

Performance Evaluation in Public Information Services in General Election Commission Tanjung Jabung Timur Regency

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ABSTRACT

This study evaluates the performance of public information services at the General Election Commission (KPU) of East Tanjung Jabung Regency. Public information is vital for good governance and transparency in electoral processes. Using a qualitative case study method, data were collected through interviews with KPU officials and staff, along with direct observations. The results show that overall service performance is effective in supporting democratic elections. However, weaknesses remain in empathetic service delivery and equitable access in underdeveloped areas. The study recommends capacity building, budget efficiency, and inclusive communication strategies to enhance service quality.

INTRODUCTION

Human Resources (HR) plays a critical role in the success of an organization, with optimal performance dependent on the management of competent, motivated, and developing HR. Good HR management includes recruitment, training, and ongoing performance evaluation to ensure increased productivity and achievement of organizational goals. Research shows that good leaders, job satisfaction, motivation, and appropriate incentives are key to improving employee performance, which in turn drives corporate success. Organizations that are able to manage HR effectively have a competitive advantage in achieving their goals.

The General Election Commission (KPU) is responsible for organizing elections in a democratic, fair, and transparent manner, including at the Tanjung Jabung Timur Regency level. The KPU focuses on evaluating the performance of its employees, ensuring that they carry out their duties properly, and involving the community in the democratic process through socialization and training. Every month, the Tanjung Jabung Timur Regency KPU holds regular meetings to discuss employee performance, in accordance with existing regulatory guidelines. The KPU's vision is to become an independent, professional, and integrity-based election organizer, by ensuring that employees work with quality, effectively, and in accordance with the organization's culture.

The optimal performance of the General Elections Commission (KPU) is not only about administrative efficiency but also reflects the quality of public services received by the community. According to Law Number 25 of 2009, public service must fulfill citizens' needs in the form of goods, services, or administrative functions. As the election organizer, the KPU holds the responsibility of ensuring that election-related information is transparent, accurate, and accessible to the public, in line with Law Number 14 of 2008 on Public Information Disclosure. Effective public information services, supported by technology, help reduce voter apathy, prevent fraud, and increase voter participation in democratic processes.

To achieve this, the KPU must ensure it has competent human resources capable of managing and disseminating information professionally and ethically. The use of technology – such as e-Voting systems and election reporting apps – has made it easier and faster to reach broader segments of the population, including those in remote areas. For example, KPU of Tanjung Jabung Timur Regency earned a Public Information Transparency Award in 2023 with a score between 60–79.9, despite facing internal challenges and bureaucratic hurdles that hinder the speed and accuracy of information dissemination.

Although achieving a high level of public information openness, the KPU still struggles to meet public expectations for fast, accurate, and transparent information. Inconsistencies in communication between departments and sluggish internal processes can reduce public trust in the institution. This may lead to low voter participation and increased socio-political polarization, especially if certain groups feel excluded from access to essential information.

Based on the background described, it is important to examine the overall picture of public information services provided by the General Elections

Commission (KPU) of Tanjung Jabung Timur Regency, along with the various factors that influence its performance, such as internal bureaucratic constraints, lack of coordination between units, and the utilization of information technology. In addition, an analysis of the quality of public information services is necessary by referring to the relevant legal provisions, particularly Law Number 14 of 2008 concerning Public Information Disclosure, to assess the extent to which these services uphold the principles of transparency, accountability, and accessibility for the public within the context of democratic election administration.

LITERATURE REVIEW

Organizational Performance: Definition, Influencing Factors, and Measurement

Organizational performance is a critical construct in assessing the extent to which an organization achieves its established goals and objectives. In an increasingly competitive environment, a clear understanding of performance is not only essential for evaluating effectiveness but also serves as a strategic foundation for continuous improvement. Within the context of the General Elections Commission (Komisi Pemilihan Umum or KPU), performance can be assessed through key aspects such as timely election administration, transparency and accountability, provision of accurate information, dispute resolution, voter services, and public participation. These factors collectively influence the quality of electoral processes and, subsequently, the public's trust in democratic institutions.

Several scholars have conceptualized performance in terms of task accomplishment and result orientation. Mangkunegara (2006) emphasizes the importance of quality and quantity in achieving assigned responsibilities, while Stolovitch and Keeps (1992) view performance as the outcome of task execution. Similarly, Gibson, Ivancevich, and Donnelly (1994) regard performance as a measure of individual success in completing tasks and achieving set objectives. In the organizational context, performance refers to the overall effectiveness and efficiency with which an organization mobilizes its teams, processes, and culture toward strategic goals. According to Wibawa and Atmosudirdjo, as cited in Pasolong (2011), organizational performance includes the systematic efforts made to meet stakeholder needs effectively and sustainably.

Factors Influencing Organizational Performance

Organizational performance is shaped by both internal and external factors. Hessel (2007) identifies motivation, organizational culture, compensation, leadership, job satisfaction, discipline, work environment, and organizational commitment as key internal drivers. Djeremi et al. (2014) further elaborate on individual performance determinants, which include effectiveness and efficiency, authority, discipline, initiative, and a conducive work environment. Yuwono (in Hessel, 2007) highlights organizational goals, leadership, culture, and work quality as influential variables. Additionally, Pearce, Robinson, and David (2013) underscore the significance of external factors—such as market conditions and socio-economic environments—which, alongside internal

resources (e.g., human capital, finances, technology), shape strategic direction and organizational action.

Performance Measurement

Performance measurement is a fundamental component in evaluating the extent to which an organization fulfills its strategic and operational targets. By employing various indicators and methodologies, performance measurement not only provides insight into operational effectiveness but also informs data-driven strategic decisions. Fenyvesa and Zsidóa (2015) argue that the frequency and rigor of performance assessments affect an organization's positioning and long-term success.

Generally, performance measurement systems serve two key purposes. First, as a diagnostic tool, they offer feedback on the implementation of strategy. Second, as an interactive mechanism, they facilitate learning, communication, and the formulation of new strategies responsive to organizational dynamics (Zhang & Yu, 2020). Mahsun (2009), as cited in Sembirig (2012), categorizes performance indicators into six types: input indicators, such as financial resources and staff availability; process indicators, including compliance with regulations and service time; output indicators, representing the quantity and timeliness of goods or services produced; outcome indicators, reflecting quality and productivity; benefit indicators, such as public satisfaction and engagement; and impact indicators, measuring improvements in public welfare and income levels.

In the context of public sector institutions like the KPU, performance indicators are governed by specific regulations. According to Ministerial Regulation No. 53 of 2014 on Performance Agreements and Reports, performance indicators must be specific, measurable, achievable, relevant, and time-bound (SMART). The regulation mandates that performance indicators at the ministerial or agency level must primarily focus on outcomes, while those at the first and second echelon levels must include higher-level outputs and outcomes, respectively.

Based on Ministerial Decree No. PER/09/M.PAN/5/2007, the KPU has established the following key performance indicators:

- Democratic electoral processes, including elections conducted on schedule and in accordance with legal provisions, along with voter participation rates.
- Free, fair, and peaceful elections, with minimal conflict and favorable resolution of electoral disputes in favor of the KPU

Definition of Public Information Services

Public information services play an essential role in fostering strong relationships between the government and its citizens. In a diverse society, justice and accessibility are key principles that must be upheld to ensure that public expectations are effectively addressed through governmental actions. Experts offer varying definitions of public service. Pasalong (2010) defines service as an action carried out to fulfill the needs of others, while Tukino (2020) describes information as processed data that supports decision-making. In this context, public information services refer to the delivery of information that is fast, timely,

affordable, and easily accessible, with strict limitations on exceptions for classified information.

Principles of Public Information Services

The principles of public information services, as outlined in Law No. 14 of 2008 on Public Information Disclosure, are crucial in ensuring high-quality government services. The main principles include transparency, accountability, and public participation. Transparency means providing clear, accurate, and understandable information, thereby fostering accountability and preventing corruption. Accountability ensures that all actions taken by the government are open to public scrutiny and are aligned with legal standards. Meanwhile, the participatory principle encourages citizens to actively engage in decision-making processes, ensuring that policies reflect real community needs and represent the collective interest.

Measuring the Quality of Public Information Services

Measuring the quality of public information services is critical in evaluating how effective these services are in meeting public needs and expectations. According to Parasuraman, Zeithaml, and Berry (1990), there are five core dimensions for assessing service quality: tangibles, reliability, responsiveness, empathy, and assurance. Each of these plays a significant role in enhancing the user experience. Tangibles refer to visible elements like service facilities and equipment. Reliability concerns the consistency and accuracy of the services provided. Responsiveness refers to the speed and precision in addressing service requests. Empathy emphasizes understanding and caring for the public's concerns, while assurance highlights the provider's competence in delivering trustworthy and beneficial services. Together, these elements guide governments in refining and innovating their public information systems.

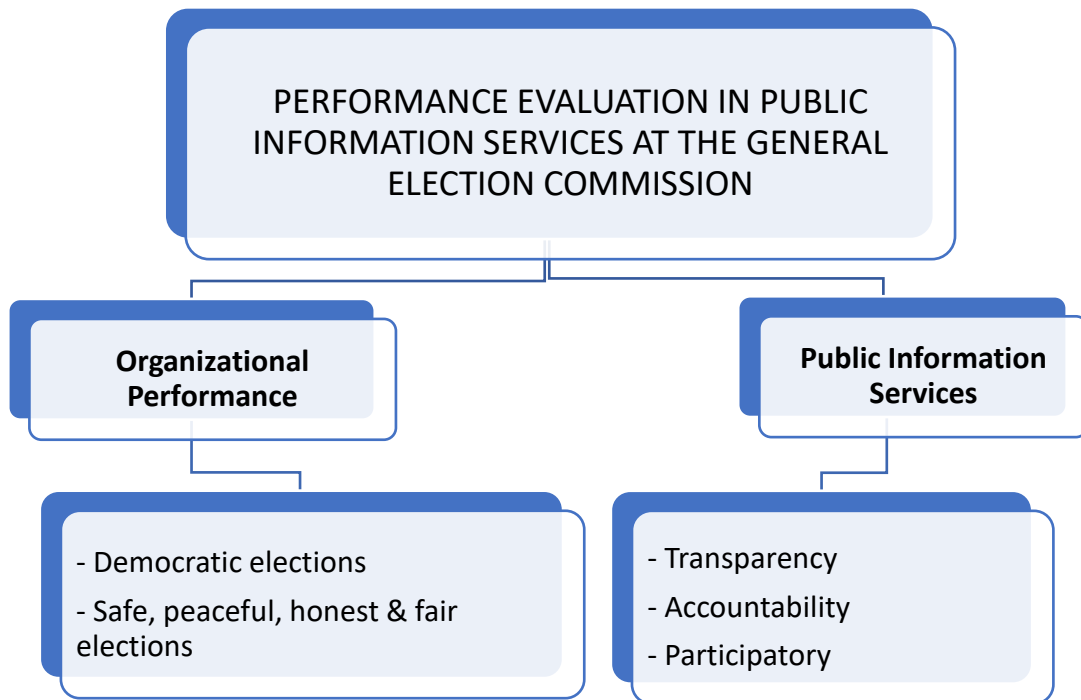


Figure 1. Mind Map

METHODOLOGY

This study employs a qualitative research approach aimed at evaluating the implementation of organizational performance in improving public information services within a government institution. The focus is placed on the General Election Commission (KPU) of Tanjung Jabung Timur Regency. The qualitative approach was chosen to allow the researcher to gain a deeper understanding of the research object and to provide a comprehensive evaluation of how public information services are managed.

The research population includes individuals with roles or experiences relevant to the topic, while the sample consists of three key informants: one secretary, one head of the planning, data, and information division, and one member of the local community. These informants were selected based on their capacity to provide relevant insights regarding organizational performance and public service delivery. The research was conducted at the KPU office located in Tanjung Jabung Timur, Jambi Province.

In line with Creswell's (2014) view on qualitative methods, the use of a small yet representative group of informants is considered sufficient to obtain meaningful perspectives, provided the selection is appropriate. Data for this study were obtained from two primary sources. Primary data were collected through in-depth interviews and direct observation of activities at the research site. Meanwhile, secondary data were gathered from documentation, including institutional records, performance reports, and related literature such as books and journal articles accessed through online sources.

The data collection techniques used include participant observation, where the researcher directly engaged with the environment being studied; interviews, both structured and unstructured, to gather comprehensive information; and documentation, which supported the primary data by

providing institutional context and verification of findings. During the interviews, a combination of predetermined and spontaneous questions was used to capture deeper insights from informants.

The qualitative data analysis was carried out through three main stages: data reduction, which involved filtering and organizing raw data to focus on essential aspects; data presentation, where information was clearly structured to support interpretation; and conclusion drawing, a process that began with tentative insights and continued with deeper validation to ensure accuracy and relevance to the research objectives.

To ensure the validity and reliability of the data, the researcher applied triangulation techniques. These included triangulation of sources (using different informants), techniques (using various data collection methods), and time (conducting data collection at different times). Triangulation not only verified the consistency of the findings but also provided a more holistic and credible understanding of the phenomenon studied. This method was particularly effective in capturing both objective facts and subjective experiences related to the evaluation of organizational performance in managing public information services

RESEARCH RESULT

Performance and Inhibiting Factors in Public Information Services

Effective information management is a key factor in improving the performance of organizations, including the General Election Commission (KPU) of Tanjung Jabung Timur. The KPU has implemented the principle of public information openness in accordance with the law, providing various channels such as manual and electronic forms, a website, social media, and direct services at the office. The author asked, "How is the management and distribution of public information at the KPU of Tanjung Jabung Timur?" Mr. FK responded that information transparency is wide, supported by the PPID structure, and information can be accessed quickly as long as it is available. Additionally, JDIH (Legal Documentation and Information Network) is also provided for legal information. The community also supports this statement, such as Mr. AS, who replied, "The information from KPU is very clear, I usually get it from social media or go directly to the office if I need to ask something." From these responses, it's clear that the public finds the information clear and easily accessible.

Although there are no significant external barriers, KPU Tanjung Jabung Timur still faces some internal challenges. The author asked, "What internal and external factors affect the performance of public information management?" Mr. FK explained that the main barriers come from human resources (HR) who have not all received training, as well as budget constraints. For example, old information such as the 2004 election is not well documented. Moreover, while the internet network is not a problem at the office, people in remote areas still have difficulty accessing information. The author also asked, "How does KPU address technical or infrastructure barriers in providing public information?" Mr. FK responded that socialization through ad hoc bodies in remote areas is the

main solution. Mr. AS, a member of the public, reinforced this by saying, "The socialization held before the elections is very helpful because information from the internet is sometimes difficult to understand." The author's observations also confirmed that direct socialization is being conducted in the field.

Public Information Services

Public information services are greatly influenced by the quality of HR. KPU has 30 employees who go through a rigorous selection process in accordance with the law. The author asked, "To what extent do you think the public information service provided by KPU is in line with public expectations?" Mr. FK responded that although no special training is conducted, regular discussions and evaluations are held to ensure HR understands which information can and cannot be disclosed. Mrs. AV added, "So far, we have not received any complaints, and we have received many thank-you messages." From the community's perspective, Mr. AS stated, "The service at KPU is friendly, and the information is easy to understand, especially with the socialization provided." This statement shows that both KPU internally and the public agree that the quality of information service is quite adequate and successfully meets public needs.

DISCUSSION

Performance and Inhibiting Factors in Public Information Services

The General Election Commission (KPU) of Tanjung Jabung Timur states that public information openness is now widely and comprehensively implemented in accordance with the mandate of Law No. 14 of 2008 on Public Information Disclosure. In an interview, the KPU emphasized its commitment to transparency by establishing a PPID (Public Information and Documentation Officer) structure that is responsible for managing and responding to public information requests. The public can easily access this information through forms provided, both in manual and digital formats. As long as the requested data is available, the information will be promptly provided to the requester, reflecting the principles of responsive and open public service.

This effort is also strongly aligned with the Key Performance Indicators (IKU) outlined in the Minister of State for Administrative Reform Regulation No. PER/09/M.PAN/5/2007, particularly in the context of organizing a democratic election. KPU Tanjung Jabung Timur actively ensures that the public receives the latest information about all stages of the election, from preparation to implementation. This information is disseminated through various official communication channels, such as websites and social media, which are regularly updated. This is an adaptation to the development of information technology as well as a strategy to reach a wider audience.

Furthermore, information openness plays an important role in encouraging active public participation in the election. With easy and clear access to information, the public can better understand the democratic process and their role in it. High public involvement becomes an indicator of the success of the election, not only from the technical aspects of implementation but also from the level of voter participation in the process. This supports the IKU that emphasizes

the importance of voter participation as a measure of the effectiveness of election administration.

Additionally, KPU Tanjung Jabung Timur also pays special attention to aspects of the election that are safe, peaceful, honest, and fair. They provide a Legal Documentation and Information Network (JDIH) that is accessible to the public as a form of legal transparency and a means to avoid misunderstandings or potential legal conflicts. Through open access to legal information that is comprehensible to the public, KPU hopes to reduce legal disputes that may arise during the election process.

This transparency of information supports the achievement of another IKU, namely an election without conflicts and legal disputes that harm the organizers. When the public has adequate understanding of the election rules, the potential for conflicts and misunderstandings can be minimized. The public also feels involved and treated fairly in every stage of the election.

Although there are no significant external factors affecting information services, several internal challenges persist. These include a lack of training for human resources, budget constraints, and weak information and documentation management. According to David's (2009) theory, competent human resources, effective information systems, and financial resources are key internal factors that support organizational effectiveness. The unpreparedness of staff and their limited ability to make independent decisions hinder operational efficiency. Additionally, limited funding reduces the organization's capacity to collect and present comprehensive data.

Other challenges relate to technology and network access, especially in remote areas that are difficult to reach. While central infrastructure supports the distribution of information through digital media such as websites and social media, limited connectivity in rural regions results in uneven access to information. However, the organization demonstrates flexibility by involving ad hoc bodies operating on the ground as an alternative solution. This reflects the adaptability of the organizational structure in facing challenges, ensuring that information services continue even under less-than-ideal conditions.

Public Information Services

The General Election Commission (KPU) demonstrates its commitment to providing good and timely information services by utilizing the servqual approach, which consists of five key dimensions: reliability, assurance, responsiveness, empathy, and tangibles. In terms of reliability, KPU successfully provides consistent and trustworthy services, as evidenced by the absence of public complaints related to information access. Regarding assurance, although there are no formal training sessions, KPU's human resources (HR) possess sufficient knowledge of what information can and cannot be disclosed, supported by regular internal discussions and performance evaluations. In responsiveness, KPU is fairly efficient in delivering information quickly, although there is room for improvement in the procedures for responding to public requests. In the empathy dimension, KPU shows attention to public needs by ensuring easy access to information, though personal interactions with users

have not been prioritized. In terms of tangibles, KPU has provided adequate physical and digital infrastructure, such as an official website, social media, and JDIH, to make it easier for the public to access information. Overall, KPU Tanjung Jabung Timur performs well in terms of reliability, responsiveness, assurance, and tangibles, though there is room to improve empathy in its information service approach.

The information transparency policy implemented by KPU Tanjung Jabung Timur refers to the Public Information Disclosure Law No. 14 of 2008, emphasizing the principles of transparency, accountability, and participation. KPU has been actively working to improve HR capacity, even without formal training, by ensuring that information is shared accurately and in accordance with applicable regulations. Public participation is well-maintained through various communication channels, such as the website and social media, showing public satisfaction with the information services provided. Thus, KPU has effectively implemented the principles of public information transparency while maintaining a balance between the public's right to know and the institution's responsibility to protect exempt information.

CONCLUSIONS AND RECOMMENDATIONS

The General Elections Commission (KPU) of Tanjung Jabung Timur Regency has shown a strong commitment to providing transparent, accountable, and participatory public information services in accordance with democratic principles and legal regulations. Despite internal challenges such as limited budget, infrastructure, and lack of formal training for human resources, the KPU remains adaptive through regular evaluations, the use of ad hoc bodies, and various information channels including social media, websites, PPID, and JDIH. The quality of information services is considered adequate based on the SERVQUAL approach, excelling in reliability, assurance, responsiveness, and physical facilities, although the empathy aspect still needs improvement. These efforts contribute to increased voter participation, conflict prevention, and the successful implementation of fair, honest, and democratic elections.

Although the KPU has demonstrated a strong commitment to improving organizational performance, particularly in public information services, it is recommended that the Tanjung Jabung Timur KPU introduce a more structured formal training program for their human resources. This aims to enhance understanding and skills in managing public information archives according to established standards. Formal training would strengthen HR capacity to address emerging challenges, ensuring that the information provided is accurate, relevant, and timely, while facilitating the achievement of organizational goals in providing transparent and efficient public services. Additionally, better budget control measures, such as cost-saving on facilities and maintaining reusable items, are advised to minimize budget shortages. To improve the empathy-oriented quality of public service, KPU could develop a more personal and responsive approach by offering direct consultations (online and offline), providing training in empathetic communication, expanding inclusive information formats (e.g., local languages, sign language, or visual guides), creating proactive feedback channels, and assigning mobile service staff to

remote areas. These steps are expected to enhance the empathy dimension of the service and foster closer ties between the KPU and the public.

ADVANCED RESEARCH

This study has several limitations that need to be acknowledged. One of the main limitations is the small number of informants, involving only three individuals: two KPU staff members and one member of the public. While the inclusion of a public representative provides an important external perspective, the limited number of informants restricts the depth and diversity of views that can be explored regarding the performance of public information services by the KPU. As a result, the findings may not fully capture the range of experiences and perceptions from both internal stakeholders and the broader community as information recipients. Although this study includes informants from both internal and external perspectives, the public viewpoint is represented by only one individual, which may not adequately reflect the variety of experiences and expectations among the wider population. This imbalance potentially affects the objectivity of the findings related to how effectively public information services are being delivered. Another limitation lies in the narrow scope of the research, which was conducted only within the KPU of Tanjung Jabung Timur Regency. While the study provides a useful snapshot of the situation in this particular region, the findings cannot be generalized to other regencies or to the national level due to contextual differences in organizational capacity, demographics, and access to public information.

Future research should consider increasing the number of informants, especially from the public, to obtain a more diverse range of perspectives on the quality and effectiveness of information services. Involving more community members from different backgrounds or geographic areas within the regency would provide a more comprehensive understanding of public experiences in accessing election-related information. Furthermore, future studies may expand the scope by conducting comparative research across different KPU offices in other districts or regions. This would provide broader insights into the factors that influence the effectiveness of public information services and allow for the development of more applicable recommendations for improving service quality at the regional and national levels.

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