
Management Information of Public Institutions: Implementation of Information Management in Public Institutions

Annisa Fajriyah¹, Rayhan Musa Novian²

¹*Universitas Islam Negeri Maulana Malik Ibrahim Malang, Indonesia*

²*Department of Library Science, Faculty of Arts, Chulalongkorn University,
Thailand*

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Abstract

Background of the study: Information management in an organization or institution, especially for institutions related to public information needs, has an important role.

Purpose: This study provides an overview and view of how the information management process is carried out in several public institutions, how it is currently developing, and what factors affect the implementation of information management in each public institution.

Method: The method used in compiling this paper is a qualitative descriptive research. Using an interview and literature study with several literatures related to the information management framework implemented in several countries and institutions that the author has carried out himself.

Findings: The results of this study provide an understanding of the situation and conditions in each institution in managing its information, so that it can be a view for other institutions in designing and managing information in their own environment.

Conclusion: The implementation of information management that occurs in every public body is directly or indirectly influenced by the birth of the Public Information

Keywords: information management, public institutions, information

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* Correspondence:
Annisa Fajriyah

E-mail:
annisafajriyah@uin-malang.ac.id

Introduction

Data can be described as information depending on the perception of the recipient; therefore data can be information for a recipient, but does not necessarily have information value for other recipients. Management of information in an institution or organization is important because it relates to how something is perceived. Public institutions are no exception, where information management is a latent activity that must be carried out in order to meet the public's information needs and publication facilities for the internal and external environment of the institution (Fajriyah, 2015). In addition, the management of data and information which is seen as an asset is also part of the control and development of the institution.

The issue of information disclosure in the world has actually existed for a long time; Freedom of Information (FOI) or as some countries call the Right to Know, has become one of the drivers for the formulation of an information management framework, especially for public agencies. . Most of the countries that have passed and implemented regulations on freedom of information also have an information management framework for their public institutions. Canada, Great Britain, Australia, and several other countries already have information management frameworks for their respective levels of government. The UK government, for example, has established Freedom of Information since 2000 (Shepherd, 2011), and now has its own information management framework. It is different from the information management framework owned by Australia which has even been implemented at the local government level and made Australia a connected and integrated government administration country (Connected Government) in the early 2000s.

In Indonesia, a similar regulation regarding freedom of information emerged in 2008 through Law No. 14 concerning Public Information Disclosure and was implemented two years after its promulgation, in 2010. In Indonesia, regulation related to the freedom of information was enacted in 2008 through Law No. 14 concerning Public Information Disclosure. This regulation states that requests for information must be provided and serviced by all public bodies in Indonesia quickly, on time, simply, and at low cost. Improvements to the documentation system and information services will eventually become mandatory for all existing public bodies. The same regulation also explains that every public agency is required to appoint a Documentation Information Management Officer as PPID who will be responsible for storing, documenting, providing and servicing information.

In the end, the existence of this regulation succeeded in encouraging most public bodies in Indonesia to start being open and provide special information services to the general public. This regulation provides direction regarding several important factors in information management such as the existence of a division in charge of processing and processing data, relevant data sources, and the process of processing data implicitly described in it. The list of information to the sanctions that are given when a public institution cannot meet the information needs of the community is clearly stated in it, but not the work process and the basic framework for managing information in public bodies. These two things are not clearly regulated in the law, so that, in the end, the information management process that has been running even today is not uniform. Each public agency manages and works on it independently, and some public agencies even hand over management to each work unit in their environment.

As an example of a case for PPID, most public bodies in Indonesia assign PPIDs from or to the Information and Public Relations division, but the management of information is still left to their respective work units, no special units are formed to manage information, and there is no information management framework set by the highest leadership of the public agency concerned (Fajriyah, 2015). This was acknowledged by a representative from the Ministry of



Communication and Informatics who was directly involved in the formulation of Law No. 14 of 2008, that the law does not state that every public agency must form a special unit, it is just that every public agency must have PPID. This public information disclosure regulation, for the case in Indonesia, has not been able to encourage the government to establish a connected information management framework design (such as the case in Australia which succeeded in realizing the Connected Government concept).

The absence of specific regulations that describe detailed workflows and procedures for managing information within public bodies ultimately makes these institutions carry out information management activities adapted to their respective conditions and needs. Some public institutions have succeeded in managing it well, integrated so that the framework is still being implemented today, there are also public institutions that have succeeded in managing it partially, but of course there are also public institutions where this information service simply exists without planning and management, and is qualified information. Based on the results of several studies and observations that have been made by the author regarding information management in public bodies, there are many factors that influence the success or failure of information management in public bodies. The implementation of information management at Bank Indonesia to the management of public information that is currently being carried out by the City Government of Malang can be an illustration of information management in a public body.

Disclosure of public information and the right to know, has become a concept that has succeeded in raising awareness and concern for organizations, especially those engaged in the field of public services, to begin to open up and present a kind of information service unit for the public. However, there are not a few institutions that only present their units without clear management, even though good information management can facilitate the information retrieval process so that the performance of information services can be better with increased productivity of human resources which will automatically accompany it. Apart from that, good quality information, however, will be produced by a good data management system.

Several studies have been conducted related to public information disclosure. The studies conducted by [Hendrawan & Pramudyo \(2020a, 2020b\)](#). The studies aimed to discover how local governments and universities implement public information disclosure. These studies examine the implementation of public information disclosure to the information and documentation management office in Batu City, East Java Province, and the administration of public information disclosure at Brawijaya University. Then, a study similar to this research conducted by [Asogwa & Ezema \(2017\)](#), revealed the implementation of freedom of access to information in Africa. This study explores records management as one of the 'tools' to maintain information and disseminate freedom of information. Disclosure of public information is crucial in government organizations, especially concerning public interests. Therefore, a conceptual framework for providing information management within the organization is necessary. This study attempts to increase the quality of information, management of information, and proportional data management.

Method

The method used in compiling this paper is a qualitative research method with interviews and literature studies conducted through a review of literature sources related to information management. The interviews in this study were conducted to explore data in depth with respondents in a limited environment, namely parties directly involved in designing and managing information in two public bodies, namely Bank Indonesia and the Malang City



Government Communication and Informatics Office. The selection of these institutions was made in order to describe information management which was carried out centrally in the case of Bank Indonesia, as well as information management which was carried out partially in the case of local government institutions.

Meanwhile, literature studies were also carried out in this study, where many literature studies made researchers "dialogue" with books, documents, notes, letters, and others ([Simanjuntak & Sosrodihardjo, 2014](#)). At the stage of its preparation, the author used many reference sources in the form of concept notes and information management frameworks in several countries; this is in line with the concept of the literature study put forward ([Sugiyono, 2017](#)) whereby this study deals with theoretical studies and reference sources related to values, culture, and norms that develop in the social situation under study. However, a research cannot be separated from references to scientific literature; therefore, in the process of searching, this research identifies the information management framework and events from the development of information management activities in several public bodies as a contemporary phenomenon based on data sources, one of which is the result of observations as well as interviews and conversations that have been conducted by the author in several related public institutions starting from the Directorate General of Public Communication Information (IKP) of the Ministry of Communication and Informatics and the Department of Information System Management of Bank Indonesia in 2014, the Ministry of Communications of Bank Indonesia in 2015, to the Malang City Government Communication and Information Service in 2020.

Result and Discussion

Information management activities in every public institution are currently important, especially in relation to the information needs of society and also as a manifestation of good and responsible governance (good governance). The term management is often mentioned and heard without questioning the concept. Planning, organizing, leading and controlling to achieve certain results is a management process that has probably been heard for a long time ([Kaehler & Grundei, 2019](#)). This broad term is indeed often used in the world of organizations with various fields, from data management to self-management. When the object fields that are managed are different, the understanding of management will certainly have a different point of view. Human resource management, knowledge management, financial management, including information management ultimately have different concepts and principles because it will depend on what is being managed.

The concept of information management has also been outlined in the information management strategy for Alberta, a province in Canada, where it is stated that information management is a means for organizations to identify information so that it can be utilized to the fullest ([Trimbee, 2013](#)). Some experts view information management from different angles; in the context of information technology, information management is seen as data management which is closely related to quantitative data structures and databases. While in the business context, information management is often associated with the relationship between information technology and business work. Information management in an organizational context plays an important role in efforts to gain knowledge management within it ([Zaman et al., 2019](#)).

Robert F. Smallwood in his book *Information Governance: concepts, strategies, and best practices* states that information management is something complex and includes a number of sub-disciplines ranging from the process of collecting to communicating information within an organization ([Smallwood, 2014](#)). Information management in this study focused on the process of managing all information resources as assets in an organization, especially public



bodies. The concept of information management in this research study focuses on information management carried out by public bodies, where the activities carried out are within the scope of controlling and controlling information held by public bodies for later use in their own environment and by the wider community.

Meanwhile, the public body referred to in this study refers to the Annotation of the Public Information Disclosure Act issued by the Central Information Commission ([Annotation of Law Number 14 of 2008 Concerning Public Information Disclosure, Republic of Indonesia, 2009](#)); the following are some of the state institutions included in categories of public bodies: 1) executive, legislative and judicial institutions; 2) other bodies whose main functions and duties are related to the administration of the state, which some or all of the funds are sourced from the state revenue and expenditure budget and/or regional revenue and expenditure budgets; or 3) non-governmental organizations insofar as part or all of the funds come from the state revenue and expenditure budget and/or regional revenue and expenditure budget, community contributions, and/or foreign countries. Public bodies are the main bearers of the implementation of information disclosure as stipulated in UU KIP.

Information produced and released by public bodies needs to be managed so that it is of benefit to the institution and especially to the wider community. The current application of public information management has become the concern of every public institution since the enactment of government regulations for the protection of the public's right to know. Hundreds of countries currently have freedom of information regulations, of which Sweden was the oldest country to implement them, in 1766, through the Press Freedom Act, which is considered the world's oldest law regarding press freedom. Related to this, freedom of information in Indonesia is marked by the birth of Law Number 14 of 2008 concerning Public Information Disclosure (KIP). Specifically in Indonesia, effective two years after the regulation was promulgated, this regulation obliges every public agency to provide and serve the needs of requests for information in a fast, timely, low-cost and simple manner. All public bodies are required to be obliged to improve the documentation system and information services in their respective environment.

The existence of the right to seek and receive this information makes the government, through its public bodies, obliged to provide and ensure access to public information to the public. Provision of access to this information can of course be carried out if the existing information repository in each public agency has been properly managed. Therefore, this regulation is implemented by several public bodies, including by establishing an information center institution, formulating information service policies, to go even further on efforts to manage information or how to manage information assets owned by these public bodies, this is what is meant by the Information Management Framework.

One of its applications, based on documents issued by the Department of Local Government of Western Australia, implementation of information management implemented in Western Australia, has a framework consisting of: 1) Information Governance which regulates several matters ranging from planning to strategies for implementing information management that will be used later. Policy and information architecture are also regulated in this section so that the specified information management has direction and guidance related to information management activities. Risk management, information quality management, information governance processes to the division of tasks, roles and responsibilities are also regulated in this section. 2) Knowledge Management exists as an effort to improve organizational and learning outcomes, by maximizing knowledge of using, capturing, and applying learning within an organization. 3) Management of Information Assets deals with the



process of assessing and managing information carefully and in detail starting from registration, classification, determination of metadata, to the assignment and division of responsibilities within a work group or organization. 4) Access and Use of Information, this regulates accessibility and determines who and what (which) information can be used and exchanged. Furthermore, this section stipulates several components related to copyright and intellectual property, licensing, publishing, and regulations related to freedom of information. 5) Record Keeping section talks about creating and maintaining the accuracy and reliability of information with related organizations. The framework in this section includes archive management, document and archive creation, collection management, retrieval, retention, conservation, and digital continuity. 6) Data Management, wherein the information management framework consists of several elements including data models, data integration, data quality, data duplication, data types and formats, data transfer, and conservation. 7) Information Security becomes an important part of information management because it relates to security controls and recommends a series of specific security controls.

The concept of an information management framework has now become the concern of public bodies with various forms and implementation systems. Several public bodies have formed a special information center unit and formulate policies in an integrated and one-stop manner, but there are also public bodies that place an information management section with management carried out partially by their respective institutions or work units. In overseas cases, several countries have implemented this information management framework in an integrated manner, such as Canada, the United Kingdom (England, Scotland, Ireland, Wales), and Australia (in the case of Australia, it has even been implemented down to the local government level). Meanwhile in Indonesia itself, most public agencies implement this information management partially with information management and policy setting left to other, smaller units. Even so, there are also public institutions that have integrated information management through one door with the establishment of policies that are mutually agreed upon and have been well-implemented to date by all existing units; one of these public institutions is Bank Indonesia.

Implementation of Information Management at Bank Indonesia

Bank Indonesia as a public institution in the field of finance has in fact projected the need for information management long before the enactment of public information disclosure in 2008. The activity of managing information in the context of meeting BI's internal needs has existed since 1994 through SEPEDA BI (Bank Banking Information System). Indonesia), it was only in the 1999 – 2000 period that the Board of Governors Regulations began to focus on the procedures for preparing and managing documents. Several years later, Bank Indonesia has a transformation program in which one of the areas is information management. The 2001-2002 period marked the beginning of the emergence of a special unit in charge of information management as a continuation of the previous transformation program where the focus was on information content, not on applications or networks.

Based on research related to Bank Indonesia Information Management in Central Jakarta which was conducted from 2014 to 2015, the commitment to conduct information management at BI at that time was based on several internal conditions faced including the delivery of information through multiple doors (one and the same information). This can be provided by different work units, with work processes in each work unit, but the information sharing process still has to go through procedures such as memos and letters. So in the end, this special information management unit was formed with the following basic concepts in mind:



1) Request data and information with a one-door system. Any work unit at Bank Indonesia that will request data and information must go through the Special Information Management Unit (UKMI), thereby avoiding duplication of information managed by each work unit. 2) Standardization of information. One of the products produced at that time was a book on Report Codes, so that there was uniform use of the code for the same name. 3) Information processing is carried out in a decentralized manner in each work unit by referring to the basic principles of Bank Indonesia Information Management and the standardization set by UKMI so as to produce quality information. 4) Integrated data processing through the Enterprise Data Warehouse for structured information and Enterprise Content Management for unstructured information (information in the form of analysis results or studies that can be interpreted). Through this special unit, the BI information management strategy was finally compiled to then be used as a reference for all existing work units. The strategy and scope of MIBI are included in the three pillars of MIBI as stipulated in the Board of Governors Regulation No. 10 of 2008 concerning Bank Indonesia Information Management, which consists of: Information Architecture, Information Governance (Information Management), and Information Operational Framework ([Bank Indonesia Board of Governors Regulation Number 10 of 2008, n.d.](#)).

Information architecture, whose position in the information management framework becomes a basis and can be used as a guide or direction for establishing plans and developing this information, is important because it can be used as a tool/foundation for an institution to ensure that all information is well-integrated and in the same perception. Bank Indonesia's information architecture is made in line with the information portfolio in accordance with the integrated information model and is supported by information management tools. Ensuring that all information in BI is integrated to make it easier to find and navigate information is one of the goals of this information architecture. Information Architecture refers to Bank Indonesia Information Management (MIBI) includes three components in it, namely: 1) Information Portfolio which is a grouping of information that describes the availability of existing information. 2) Integrated Information Model, which contains the determination of means of information management activities carried out – more towards the creation of information management facilities in the form of applications. In its implementation, any information originating from internal and external Bank Indonesia enters through the BI portal which consists of three avenues, namely: Internet (public access – www.bi.go.id), Intranet (internal access – Bank Indonesia Our Intranet Service), and Extranet (access from other banks to Bank Indonesia). 3) Information Management Tools consist of taxonomy of information, metadata (a description of a data to make it easier for users to understand the data as a whole), and master data (a unique identity in an information used for its management purposes). Meanwhile, the term information taxonomy in this case refers to a system of classifying information based on certain criteria to make it easier to store and search for information. The list of information contained within Bank Indonesia is classified as consisting of several subject terms, each of which has sub-terms up to a level appropriate to the needs of each work unit. The overall preparation of these three components is coordinated by the unit that was formed specifically to handle information management, by coordinating with other work units.

In addition to the three main pillars in the Information Architecture, information management at Bank Indonesia also pays attention to information security, one of which is carried out by granting information access rights to internal and external users. This information security is implemented by considering the level of confidentiality of the information held. In some cases, confidential information is also accompanied by a Statement of Maintaining Information Confidentiality as a support for information security. Meanwhile, for confidential



non-electronic information, one way to secure information can be done by using confidential labels or special paper or by using the watermark printing feature.

Information governance in information management at Bank Indonesia is a term for regulatory, management and implementation of information management activities starting from the organizational level to the individual level, in this case talking about the roles and responsibilities of the parties involved in information management activities. As stated in the same Board of Governors Regulation (PDG), information governance was created with the aim of increasing the role of each work unit in achieving information quality, improving the quality of information management, maintaining information availability and security, and improving coordination in obtaining, managing, and distribution of information.

Information Governance basically contains an explanation of the roles and responsibilities of work units in information management activities, and this can only work after the information architecture is ready and completed. Information Governance in the context of information management at Bank Indonesia has three main parts consisting of: (1) Information Stewardship (Information Management which refers to the division of roles and responsibilities for each part within an organization when carrying out the information management process); (2) Types and Acquisition of Information; and (3) Information Management Forum (as a means of resolution when problems occur in the technical implementation of information management).

Regarding the division of roles and responsibilities in the process of managing this information, BI at that time divided it into several parts of the role including: 1) Coordinator of Stewardship, who was tasked with establishing implementation provisions and coordinating the implementation of information management, in other words an organization formed a unit or a work unit whose task is specifically in the field of information management and this unit acts as the stewardship coordinator. 2) Information Manager, in this case each work unit is given the role and task of managing information. This section is in charge of maintaining the availability of information, maintaining the quality and security of the information it produces. In addition, determining the classification of obtaining information and also updating the resulting information is the task of this section. The information manager here is also subdivided into three parts, namely: (a) Information Producer, a person who is responsible for storing information produced by his work unit, input, loading data into the database (application), checking and correcting information, quality, nature, and to check the condition of the information, especially during the data transformation process, (b) Information Stewardship, someone who serves as the coordinator of the implementation of this information management, is responsible for planning, developing, and collecting information in his work unit and (c) Information Manager, a position tasked with approving or disapproving requests for information based on the classification of obtaining information. It can be said that this section is an intermediary between requests for information from other parties and the heads of their work units. In addition, an information manager is also responsible for the proposed type and classification of information, including when there are changes in it. 3) Information User is a role that is also owned by the work unit apart from being an information manager. 4) Support, in the information management process at that time this supporting role referred to the work unit in charge of information technology, before finally it was in this field that the information management unit was merged.

In practice, Bank Indonesia as a public agency at that time did not necessarily classify its information based on Public Information Disclosure regulations. As shown in Figure 1. Classification of Types of Information within Bank Indonesia, BI at that time adapted existing



regulations to internal needs so that information sharing was obtained consisting of classified information and ordinary information.

The Operational Framework is the last section which is the pillar of information management at Bank Indonesia. This framework is a series of processes in managing information and consists of planning and development, collection, processing, presentation, delivery, and destruction. All tasks listed in this operational framework are carried out by each work unit at Bank Indonesia. The framework in question consists of several activities such as: (1) Planning and development, (2) Collection, (3) Processing, (4) Presentation, (5) Delivery, (6) Storage, and (7) Destruction. This framework is slightly similar to the views of the government of Alberta, Canada, in managing information which establishes its information management strategy with the scope of the organization's strategic steps in planning, identifying, capturing, managing, storing, even destroying it in various formats with related management ranging from data management, management quality, and information security to metadata ([Trimbee, 2013](#)).

Based on all explanations related to the information management process at Bank Indonesia, in an easy and systematic way, all components in information management at Bank Indonesia can be described in Figure 2, with adaptations and results of the author's interpretation from related literature sources, namely the Board of Governors Regulation concerning Bank Information Management Indonesia. Reflecting on the Bank Indonesia case, the commitment of the leadership and all work units is one of the main keys in implementing information management. Even though in its development the Information Management Special Unit (UKMI) has now merged into the Information Systems Management Department (DPSI), partly due to the restructuring of the BI organization and also some work processes that are considered the same; however, the entire framework is still implemented with several changes in roles and accompanying organizational structure. This is illustrated by several regulations issued related to information management in which work processes and division of tasks are still based on the PDG on BI Information Management. One of these regulations is the Decree of [the Governor of Bank Indonesia](#) Number 14/46/KEP.GBI/INTERN/2012 concerning Management of Information and Documentation of Bank Indonesia, which in outline stipulates the role of PPID in each work unit as information manager and information officer in the framework of management of information (information governance), which incidentally was previously regulated in Bank Indonesia Information Management.

In its current implementation, information management at Bank Indonesia is not only related to information services provided by the PPID, which in this case is within the Bank Indonesia Communication Department, but is also closely related to the knowledge sharing process where any new information can be shared and accessed by others. This is indeed another objective of the management of information by this public institution.

Information Management in Malang City Government

Different conditions are experienced by other public bodies in Indonesia. There is no framework or special unit as established by BI to manage all the information owned by the work unit. However, the information service process through the formation and appointment of Information and Documentation Management Officers (PPID) continues to be encouraged by processing and providing certain types of information according to the provisions of each leader. Since the enactment of public information disclosure in Indonesia until now, almost all public bodies have now established PPIDs in their respective work units.

A public institution that also carries out the information service process is the City



Government of Malang, where, in fact, the work process is almost the same as several other public agencies, especially at the city/regency government level. In terms of information management implemented by the Malang City Government office, it does not deliberately form an information management framework; the entire process of information management and existing documentation is managed with several related devices starting from the underlying regulations, supporting devices, and division of tasks and roles in information management in each work unit or, in governance terms, called the Regional Apparatus Organization (OPD).

According to an interview that was conducted in 2014 with a representative from the Ministry of Communication and Informatics who was directly involved in the formulation of the UU KIP at that time, in fact the UU KIP was born in 2008 but was only implemented in 2010. Therefore, many public bodies indeed only regulated it through a derivative regulation in 2010. Unfortunately this regulation does not clearly regulate how information flow and management must be carried out by every public agency. It's just that it clearly regulates the information sharing system and the obligation to have an Information Management and Documentation Officer (PPID) in every public agency. Therefore, at the beginning of its implementation in 2010, it was not uncommon for public agencies to interpret information management differently. Some manage it very well as in the case of Bank Indonesia, some also make PPID simply exist, without understanding the essence of its existence.

However, over time, as well as several long processes of bureaucratic reform carried out by public bodies and their work units, information management began to run well, although it was indeed not fully integrated and carried out partially. This system is implemented by [the City Government of Malang through Malang Mayor Regulation No. 50 of 2010](#) concerning Guidelines for Public Information Services, in which all existing Regional Apparatus Organizations (OPD) are involved and given authority in managing information in their respective environments. This regulation clearly regulates the implementing organizational structure, work procedures, up to the classification of public information, all of which are part of public services.

In terms of organizational structure, the working environment of the Malang City Government still has an Information Service Consideration Team as stipulated in the regulations set by the Mayor of Malang. The main task of this team is to discuss and propose the types of information that are excluded to carry out a settlement and decide on a response if there are several objections from the information requester. The PPID in the Malang City Government is an ex-officio official from the Head of the Communication and Information Service as mandated in the same Malang City government regulation.

Meanwhile, the distribution of information within the City Government of Malang refers to regulations on Public Information Disclosure by sharing information into: (1) information that must be provided and announced periodically, (2) information that must be announced immediately, (3) information that must be available at any time, and (4) information that is excluded. All of these types of information are managed by each OPD with the assumption that it is the work unit that best understands the types and qualifications of information produced by their respective work units. The impact is that sometimes the type of information that is not uniform appears. As stated on the Malang City Government website page regarding requests for public information where some of the same types of information have indeed been qualified according to the type of information, there are also some differences in the grouping of information. One of them is as stated on the page <https://malangkota.go.id/> where the Office of Cooperatives, Industry and Trade only includes licensing requirements and a strategic plan as information that must be available at any time;



this is slightly different from several other OPDs which display policies, activities services, to the general description of internal violations that are reported from the public as part of the type of information that must be available at any time.

Partial information management on the one hand makes it easy for information managers and information requesters to find appropriate, fast and relevant information to their needs. However, on the other hand, several obstacles can also arise when a type of information A is grouped into information that must be available at any time at one of the services, but the same type of information may be included in the category of information that is excluded from other services. According to the Communication and Informatics Office of the Malang City Government, this was experienced by itself around 2000, when the same type of information was requested by the applicant for information from two OPDs who classified the information into different information groups.

Differences in the interpretation of this type of information are of course commonplace when information management is carried out partially, moreover the increasing attention of public bodies to information management means that it is not uncommon for several OPDs to update the type and acquisition of information in their own environment, even though the flow still has to be ratified through the Central PPID with mayor regulations as well as regulations related to information services that never existed before.

As shown in Figure 4, where information management is carried out partially, it also has an impact on the flow of requests for information, which can sometimes be entered from two doors, namely through the Main PPID and through Assistant PPIDs where information applicants go directly to the relevant work unit according to their information needs. The implementation of this work procedure is certainly not a bad thing, when requests for information are directly addressed to the relevant OPD as Assistant PPID, then fulfillment of needs can be done quickly and accurately. However, this flow of requests for information was one of the reasons for Bank Indonesia to finally manage information in a one-door integrated manner.

Regardless of the form, system and workflow of information management, it is clear that each public institution has its own considerations and direction in viewing information as an asset in their respective environment. The process of work and management of information carried out by the City Government of Malang and several other city/regency governments is commonplace with the knowledge of the Central PPID. Distribution of workload and speed of service time is certainly one of the considerations when the flow of fulfilling this information need can be done from two doors.

Conclusion

The activity of managing information carried out by public bodies is a long process in its preparation, implementation, and even development to date. The implementation of information management that occurs in every public body is directly or indirectly influenced by the birth of the Public Information Disclosure Act in Indonesia. The birth of this regulation has made almost all public bodies currently pay attention to information as an organizational asset that must be managed properly, regardless of the system and framework implemented.

Just as Bank Indonesia systematically plans and manages information in its environment, so that it can be implemented when the information disclosure regulation was present until now, the City Government of Malang also follows the principles of managing and providing information services, although in a different way.

In practice, in general, the information management process carried out by the City



Government of Malang is one that has been widely implemented in several public agencies, especially at the City/Regency Government level in Indonesia. Some notes from the implementation of information management with this system are that information management is carried out partially accompanied by the existence of Assistant PPIDs in each work unit/regional apparatus; so far, it has indeed helped in implementing information services. The large number of official work units at each level of the city government makes it a compelling reason to divide the responsibility for information management up to the provision of information services to the community according to the work fields of each regional apparatus. However, if information management is carried out partially, several obstacles will arise, one of which is the interpretation/translation of groups of information that are not the same and the difficulty of realizing a single data system, due to the many different regional apparatuses. A strong commitment is required accompanied by the support of the highest leadership in an institution in the packaging of regulations that are stipulated to be patented implemented by all OPDs even down to the smallest OPD level.

If examined further, what Bank Indonesia does in managing information actually has a framework similar to the Information Management Framework from the Department of Local Government of Western Australia where some of them consist of asset data and information, data management and data warehouse, information management (Information Governance), reliability and accuracy of information, access to information, information security, and knowledge management. As for the management of information that has been carried out by Bank Indonesia and has been successfully implemented to date, this could be an option for other public bodies that wish to manage their information in a systematic and integrated manner with several components/framework that must be prepared as follows: 1) Determination of the framework information management. One of the things that needs to be prepared at an early stage is to create an information management framework consisting of: a) a list of information assets to then serve as a "data warehouse;" b) grouping, classifying information assets; c) establishment of means or media for integrating data, for example, making applications or others; d) determining the flow or cycle of information, for example starting from collection - processing - presentation - storage - to the destruction of information. 2) Determination of units or work units or institutions or working groups in charge of information management. The division of roles, tasks and responsibilities needs to be made to determine who is responsible for each information management process. 3) Preparation and establishment of regulations related to the implementation of information management. This is important considering that the implementation of the information management function will of course involve many existing work units or units.

In simple terms, the concept of integrated information management in a public agency is the activity of managing information that is integrated between one unit/work unit and other work units/units so that all information held is connected and easy to manage and easy for the public to access. However, based on the results of a search of some of the literature and the experience of research results in public bodies, this concept can be implemented and implemented properly if each public agency fulfills the following conditions: 1) There is a common objective and the readiness of public bodies to evolve and start implementing management functions information. 2) Participation and full support from the leadership to implement information management. Leaders in this case play a crucial role, especially in balancing the many different interests of various fields of public information/government ([Hagmann, 2013](#)). 3) The existence of competent Human Resources (HR) in the field of information management.



These conditions are only a basis for implementing the concept of information management in public bodies. Several other stages and processes will certainly be passed by each public agency with different contexts and conditions. Some of the descriptions of information management in public bodies that are noted in this paper are actually closely related to the goals and implementation of One Data Indonesia, which was issued in 2019 through [Presidential Regulation of the Republic of Indonesia Number 39](#) concerning Indonesia's One Data.

It is clear that a long process is needed to get there, as was the case in the beginning with several public agencies trying to improve the management of information in their working environment, even today. At least one component has been established, namely a regulation that binds together and processes to realize One Data Indonesia. It is of interest for the author to examine the direction and development of the implementation of this one data in Indonesia.

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Authors' Contributions

All authors have contributed to the final manuscript. The contribution of all authors: Annisa Fajriyah: conceptualization, methodology, formal analysis, writing original draft preparation, writing review and editing. Rayhan Musa Novian: writing review and editing. All authors have read and agreed to the published version of the manuscript.

Conflict of Interest

All authors have no conflict of interest related to this study.

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