

Implementation of Public Information Disclosure Policy at LPP RRI Gorontalo

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Abstract

Background Public information disclosure is an essential prerequisite for promoting transparent and accountable governance, as mandated by Law Number 14 of 2008 on Public Information Disclosure in Indonesia. In this context, LPP RRI Gorontalo, as a regional public broadcasting institution, has an obligation to provide public information services through the Information and Documentation Management Officer (PPID). However, in practice, the implementation of public information disclosure policy within the institution has not yet been fully optimal. This study aims to examine the implementation of public information disclosure policy at LPP RRI Gorontalo using Edward III's policy implementation theory.

Methods The research employed a qualitative approach with a single case study design. Data were collected through semi-structured in-depth interviews, non-participant observation, and document analysis. Informants were selected purposively and consisted of 11 internal informants and 5 external informants.

Results The findings show that the implementation of public information disclosure policy at LPP RRI Gorontalo has been carried out but has not yet operated optimally. In the communication dimension, policy directives and standard operating procedures are available, but technical understanding among implementers remains uneven. In the resources dimension, basic facilities are available, although human resource capacity and archive digitalization still require strengthening. In the disposition dimension, implementers have demonstrated basic commitment, although service orientation remains largely administrative. Meanwhile, in the bureaucratic structure dimension, formal role distribution has been established, but inter-unit coordination and the clarity of service procedures for the public still require improvement.

Conclusion This study concludes that successful implementation of public information disclosure depends not only on the existence of regulations and formal institutional structures, but also on the organization's capacity to translate policy into information services that are accessible, orderly, responsive, and sustainable.

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Keywords

Key words: Policy Implementation; Public Information Disclosure; Public Service; Transparency, Gorontalo

Introduction

Public information disclosure is a fundamental prerequisite for achieving transparent, accountable, and participatory governance, as mandated by Law Number 14 of 2008 on Public Information Disclosure in Indonesia (Wahanisa et al., 2023). The regulation affirms citizens' rights to access information while requiring public institutions to provide, publish, and respond to information requests proactively. In contemporary governance, public information disclosure is not only understood as an administrative obligation but also as an essential component of good governance that strengthens institutional accountability, public participation, and public trust in state institutions (Khadafi et al., 2024). In this context, transparency is increasingly recognized as a strategic governance principle that supports democratic participation and institutional legitimacy in public administration.

At the national level, Indonesia has shown measurable progress in implementing public information disclosure, although the outcomes remain uneven. The national Public Information Disclosure Index (IKIP) increased from 75.40 in 2023 to 75.65 in 2024 (Hanifa et al., 2026). Monitoring and evaluation also recorded an increase in the number of public institutions categorized as "Informative," rising from 139 institutions or 37.7 percent in 2023 to 162 institutions or 44.63 percent in 2024. While this indicates positive development, it also shows that more than half of public institutions have not yet achieved the expected level of disclosure. This national agenda aligns with Indonesia's Open Government National Action Plan (RAN OGI) VII 2023–2024, which emphasizes transparency, participation, and accountability across sectors through measurable commitments and institutional targets (Lele, 2019). These developments demonstrate that public information disclosure has become a strategic national governance priority.

Within the public broadcasting sector, transparency occupies an important institutional position because broadcasting institutions function not only as information providers but also as public service organizations directly interacting with citizens (López et al., 2019). Radio Republik Indonesia (LPP RRI) is mandated to provide information, education, and public-interest broadcasting services and is legally recognized as an independent, neutral, and non-commercial public broadcasting institution under Government Regulation Number 12 of 2005, later revised through Government Regulation Number 3 of 2024.

At the organizational level, public information disclosure within RRI is strengthened through Director General Regulation of LPP RRI Number 08 of 2024 concerning Public Information Service Standards. This regulation provides detailed operational guidance regarding public information management, information request procedures, objection mechanisms, documentation systems, and service implementation through the Information and Documentation Management Officer (PPID). Accordingly, public information disclosure at RRI Gorontalo is shaped by both national legal mandates and internal organizational regulations.

Despite these institutional arrangements, achievements at the national and central levels have not been fully reflected at the regional level (Thomass, 2016). RRI Central Office received the "Informative" award in the 2023 Public Information Disclosure Awards. However, RRI Gorontalo was not included among the institutions receiving the same recognition at the provincial level, where award recipients were dominated by other public institutions such as BPK, BPKP, KPU, Bawaslu, BPS, BPJS Kesehatan, and the Language Office. This suggests a gap between institutional standards established at the central level and implementation outcomes at the regional level. At the same time, internal PPID data indicate a substantial increase in information output at RRI

Gorontalo, rising from 189 uploads in 2020 to 5,181 uploads in 2023. However, the growth in quantity does not automatically reflect the quality of policy implementation, particularly regarding information classification accuracy, data updates, accessibility, and responsiveness to public requests (Hasnita & Salomo, 2025; Höchtel et al., 2016).

Preliminary observations and interviews further identified several implementation challenges. First, PPID operators have not yet fully understood public information categories and management procedures, creating risks of inaccurate classification and delayed service delivery. Second, public requests for information remain limited, partly due to insufficient public outreach regarding information rights and the continued practice of providing information directly to requesters outside the formal PPID mechanism, resulting in undocumented services.

Third, the capacity and motivation of PPID personnel still require strengthening, particularly because limited training affects service performance. Fourth, the use of digital platforms and social media for public information dissemination remains underdeveloped. Fifth, budget limitations affect service infrastructure, including disability-friendly facilities. These findings indicate that implementation challenges are shaped not only by formal regulations but also by administrative capacity, procedural compliance, resource support, and service delivery effectiveness.

This condition reflects a gap between *das sollen* and *das sein*. Normatively, public information disclosure is expected to operate transparently, quickly, accurately, and in accordance with established service standards under Law Number 14 of 2008 and the Director General Regulation of LPP RRI Number 08 of 2024. In practice, however, implementation at the regional level continues to face challenges related to staff understanding, consistency of service procedures, optimization of information channels, and institutional support facilities. To analyze these issues, this study employs Edward III's policy implementation theory, which emphasizes four key determinants: communication, resources, disposition, and bureaucratic structure (Edward III, 1980). This framework remains relevant because it provides an analytical basis for understanding how policy implementation is shaped not only by formal policy design but also by organizational capacity and implementation processes.

Previous studies in Indonesia generally show that barriers to public information disclosure are closely related to communication gaps, uneven understanding of standard operating procedures, limited resources, and the need to strengthen digital governance (Chairunnisa et al., 2023; Ferdaus & Zaimasuri, 2023). However, the existing literature has primarily focused on local government institutions, municipal administrations, and central government agencies. These studies consistently emphasize compliance variation, resource limitations, and institutional capacity issues. Nevertheless, studies specifically examining public information disclosure in public broadcasting institutions, particularly at the regional station level, remain limited. Likewise, research that explicitly analyzes implementation using the operational framework of Director General Regulation of LPP RRI Number 08 of 2024 is still relatively scarce. This indicates an empirical and analytical gap in the literature.

Based on these conditions, this study aims to analyze the implementation of public information disclosure policy at LPP RRI Gorontalo using Edward III's policy implementation framework, focusing on communication, resources, disposition, and bureaucratic structure. In terms of originality, the study contributes in four ways. First, it focuses on a regional public broadcasting institution, which remains underexplored in previous public information disclosure studies.

Second, it applies policy implementation analysis specifically within the context of public information governance in public broadcasting.

Third, it examines the relationship between central institutional standards and regional implementation practices. Fourth, it uses Director General Regulation of LPP RRI Number 08 of 2024 as the operational framework for evaluating information service standards within the institution. Through these contributions, this study is expected to strengthen both empirical understanding and policy analysis regarding the implementation of public information disclosure in public broadcasting institutions, particularly at the regional level in Indonesia.

Methods

This study was conducted at the Information and Documentation Management Officer (PPID) of LPP RRI Gorontalo from December 2025 to May 2026. The research employed a qualitative approach using a single-case study design with embedded units consisting of actors and work units directly involved in public information services at LPP RRI Gorontalo (Yin, 2019). This approach was considered appropriate because the study aimed to examine the implementation of public information disclosure policy in depth based on Edward III's policy implementation framework, which emphasizes four key dimensions: communication, resources, disposition, and bureaucratic structure (Edward III, 1980).

The study used both primary and secondary data sources. Primary data were collected through semi-structured in-depth interviews, non-participant observation, field notes, and online interviews when necessary. Informants were selected purposively based on their direct involvement, knowledge, and authority in public information service management. Secondary data were obtained from legal documents, institutional archives, public information lists, service statistics, and digital records related to PPID services. Key documents analyzed included Law Number 14 of 2008 on Public Information Disclosure, Director General Regulation of LPP RRI Number 08 of 2024 concerning Public Information Service Standards, Standard Operating Procedures, and supporting regulations related to public information services.

Data analysis was conducted iteratively throughout the research process through coding, categorization, data presentation, and verification of emerging findings (Creswell & Poth, 2018). To ensure trustworthiness, the study applied credibility, transferability, dependability, and confirmability criteria through source and technique triangulation, prolonged engagement in the field, and member checking. These procedures were intended to ensure analytical consistency and strengthen the reliability of the study findings.

Results and Discussion

Policy Communication in the Implementation of Public Information Disclosure

The findings indicate that the implementation of public information disclosure policy at LPP RRI Gorontalo has been supported by communication channels both internally and externally. Institutionally, policy communication has been translated through leadership directives, internal coordination, standard operating procedures, the Public Information List (DIP), the PPID website, and social media platforms. These mechanisms demonstrate that, formally, the organization has established communication instruments to support public information services and policy implementation.

However, field findings also reveal that technical understanding among implementers remains

uneven. While several operators demonstrate a sufficient understanding of public information categories and service procedures, others still require additional guidance when dealing with more technical classifications of information. This suggests that policy communication has functioned at the formal level but has not yet produced a fully shared operational understanding among all implementers. [Edward III \(1980\)](#) emphasizes that communication effectiveness depends not only on message delivery but also on clarity and consistency in implementation. This finding is consistent with previous studies showing that effective public information disclosure is strongly influenced by the organization's ability to maintain consistent communication across digital platforms and align policy messages among actors ([Zulaikha et al., 2024](#)).

From the public perspective, informants generally reported that information services are easier to understand when interacting directly with officers at the office. By contrast, when accessing information through digital platforms, several respondents indicated that procedures for information requests, service contacts, and objection mechanisms were not always immediately visible. This finding suggests that communication channels are available, but their effectiveness differs between face-to-face interaction and digital access. Therefore, communication in public information services at LPP RRI Gorontalo requires further strengthening through more consistent technical understanding among implementers, simplified service language, and better visibility of digital information.

Resources in the Implementation of Public Information Disclosure

In Edward III's framework, resources include the adequacy of human resources, technical capability, infrastructure, and administrative support necessary for policy implementation. The findings show that LPP RRI Gorontalo already possesses the basic resources required to support PPID services, including a website, social media accounts, service desks, waiting areas, standard operating procedures, and supporting administrative documents. These resources indicate that the institution has established both physical and digital infrastructure for public information services.

Nevertheless, field findings also indicate that the quality and management of these resources have not yet reached an optimal level. Several internal informants highlighted the need to strengthen human resource capacity, improve technical assistance, organize documentation more systematically, accelerate archive digitalization, and improve the reliability of supporting work facilities. In this context, the issue is no longer the absence of facilities but the institution's capacity to manage existing resources effectively, consistently, and sustainably. This finding aligns with previous research showing that the success of public information disclosure is strongly influenced by institutional capacity, human resource quality, and the management of digital and archival systems ([Irsyadinnas et al., 2023](#)).

A related finding shows that only one formal information request was officially recorded during the observed period. This does not necessarily indicate service failure; rather, it suggests that available institutional resources have not yet fully translated into broader public utilization through formal channels. External informants generally viewed the website and social media as useful for obtaining general information, although more technical aspects such as request procedures, service timelines, and objection mechanisms still require clearer presentation. These findings indicate that resource strengthening should focus on human resource development, document management, archive digitalization, and more functional digital service platforms.

Implementer Disposition in the Implementation of Public Information Disclosure

Implementer disposition refers to attitudes, commitment, and service orientation among policy implementers. The findings indicate that leadership and PPID personnel at LPP RRI Gorontalo have demonstrated a basic commitment to supporting public information disclosure. This commitment is reflected in the willingness to provide information, update service documents, and respond to public information needs. Institutional support is also reinforced through service declarations and the formal PPID structure that places information services within organizational responsibilities.

However, field findings also show that public information management is still often understood primarily as an administrative task, activated when directives are issued or when documents are already available. This suggests that while basic commitment exists, service orientation has not yet been fully internalized across all implementing actors. In other words, implementer disposition remains closer to administrative compliance than proactive service delivery. This finding supports previous studies showing that public information disclosure depends not only on formal regulations but also on organizational commitment and service culture among implementers (Ibrada et al., 2022).

External informants generally perceived officers as helpful and open in responding to requests. At the same time, they also expected information services to be communicated more actively rather than only when citizens directly ask for assistance. This indicates that implementers' attitudes are fundamentally positive, but the service orientation remains more responsive than proactive. Strengthening disposition therefore requires moving beyond willingness to respond toward actively preparing, updating, and socializing public information services as part of routine organizational practice.

Bureaucratic Structure in the Implementation of Public Information Disclosure

Bureaucratic structure emphasizes the importance of standard operating procedures, division of authority, coordination mechanisms, and service workflows in policy implementation. The findings show that LPP RRI Gorontalo has formally established the institutional structure required for PPID services, including the PPID decree, role distribution, and standard operating procedures governing documentation, information requests, information updates, and objection handling. These arrangements indicate that the formal bureaucratic foundation for policy implementation is institutionally available.

Despite this formal structure, implementation in practice still depends heavily on document readiness, coordination across units, and the efficiency of approval processes. Operators and supporting units frequently encounter situations where documents are incomplete, requested data are delayed, or approval processes require additional time. This indicates that the existing formal structure has not yet been fully translated into an efficient operational workflow. This finding is consistent with previous studies showing that public information service quality is strongly influenced by documentation management, information classification, and procedural standardization (Carlo & Monica, 2016).

From the perspective of information applicants, internal organizational structure appears more established than the structure visible to the public. Citizens generally understand service procedures more easily when directly guided by officers, while formal procedures, response timelines, and objection mechanisms remain less visible through available public channels.

Therefore, bureaucratic structure at PPID LPP RRI Gorontalo requires further strengthening through clearer inter-unit coordination, document validation procedures, and more accessible service flow information for the public.

Findings in Relation to Research Gap and Novelty

Taken together, the findings reveal that the central challenge of public information disclosure at LPP RRI Gorontalo lies not in the absence of regulations, institutional structure, or service channels, but in translating formal arrangements into public services that are accessible, consistent, and easy to understand. Across the four dimensions of Edward III's framework, communication channels are available but technical understanding remains uneven; resources are institutionally present but require stronger management; implementers demonstrate commitment but service orientation remains largely administrative; and bureaucratic structure is formally established but operational coordination and public readability still require improvement.

The novelty of this study lies in its focus on a regional public broadcasting institution, a context that remains limited in previous public information disclosure research. Unlike earlier studies centered on local government institutions or central public agencies, this study highlights a distinctive governance setting where public information disclosure intersects with public broadcasting functions and digital communication managed by a regional work unit. The findings also demonstrate that the existence of formal PPID structures, standard operating procedures, websites, and digital platforms does not automatically guarantee uniform implementation at the operational level. This contributes to policy implementation scholarship by confirming that successful public information disclosure depends on the alignment between formal institutional design and organizational capacity across communication, resources, disposition, and bureaucratic structure (Fernández-I-Marín et al., 2024).

Conclusion

Based on the findings and discussion, this study concludes that the implementation of public information disclosure policy at LPP RRI Gorontalo has been carried out, but has not yet operated optimally. Institutionally, the organization has established the formal foundation necessary to support public information services, including the PPID organizational structure, PPID decree, Public Information List, standard operating procedures, website, social media platforms, and supporting service facilities. However, the effectiveness of implementation remains influenced by several internal and operational constraints. In the communication dimension, policy directives and information channels are available, yet technical understanding among implementers remains uneven and public access to service procedures through digital platforms is not always sufficiently clear. In the resource dimension, basic institutional infrastructure has been provided, although human resource capacity, archive digitalization, document management, and the functional use of digital platforms still require improvement.

In the dimensions of disposition and bureaucratic structure, the findings indicate that PPID personnel have generally demonstrated openness, commitment, and willingness to provide public information services. Nevertheless, service implementation is still largely oriented toward administrative compliance rather than proactive public service. Formal role distribution and operational procedures are already available, but coordination across units, document validation, readiness of supporting data, and the visibility of service procedures for the public remain areas

requiring further strengthening. These findings suggest that policy implementation depends not only on the existence of regulations and institutional structure, but also on the organization's ability to translate formal standards into practical service mechanisms that are clear, accessible, and consistently implemented.

Overall, this study confirms that the main challenge in implementing public information disclosure policy at LPP RRI Gorontalo lies not in the absence of formal regulations or institutional arrangements, but in optimizing organizational capacity to transform those formal provisions into effective and sustainable public information services. The findings also contribute to the study of policy implementation by showing that in regional public broadcasting institutions, the success of public information disclosure is closely linked to the alignment between communication, resources, implementer commitment, and bureaucratic structure. Accordingly, strengthening technical capacity, improving inter-unit coordination, optimizing digital information channels, and fostering a more proactive service orientation are essential for ensuring that public information disclosure is implemented in a more accessible, responsive, and sustainable manner.

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