aspect of democracy in fulfilling the right of individuals to public information. With this, the Information Documentation and Management Officer (PPID) provides convenience to the entire Sidoarjo community when administrative matters for requesting public information can be done online with the aim that the community as a whole outside

Sidoarjo Regency can access it easily without coming to the Sidoarjo Regency Communication Service.

4. Discussion

The results of this study reaffirm the strategic importance of effective public information and communication management in improving public service quality. Based on Mulgan's (2009) strategy framework — which emphasizes goals, environment, and actions — the Sidoarjo Regency Communication and Informatics Office (DISKOMINFO) has demonstrated a conscious effort to align its initiatives with public needs and governance priorities. The clearly defined goals, such as promoting public access to transparent and timely information, are consistent with national mandates for democratic information openness and community participation. However, ambiguity in the implementation of Standard Operating Procedures (SOPs) and a bureaucratic structure that remains rigid present barriers to optimal service delivery and institutional responsiveness.

From the environmental standpoint, the study highlights the dual role of human resources and infrastructure in enabling strategic execution. While the availability of physical infrastructure such as laptops, printers, and handycams supports administrative and communication functions, the scarcity of IT-literate personnel impedes the agency's digital innovation potential. Only one staff member with an IT background was recorded, indicating an urgent need for targeted capacity-building programs to bolster digital competencies across the organization.

In terms of actions, DISKOMINFO has launched notable initiatives, including the development of the P3M website and the implementation of the Public Information Request Form (PPID), which facilitate public complaints and access to governmental information. These actions align with democratic values of transparency and inclusiveness, enabling citizens to participate actively in governance processes. However, the extent to which these tools are utilized and understood by the wider community remains a question for further exploration, especially in rural and underserved areas.

The findings from this research are in line with previous studies conducted by Wulandari (2018), Sudrajat (2023), and Trisani (2019), which emphasized the crucial role of media channels, stakeholder engagement, and strategic communication frameworks in enhancing public service delivery. Nevertheless, this study contributes a localized perspective from Sidoarjo, shedding light on specific institutional challenges and strategic gaps that can inform future policy refinement and resource allocation. To maximize impact, DISKOMINFO must prioritize improvements in human capital, streamline SOPs, and promote greater public engagement through inclusive communication platforms.

5. Conclusion

Based on the above discussion, it can be concluded that the Sidoarjo Regency Communication and Informatics Office has duties and functions that include policy formulation, policy implementation, evaluation, administration, and other duties assigned by the Regent. The organizational structure and work procedures have changed in accordance with Sidoarjo Regent Regulation Number 89 of 2019.

In an effort to improve the quality of public services, the Communication and Information Agency has implemented a strategy based on Mulgan's (2009) theory, focusing on objectives, environment, and actions. Although monitoring of projects and programs has been carried out, there are obstacles related to the lack of clarity of Standard Operating Procedures (SOP) and the length of the bureaucratic structure, which can confuse implementers and reduce the effectiveness of supervision.

In the context of the Sidoarjo Regency Communication and Informatics Service, the main objective is to improve the quality of public services. This objective is derived from the needs, values, aspirations, and demands of the community, which are reflected in the formulation of DISKOMINFO policies and performance evaluations. Although the

objective has been well defined, further attention needs to be paid to the clarity of policy implementation SOPs and the development of a more efficient bureaucratic structure.

The strategic environment is considered to involve human resources and infrastructure. The availability of human resources in the IT field is a challenge, as there is only one employee with an IT background.

However, infrastructure resources such as laptops, printers, and handycams have been utilized to support community complaints and reports. The measures taken involve providing public information disclosure through websites and complaint posts, with the implementation of the Public Information Request form (PPID). Nevertheless, public information disclosure is a focus in supporting democracy and the individual's right to information.

In conclusion, the Sidoarjo Regency Communication and Informatics Office has implemented strategies to improve the quality of public services, but there are still obstacles related to SOPs, bureaucratic structures, and the availability of human resources. Thus, further attention is needed to clarify SOPs and strengthen human resources, while continuing to improve the transparency of public information to support democracy.

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