

Analysis of Public Information Disclosure: A Study on Improving Competency Development Training at the Bukittinggi Regional Human Resources Development Center of the Ministry of Home Affairs

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ABSTRACT

This study analyzes the implementation of public information disclosure in supporting competency development training for civil servants at PPSDM Regional Bukittinggi, Ministry of Home Affairs. Using a descriptive qualitative approach with a case study method, data were collected through in depth interviews, observations, and document analysis involving structural officials, information management staff, and targeted civil servant participants. The findings reveal that the current dissemination of training information remains suboptimal, relying primarily on manual correspondence through BKPSDM offices. This approach results in slow delivery, limited reach, and unequal access among civil servants, compounded by the underutilization of digital platforms, absence of structured communication policies, and lack of dedicated public relations resources. However, existing regulatory support, the growing need for competency development, and the availability of digital infrastructure present significant opportunities for improvement. The study recommends the development of an integrated web-based information system, active use of social media for interactive engagement, and the institutionalization of public relations functions. These strategies are expected to enhance accessibility, participation, and public trust while serving as a replicable model for other multi regional training centers. The findings underscore the importance of shifting toward proactive, technology driven, and resource supported public information management to strengthen transparency and efficiency in civil servant competency development.

ABSTRAK

Penelitian ini menganalisis penerapan keterbukaan informasi publik dalam mendukung pelatihan pengembangan kompetensi Aparatur Sipil Negara (ASN) di PPSDM Regional Bukittinggi, Kementerian Dalam Negeri. Penelitian menggunakan pendekatan kualitatif deskriptif dengan metode studi kasus. Data dikumpulkan melalui wawancara mendalam, observasi, dan analisis dokumen yang melibatkan pejabat struktural, pengelola informasi, dan ASN sebagai peserta pelatihan. Hasil penelitian menunjukkan bahwa penyebaran informasi pelatihan masih belum optimal dan bergantung pada surat manual melalui BKPSDM daerah, yang menyebabkan keterlambatan, jangkauan terbatas, dan ketimpangan akses di kalangan ASN. Hambatan utama meliputi rendahnya pemanfaatan platform digital, tidak adanya kebijakan komunikasi yang terstruktur, serta ketiadaan pranata humas. Namun, dukungan regulasi, meningkatnya kebutuhan pengembangan kompetensi, dan ketersediaan infrastruktur digital menjadi peluang besar untuk perbaikan. Penelitian ini merekomendasikan pengembangan sistem informasi pelatihan berbasis web yang terintegrasi, pemanfaatan media sosial secara aktif untuk interaksi, serta institusionalisasi fungsi humas. Strategi ini diharapkan dapat meningkatkan aksesibilitas, partisipasi, dan kepercayaan publik, serta menjadi model yang dapat direplikasi di pusat pelatihan pemerintah multi regional lainnya. Temuan ini menegaskan pentingnya pergeseran menuju pengelolaan informasi publik yang proaktif, berbasis teknologi, dan didukung sumber daya memadai untuk memperkuat transparansi dan efisiensi dalam pengembangan kompetensi ASN.

1. Introduction

Public information disclosure is a fundamental element in creating transparent, accountable, and participatory

governance. In Indonesia, this principle is legally mandated through Law No. 14 of 2008 on Public Information Disclosure, which obliges public bodies to provide accurate, accessible, and accountable

information to citizens [1]. In the management of civil servants (*Aparatur Sipil Negara/ASN*), public information disclosure plays a strategic role in expanding access to competency development opportunities, ensuring equal participation, and improving the quality of human resources in the public sector [2].

Several studies have shown that public information disclosure not only fulfills legal requirements but also enhances organizational performance by fostering transparency, accountability, and public trust [3]. In the digital era, the utilization of information technology such as institutional websites, social media platforms, and integrated training management systems has been identified as a critical factor in widening reach and improving the efficiency of information dissemination [4]. However, many government institutions still face challenges in optimizing these tools, leading to uneven access to information and low engagement among target participants.

In the case of the Bukittinggi Regional Human Resources Development Center (*Pusat Pengembangan Sumber Daya Manusia Regional Bukittinggi*) under the Ministry of Home Affairs, the operational coverage spans multiple regions, yet the dissemination of training information remains predominantly limited to formal correspondence sent to local government agencies. Consequently, many ASN lack direct access to details regarding schedules, types, and mechanisms of competency development programs [5].

Public information disclosure has been widely examined in the context of government transparency and citizen participation, particularly following the enactment of Indonesia's Law No. 14 of 2008 on Public Information Disclosure [6]. Several studies emphasize that transparency enhances accountability, bureaucratic efficiency, and public trust in government institutions [7]. However, most of these studies primarily address the disclosure of budget data, public services, and institutional performance reports, while specific investigations into information disclosure in the management of civil servant competency development especially within government training centers remain limited. Furthermore, when such topics are addressed, analyses are often conducted at the national or provincial policy level, with little focus on training institutions that serve multiple regions [8].

In addition, existing research on digital technology utilization for public information disclosure tends to focus on e-government platforms or integrated public service portals [9]. There is a lack of empirical examination of how institutional websites, social media channels, and training management systems can effectively broaden access and improve engagement among civil servants. This indicates a research gap in understanding how multi regional training centers, such as the PPSDM Regional Bukittinggi, can optimize both

organizational and digital strategies to ensure equitable access to competency development information for all target participants.

This study offers a novel contribution by providing an in-depth case analysis of public information disclosure practices in a multi-regional government training center, focusing on the integration of digital platforms and organizational mechanisms to enhance accessibility and participation in civil servant competency development programs [10].

This study seeks to analyze the current practice of public information disclosure in disseminating training programs at PPSDM Regional Bukittinggi, identify key barriers and enablers, and propose strategies to improve accessibility and participation. The specific research questions are: (1) How is public information disclosure currently implemented in relation to training programs? (2) What factors hinder or support its implementation? and (3) How can digital and organizational strategies be optimized to improve competency development for civil servants?

2. Research Method

This study employed a descriptive qualitative approach with a case study method to analyze public information disclosure in supporting competency development training for Civil Servants (ASN) at the Human Resource Development Center (PPSDM) Bukittinggi, Ministry of Home Affairs. A qualitative approach was selected to enable an in depth understanding of social phenomena in their real-life context [11]. The case study method was chosen to allow detailed exploration of processes, constraints, and opportunities within a single institutional setting [12]. The research subjects consisted of structural officials, information management staff, and civil servants targeted as training participants at PPSDM Bukittinggi. Informants were selected using purposive sampling, which identifies individuals considered to possess the most relevant information regarding the studied phenomenon [13]. The research site was chosen due to the institution's strategic mandate in competency development for regional civil servants.

Data collection was carried out through in-depth interviews, participant observation, and document review. In depth interviews aimed to obtain detailed perspectives of informants on the implementation of public information disclosure [14]. Observations were conducted to record actual practices of information dissemination within the institution. The document review covered regulatory guidelines, official letters, and digital media publications related to training activities. Data were analyzed using the interactive model comprising three concurrent steps: data reduction, data display, and conclusion drawing/verification [15]. Data validity was ensured through triangulation of sources and methods,

complemented by member checking with informants to confirm the accuracy of interpretations.

3. Result and Discussion

The findings of this study indicate that the implementation of public information disclosure at the Bukittinggi Regional Human Resource Development Center (PPSDM) remains limited and has not yet reached optimal performance, especially in the dissemination of training information for civil servant competency development. The current practice relies predominantly on official letters sent to local Civil Service and Human Resource Development Agencies (BKPSDM), with minimal integration of digital platforms such as institutional websites or official social media accounts. This approach significantly restricts direct access for regional civil servants, resulting in low awareness of training schedules, types, and registration mechanisms. From an organizational communication standpoint, this reflects weaknesses in both vertical and horizontal information flows, which limits engagement and participation [16]. Three key obstacles were identified: underutilization of digital media where platforms are not updated with pre-event promotional content, the absence of managerial policy directives to encourage proactive dissemination, and low awareness among civil servants of the existence of training programs. These findings align with other research indicating that weak information systems hinder equitable access to professional development opportunities in the public sector [5].

Despite these constraints, several enabling factors create opportunities for improvement. Existing regulatory frameworks already support public information disclosure, and there is a growing need for civil servant competency enhancement, alongside increasing public demands for government transparency. Nevertheless, the potential of these drivers is limited by the shortage of dedicated human resources for information management, the absence of a designated public relations officer, and insufficient budget allocation for outreach activities. Interviews with PPSDM officials revealed that while digital infrastructure exists, it is not being utilized to its full capacity due to both technical and strategic gaps. This is consistent with previous studies that highlight the importance of institutional readiness and active management for the success of e-governance initiatives. To address these issues, the study recommends developing an integrated, web-based training information system, leveraging social media for real time updates, and implementing participatory communication strategies. These measures would enhance efficiency, accessibility, and public trust in the institution's performance.

Table 1. Barriers and Enablers of Public Information Disclosure at PPSDM Bukittinggi

Barriers	Enablers
Underutilization of digital platforms	Regulatory framework supporting transparency
Absence of proactive policy directives	Growing need for civil servant competency development
Limited awareness among civil servants	Public demand for open governance
Lack of designated public relations staff	Availability of digital infrastructure
Insufficient budget for outreach	Institutional mandate for capacity building

Table 1 outlines the main barriers and enablers that shape the implementation of public information disclosure at PPSDM Bukittinggi. Key barriers include the underutilization of digital platforms, which limits the timeliness and reach of training information; the absence of proactive policy directives, resulting in inconsistent and ad hoc dissemination; and limited awareness among civil servants due to indirect communication channels via BKPSDM offices. These issues are compounded by the lack of designated public relations staff and insufficient outreach budgets, which together weaken the institution's ability to conduct sustained and wide-reaching communication campaigns. Such barriers indicate that while infrastructure and technology may be present, institutional readiness and operational commitment remain underdeveloped.

On the other hand, several enablers provide a strong foundation for improvement. The presence of a regulatory framework supporting transparency legitimizes reform efforts, while the growing need for civil servant competency development creates a natural demand for more accessible training information. Public demand for open governance reinforces this urgency, pushing the institution toward greater accountability. Furthermore, the availability of digital infrastructure and the institutional mandate for capacity building offer practical tools to support transformation. By strategically leveraging these enablers through resource allocation, policy formulation, and digital integration PPSDM Bukittinggi could significantly improve information accessibility, participation rates, and public trust, ultimately serving as a model for other multi regional training centers.

3.1. Limitations in Current Public Information Disclosure Practices

The results indicate that PPSDM Bukittinggi still adopts a conventional and bureaucratic approach in disseminating training related information. The primary method is sending official letters to local BKPSDM offices, without a consistent strategy to utilize digital platforms such as the institution's official website or social media accounts. While this method ensures formal communication, it significantly limits the speed, reach, and accessibility of information for

civil servants, especially those in remote areas. The lack of direct communication channels to the target participants results in delayed awareness and reduced opportunities for timely registration and preparation for training programs [17].

Moreover, the nature of information provided tends to be reactive rather than proactive. Digital channels, when used, often only present post event documentation, such as activity photos and brief summaries, instead of providing promotional material or comprehensive guidance prior to the training sessions. This limits the opportunity for civil servants to make informed decisions about participating in the programs. Studies in other public sector contexts have shown that pre event communication is crucial for increasing participation rates in competency development activities.

From an organizational communication perspective, the current practice demonstrates weaknesses in both vertical and horizontal information flows. Vertical communication between central and regional units is largely unidirectional and top down, while horizontal communication between departments or between civil servants themselves is minimal. This reduces opportunities for peer to peer learning and collaborative engagement. In addition, the absence of two way communication channels such as interactive forums or inquiry portals further reduces the institution's ability to gauge the needs and concerns of potential participants, limiting the responsiveness of the training programs offered.

3.2. Key Barriers Identified

The first major barrier is the underutilization of digital platforms. While PPSDM Bukittinggi possesses the technical infrastructure to maintain an updated website and engage audiences through social media, these platforms are rarely used for proactive and structured information dissemination. This underuse represents a significant missed opportunity, especially given that digital engagement is now recognized as a cost effective and wide-reaching communication tool for public sector institutions [18].

The second barrier lies in the absence of managerial policy directives mandating proactive and comprehensive public information disclosure. Without clear institutional guidelines and performance metrics related to information dissemination, the responsibility for communication remains fragmented and inconsistent. This leads to variability in the quality and frequency of updates, depending on individual initiative rather than standardized organizational practice.

The third barrier concerns the low awareness among civil servants about available training opportunities. Interviews revealed that most civil servants only become aware of programs through internal BKPSDM

notices, which may not be distributed promptly or widely. This lack of direct outreach to individual civil servants results in lower participation rates and underutilization of training resources. Compounding these issues is the lack of designated public relations personnel and the limited budget for communication activities, both of which restrict the institution's capacity to design and implement targeted outreach campaigns.

3.3. Enabling Factors and Opportunities for Improvement

Despite these challenges, the study identifies a set of enabling factors that can be leveraged for improvement. Foremost among these is the existence of a legal and regulatory framework that supports public information disclosure. This framework not only provides legitimacy for reform initiatives but also aligns with broader governance priorities at the national level, such as transparency and accountability.

Another significant enabler is the growing demand for civil servant competency development. With the rapid evolution of administrative functions and the introduction of new technologies in governance, there is heightened awareness among both policymakers and civil servants about the need for continuous professional development. This creates a favorable environment for expanding training programs, provided that the information about such programs is effectively communicated.

Furthermore, the availability of digital infrastructure offers an immediate avenue for improvement. The institution already possesses the necessary hardware and basic online presence to support digital information dissemination. The challenge lies in activating these resources through strategic planning, human resource allocation, and budget prioritization. International case studies have demonstrated that successful adoption of digital communication tools in public sector training programs requires both technological readiness and an organizational culture that encourages transparency and engagement [19].

3.4. Recommended Strategic Interventions

The first recommended intervention is the development of an integrated, web-based training information system. This system should centralize all training related data, including schedules, course descriptions, eligibility criteria, and registration mechanisms, while also allowing real time updates and direct user inquiries. Such a platform would remove the dependency on intermediary offices and give civil servants immediate access to the information they need.

The second intervention is the active and systematic utilization of social media platforms. Social media offers an accessible and cost-effective channel for real

time communication, targeted outreach, and interactive engagement with potential training participants. The use of visually engaging content, such as infographics, short videos, and testimonials, could further enhance interest and participation.

The third intervention is the institutionalization of public relations functions within PPSDM Bukittinggi.

This entails appointing dedicated communication staff responsible for content creation, platform management, and stakeholder engagement, supported by adequate budget allocations. A dedicated PR team would ensure continuity, consistency, and strategic oversight of all information dissemination activities.

Table 2. Comparison Between Current and Ideal Training Information Dissemination System at PPSDM Bukittinggi

Indicator	Current Condition	Ideal Condition
Speed of Information Reach	Information is delivered manually via letters, causing delays in reaching civil servants. Limited to recipients at BKPSDM offices; civil servants often receive information indirectly.	Information is updated in real time through an integrated web-based system and social media channels. Direct access for all civil servants, regardless of location, through public online platforms.
Content Quality	Mostly post event documentation; lacks pre-event promotional and instructional details.	Comprehensive pre-event announcements, clear instructions, and interactive Q&A support.
Accessibility	Dependent on intermediary offices; no centralized public database of training schedules.	Centralized, user friendly, and mobile accessible database for schedules, course details, and registration.
Engagement	One way communication; no feedback mechanism for civil servants.	Two-way interaction via online forums, chat support, and social media engagement.
Resource Allocation	No dedicated PR personnel; minimal budget for outreach activities.	Dedicated communication team with sufficient funding for sustained and strategic information campaigns.

Table 2 highlights a significant gap between the current training information dissemination system and the proposed ideal model. Regarding the *speed of information*, the current manual letter-based method creates delays in distribution, which limits the preparation time for civil servants. In the ideal scenario, integrating a web-based system with active social media use would allow real time updates, enabling potential participants to plan their participation more effectively.

In terms of reach, the current system restricts access to BKPSDM offices, meaning civil servants often receive information indirectly. The ideal model proposes open access through public online platforms, ensuring that all civil servants receive the same information simultaneously, reducing reliance on intermediaries and minimizing information distortion. Furthermore, the content quality in the current system is still oriented toward post event documentation. In the ideal system, content should be promotional and informative before the training takes place, including technical guidelines, schedules, and clear registration procedures. This shift not only improves communication effectiveness but also encourages active participation. The same applies to accessibility and engagement, where the ideal condition promotes two-way communication that allows civil servants to provide feedback, ask questions, or confirm details via interactive online channels. Ultimately, the success of this transformation depends heavily on adequate human resource and budget allocation, including establishing a dedicated communication team focused on sustaining strategic information campaigns.

3.5. Implications for Policy and Practice

The findings underscore that public information disclosure in the context of civil servant competency

development is not merely a matter of making information available it must also ensure that the information is accurate, relevant, timely, and easily accessible. For policymakers, this means shifting from a passive approach, where information is shared only when requested, to an active approach that anticipates user needs and delivers information in user friendly formats.

From a practical standpoint, the transition towards digital driven and participatory communication strategies is essential. This shift would not only increase training participation rates but also contribute to greater transparency, accountability, and trust in public institutions. In the longer term, such reforms could serve as a model for other regional HR development centers in Indonesia.

Lastly, the institutionalization of proactive information disclosure practices would align PPSDM Bukittinggi with international best practices in public sector governance. When implemented effectively, these practices can transform the institution into a benchmark for transparent, efficient, and citizen focused public administration, with a direct positive impact on the quality of civil servant human resources.

4. Conclusion

This study finds that public information disclosure at PPSDM Bukittinggi is still not optimal in supporting civil servant competency development training, as dissemination remains dependent on manual correspondence through BKPSDM offices, resulting in slow delivery, limited reach, and uneven access. The main barriers include underutilization of digital platforms, absence of structured communication policies, and lack of dedicated public relations resources. Implementing an integrated web-based

information system, optimizing social media for interactive engagement, and institutionalizing public relations functions could substantially improve accessibility, participation, and public trust, while also serving as a replicable model for other regional training centers. These findings highlight the need for a shift toward proactive, technology driven, and resource supported information management, with future research recommended to test the scalability and effectiveness of these strategies in diverse institutional contexts.

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