



THE ROLE OF THE INFORMATION AND DOCUMENTATION MANAGEMENT OFFICER TEAM (PPID) IN PUBLIC INFORMATION GOVERNANCE AT THE ELECTION SUPERVISORY AGENCY OF NORTH SULAWESI PROVINCE

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Abstract (English)

Public information transparency constitutes a fundamental pillar of good governance. As a public body responsible for overseeing general elections, the Election Supervisory Agency (Bawaslu) is obligated to manage and disseminate public information in a transparent, accountable, and accessible manner. This study examines the multidimensional role of the Information and Documentation Management Officer Team (PPID) in public information governance at Bawaslu North Sulawesi Province, along with supporting and inhibiting factors affecting their performance. Employing a qualitative descriptive approach, data were collected through in-depth interviews with key informants (PPID Supervisor, PPID Officer, and information management staff) and analysis of official documents, including the 2025 Public Information Service Report. The findings reveal that the PPID Team performs four primary functions: (1) information management and documentation, including inventory, classification, and archiving of institutional documents; (2) public information services through offline and online channels via an integrated e-PPID portal, achieving a 77.8% request fulfillment rate with an average processing time of 1-5 working days; (3) proactive information dissemination through digital channels; and (4) internal organizational coordination through representative staff placement in each division. Enabling factors include leadership commitment, organizational support, information technology utilization (document digitization and integrated e-PPID portal), effective internal communication, and clearly defined task distribution. Inhibiting factors comprise the lack of integrated data management across a unified system, continuously growing document volume tied to election activities, and disparities in inter-unit response speed, compounded by personnel carrying dual responsibilities. The study recommends developing an integrated document management system, restructuring PPID personnel workloads, standardizing capacity across all work units, and strengthening periodic and measurable monitoring and evaluation of public information transparency implementation.

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1. INTRODUCTION

1.1 Background

Transparency is a fundamental principle in realizing good governance. In the context of governance, openness is not merely a formal obligation but the foundation of trust between the state and its citizens. Decision-making processes that are accessible and monitorable by the public represent the most concrete means of preventing abuse of authority by state officials. Moreover,





in an evolving democratic system, transparency has become a benchmark for measuring how genuinely society is involved—not only as voters but also as overseers of government operations (Dwiyanto, 2017).

The strengthening of transparency in Indonesia has become increasingly systematic since the enactment of Law Number 14 of 2008 concerning Public Information Disclosure (UU KIP), which grants broad rights to the public to obtain information from public bodies. This law mandates every public body to appoint an Information and Documentation Management Officer (PPID) responsible for managing, documenting, and providing public information. The presence of PPID reflects a paradigm shift in how governance should operate—from closed information management toward openness as a publicly demanded norm (Chairunnisa et al., 2023).

As the most fundamental mechanism in democracy, elections demand higher transparency standards than other government affairs. A fair and honest process is insufficient without adequate information openness, as political legitimacy genuinely arises from public confidence that the entire process proceeds without concealment. Bawaslu, as the election supervisory agency, holds a strategic role in maintaining election integrity, including ensuring that all supervisory stages, violation handling, reporting, and publication of supervisory results are openly accessible to the public (Bawaslu RI, 2022).

In its implementation, public information disclosure policy requires institutional system support capable of executing information management functions effectively. Each public body must establish a PPID as the implementing element of public information services. According to Chairunnisa (2023), the implementation of public information disclosure policy is significantly influenced by organizational communication effectiveness, human resource availability, organizational commitment, and bureaucratic structure support in performing information service functions.

Bawaslu North Sulawesi Province, as a state institution with strategic functions in maintaining democratic quality, bears substantial responsibility for overseeing all stages of election implementation to ensure they proceed according to the principles of honesty, fairness, and democracy. Beyond supervisory functions, Bawaslu is also a public body obligated to provide information access to the public as a form of institutional accountability. Information managed by Bawaslu North Sulawesi Province encompasses various aspects, from election supervision results, violation handling, dispute resolution, legal products, work programs, to budget utilization.

At the regional level, the PPID's role is increasingly strategic as it directly interfaces with the real information needs of communities within their respective working areas. The rapid development of information technology, rising public expectations for fast and easily accessible information services, and the continuously evolving complexity of election supervision tasks collectively demand that the PPID Team continuously adapt and present sustainable service innovations to keep pace with existing dynamics.

Amelia & Setiawan (2025) affirm that e-PPID service effectiveness is not solely determined by technology infrastructure availability but is significantly influenced by the organization's ability to achieve institutional goals consistently, build solid internal integration, and demonstrate adaptive capacity to technological changes and shifting community needs. In the context of Bawaslu North Sulawesi Province, the PPID Team's function is not limited to technical document management but encompasses strategic responsibility in shaping and maintaining institutional image through open, responsive, and professional public communication.



Throughout 2025, Bawaslu North Sulawesi Province's PPID received nine information requests from the public. Law Number 14 of 2008 regulates responses to public information requests, generally categorized into two groups: (1) information that cannot be provided, and (2) information that can be provided. Data shows that seven information request statuses were fully granted, one could not be provided, and one required completion of information request requirements.

This condition indicates increasing public interest in submitting information requests, yet not fully matched by optimal information service timeliness effectiveness. In practice, the time required from information request submission until information receipt by the applicant averages three to four working days. This suggests that several aspects in the information service flow require serious attention and improvement, including inter-department coordination effectiveness, limitations in access speed to needed documents, and the not-yet-maximized information archive and documentation management system.

1.2 Research Questions

Based on the above elaboration, the research questions are formulated as follows:

1. How does the PPID Team perform its role in public information governance at Bawaslu North Sulawesi Province?
2. What factors support and inhibit the PPID Team in realizing public information disclosure at Bawaslu North Sulawesi Province?

1.3 Research Objectives

The objectives of this research are:

1. To analyze and describe the role of the PPID Team in public information governance at Bawaslu North Sulawesi Province.
2. To identify and analyze factors supporting and inhibiting the PPID Team in realizing public information disclosure at Bawaslu North Sulawesi Province.

2. LITERATURE REVIEW

2.1 Public Administration and Good Governance

Public administration is the field studying how states and public organizations manage resources, formulate policies, deliver public services, and build relationships with society to achieve governmental goals (Tumbel, 2023). Frederickson (2002) defines public administration as the process by which governments provide value-oriented, justice-focused, and responsive public services. Stillman (2009) explains public administration as a complex interaction between institutions, rules, values, and society that shapes the governmental system.

Good governance, according to UNDP, is the process of exercising state authority conducted transparently, accountably, effectively, participatively, responsively, and according to the rule of law. Key principles include transparency, accountability, participation, effectiveness and efficiency, and rule of law (Mamonto, 2025). Transparency is considered an instrument to prevent authority abuse, enhance public trust, enable public participation, and ensure election organizer integrity (Bovens, 2007).

2.2 Public Information Governance and PPID Role

Public information governance refers to the process of managing, documenting, providing, and disseminating information by public bodies to the public based on transparency and accountability principles. Good public information governance enables the public to obtain



objective election information and encourages increased public trust in election organizers and supervisors.

PPID is an official appointed by a public body to manage public information. Under UU KIP, PPID has strategic functions as the center for information and documentation services. Main tasks include: (1) compiling and updating the Public Information Register (DIP), (2) managing documentation and information archives, (3) providing information request services, and (4) providing information objection services.

2.3 Transparency in Election Supervision by Bawaslu

Transparency in election supervision by Bawaslu means openness in conveying information regarding: supervision processes, election stage supervision results, violations found, community reports followed up, decisions and recommendations, and dispute resolution processes. This transparency aims to increase public trust in election integrity and ensure supervision processes are conducted objectively and professionally.

2.4 Previous Research

Several previous studies have examined public information disclosure, PPID performance, and government institution transparency. Mustari (2022) found that information service quality is determined by human resource readiness, information technology utilization levels, and PPID's ability to update data consistently. Putro (2014) found that PPID has a strategic position as a public information coordination center, with effectiveness influenced by leadership support, SOP clarity, and information uniformity from regional apparatuses. Ferliana & Natsir (2024) showed that PPID requires improvement in monitoring and evaluation aspects.

3. RESEARCH METHODOLOGY

3.1 Research Approach

This research employs a qualitative descriptive approach. The qualitative approach was chosen because this research aims to understand and deeply describe the PPID Team's role in public information governance at Bawaslu. Through this approach, the researcher can obtain a more comprehensive understanding of task implementation processes, organizational coordination patterns, information service strategies, and various dynamics occurring in public information disclosure implementation within the institutional environment (Moleong, 2018; Sugiyono, 2022).

3.2 Research Focus

The research focuses on: (1) the PPID Team's role in public information governance, and (2) supporting and inhibiting factors in public information governance implementation.

3.3 Research Location

The research was conducted at Bawaslu North Sulawesi Province, particularly within the PPID, located at Jl. Sam Ratulangi Number 28/3, Wenang Utara Village, Wenang District, Manado City.

3.4 Data Sources

Primary Data: Obtained through in-depth interviews and observation with key informants: (1) PPID Supervisor (Head of Secretariat), (2) PPID Officer (Echelon III Official), and (3) Information Management Staff. **Secondary Data:** Obtained through official documents, archives, and other relevant written sources including laws and regulations, Bawaslu internal decisions and guidelines, performance reports, and relevant scientific literature.



3.5 Data Collection Techniques

1. **In-depth Interviews:** Semi-structured interviews exploring PPID work mechanisms, information updating processes, constraints, transparency socialization, monitoring and evaluation mechanisms, and open data provision.
2. **Observation:** Non-participatory observation of information service flow, information presentation on official websites, information update activities, documentation practices, and facility conditions.
3. **Documentation:** Collection and analysis of official documents related to public information governance, regulations, SOPs, and service reports.

3.6 Data Validity Techniques

Data validity was ensured through four techniques: (1) source triangulation (comparing information from different informants), (2) technique triangulation (using multiple data collection methods), (3) member check (confirming interpretations with informants), and (4) peer debriefing (discussing findings with supervisors).

3.7 Data Analysis

Data analysis used the interactive model by Miles, Huberman, and Saldana (2014), comprising three stages: (1) data condensation (selecting, focusing, simplifying, and transforming raw data), (2) data presentation (organizing condensed data systematically), and (3) conclusion drawing and verification (identifying patterns and meanings).

4. RESULTS AND DISCUSSION

4.1 Profile of Bawaslu North Sulawesi Province

Bawaslu North Sulawesi Province is a state institution overseeing general election implementation. As a public body, it is obligated to provide and manage public information according to Law Number 14 of 2008. The PPID structure consists of: PPID Supervisor (Chairperson), Consideration Team (four Commissioners), Superior PPID (Head of Secretariat), PPID Officer (Echelon III official supervising Data and Information), and 17 Information Service Staff spread across all divisions and work units.

4.2 Role of the PPID Team in Public Information Governance

4.2.1 Information Management and Documentation

The PPID Team is responsible for managing all institutional information to be systematically organized, well-documented, and accessible when needed. The process begins with receiving data from each work unit, followed by checking, classification, and storage. The PPID Supervisor stated:

"From the organizational perspective, the PPID Team has a quite strategic position because they ensure every piece of institutional information can be well managed. Information originating from supervision activities, administration, to policy documents cannot be directly published. There must be collection, checking, and documentation processes. Here, the PPID Team becomes the liaison between data held by the institution and public information needs."

The team conducts inventory of all information from respective divisions, then classifies it based on information type: periodic information, immediate information, always available information, and exempted information. Based on official documents, Bawaslu established 16 exempted information designations covering 141 information types, ranging from election violation handling forms, dispute resolution documents, legal case handling information, to election organizer



recruitment documents. These designations are based on consequence testing principles—that closing certain information can protect greater interests than opening it.

4.2.2 Public Information Services

Public information services at Bawaslu North Sulawesi Province are provided through two channels: offline services (weekdays 09:00-15:00 WITA at the secretariat office) and online services through the integrated e-PPID portal, a platform developed directly by Bawaslu RI.

Throughout 2025, the PPID Team received nine information requests, achieving a 77.8% fulfillment rate (7 of 9 requests granted), with processing times ranging from 1-5 working days—meeting the statutory requirement of 10 working days. The PPID Officer explained:

"We check the application first, then see whether the requested information is included in exempted information or not, and whether the data is available. If available, it can usually be processed quickly. But if documents are still with other sections, we must coordinate first."

4.2.3 Public Information Dissemination

Information dissemination is conducted through multiple channels: the integrated e-PPID portal, Bawaslu's main website (<https://sulut.bawaslu.go.id>), social media, and other institutional publications. The PPID Supervisor noted:

"Now information dissemination is not only through letters or manual announcements. We utilize websites, social media, and activity publications much more."

Digital transformation in information management provides three significant benefits: (1) increased document search speed directly impacting service speed, (2) improved data security and resilience, and (3) enhanced storage space efficiency.

4.2.4 Internal Organizational Coordination

Internal coordination is achieved through placing representative staff in each division, conducting regular coordination meetings, and appointing liaison staff in each division to facilitate information flow. The PPID Officer stated:

"Almost every day there is coordination, especially when there are new activities or data requests from outside."

The Head of the Public Relations, Inter-institutional Relations, Data, and Information Sub-division added:

"Almost every day there is information to share or documents requested. For more important matters requiring decisions, we hold direct meetings or small meetings. But indeed, not all divisions are equally responsive—some are fast, some need reminding several times."

4.3 Factors Affecting PPID Team Performance

4.3.1 Enabling Factors

First, leadership commitment and organizational support. Commitment is concretely manifested through formal PPID Team structure formation, internal policy issuance, and adequate facility provision. The PPID Supervisor stated: *"Support certainly comes from leadership commitment, internal cooperation, and personnel capability."*

Second, information technology utilization. The PPID Officer emphasized: *"Digitalization of information documents greatly assists data management so needed data is easily found."* The integrated e-PPID portal provides added value in monitoring and accountability, as every request at the provincial level can be directly monitored by Bawaslu RI.

Third, effective internal communication and clear task distribution. Clear task division reduces potential work overlap, accelerates coordination flow, and provides certainty for each team member regarding their responsibilities.



4.3.2 Inhibiting Factors

First, lack of integrated data management. The PPID Officer noted: *"Data is not yet fully centralized in one system, so document searching sometimes requires additional time."* This fragmentation is a serious structural challenge, as document search speed correlates directly with service speed to applicants. This is evidenced by one request requiring five working days to complete—involving data collection from multiple divisions not yet integrated into one unified system.

Second, continuously growing document volume. The Information Management Staff stated: *"The number of documents continues to increase, while some data is not yet organized in the same system."* This creates dual pressure on the PPID Team—being responsive to incoming requests while simultaneously managing and archiving continuously arriving new documents.

Third, disparities in inter-unit response speed. Not all work units have equal capacity and readiness in supporting public information services. The PPID staff explained: *"The biggest obstacle for me is time. Because we also have other tasks outside PPID, so when suddenly there's an information request that must be completed quickly, sometimes it's hard to focus immediately. Moreover, during pilkada or intensive supervision periods, everyone is busy and documents pile up."*

5. DISCUSSION

5.1 Theoretical Implications

This research confirms the multidimensional role of PPID Teams in public information governance, extending beyond technical-administrative functions to strategic roles in shaping institutional transparency and accountability. The findings support Denhardt & Denhardt's (2003) New Public Service paradigm, demonstrating that public service must be based on democratic values, public interest, and respect for citizens' rights. The PPID Team serves as an *intermediary* between internal institutional data and external public information needs—a function requiring legal, ethical, and strategic considerations (Piotrowski, 2007).

The research also affirms that government transparency is not absolute but requires balance between openness and protection of certain public interests (Florini, 2007). Bawaslu's 141 exempted information types, determined through consequence testing mechanisms, exemplify this necessary balance in election supervision contexts where managed information can directly affect democratic processes.

5.2 Practical Implications

The 77.8% request fulfillment rate and 1-5 day average processing time demonstrate that the PPID Team meets statutory requirements and even exceeds minimum speed standards. However, the existence of inhibiting factors—particularly fragmented data systems and dual personnel responsibilities—suggests that current performance levels may not be sustainable without structural improvements.

The research reveals that digital transformation provides significant benefits but cannot fully compensate for organizational fragmentation. The integrated e-PPID portal enables online requests and hierarchical monitoring by Bawaslu RI, functioning as an external supervision mechanism driving provincial-level PPID Teams to remain responsive. Yet, without integrated internal data management, portal benefits are partially negated by slow document retrieval processes.



5.3 Comparison with Previous Research

These findings align with Mustari (2022) regarding human resource readiness and data updating consistency as crucial factors, and with Putro (2014) regarding leadership support and SOP clarity. However, this research uniquely identifies dual personnel responsibilities—PPID staff simultaneously performing technical election supervision—as a specific challenge in election supervisory bodies, a finding not prominent in previous studies of general government agencies.

6. CONCLUSION AND RECOMMENDATIONS

6.1 Conclusion

The PPID Team of Bawaslu North Sulawesi Province performs four primary functions in public information governance: (1) information management and documentation, (2) public information services, (3) proactive information dissemination, and (4) internal organizational coordination. However, based on research findings, public information governance has not yet achieved optimal performance due to the following factors:

First, **human resource limitations**, where public information service management is still conducted concurrently with technical election supervision duties without dedicated personnel specifically and fully assigned to PPID functions. This limitation prevents PPID functions from receiving proportionate attention, especially during intensive election activity periods.

Second, **disparities in inter-unit response speed** in providing data and documents needed by the PPID Team. Not all divisions have equally supportive archiving systems, causing some information requests to require longer processing times due to slow cross-unit coordination, potentially affecting service quality and timeliness.

Third, **proactive public information dissemination remains unplanned strategically**, where the PPID Team tends to provide and publish information only after requests are received, rather than proactively pushing information to the public through available channels. The absence of structured and measurable dissemination plans means digital channel potential is not maximized.

Fourth, **information service timeliness is not yet optimal**, with one request requiring five working days due to complex cross-division coordination needs and unintegrated data systems. This shows that while average service time is relatively short, consistency in timely fulfillment of complex information requests is not yet well maintained.

6.2 Recommendations

For Bawaslu North Sulawesi Province:

1. Develop an integrated document and information management system across all work units with uniform format, starting from archiving condition inventory, determining standard format and storage system, to budget allocation for integrated information system infrastructure.
2. Evaluate and restructure the workload of PPID personnel so not all concurrently perform technical election supervision duties. At least one or two personnel should be specifically focused on information and documentation management.
3. Strengthen capacity standards across all work units through continuous training and technical guidance to all information management staff in each division, establishing binding internal response time standards.



4. Conduct more systematic and measurable monitoring and evaluation of public information disclosure implementation through clear performance indicators for each aspect of information service.

For the PPID Team:

1. Accelerate digitization of not-yet-digitized archives and institutional documents, prioritizing documents with high potential for public requests.
2. Build more effective communication and coordination mechanisms with all liaison staff in each division through digital communication channels enabling real-time coordination and structured weekly coordination meetings.
3. Continuously conduct socialization and education to the public regarding information request procedures, available information categories, and objection mechanisms.

For Future Researchers:

1. Expand research scope by involving information applicants' perspectives as PPID service users.
2. Conduct comparative studies across several Bawaslu Provinces to identify best practices.
3. Conduct in-depth studies on the impact of integrated e-PPID system implementation on service quality and accessibility.

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