From Regulation to Transparency: Policy Implementation of Public Information Disclosure in Indonesian State Religious Universities within the SDG 16 Framework

Iswantoro[1*], Faiq Tobroni[2], Md Nadim Aktar[3]

[1,2] Universitas Islam Negeri Sunan Kalijaga Yogyakarta, Indonesia
[3] The University of Cambodia
*Email: iswantoro@uin-suka.ac.id

Abstract

Public information disclosure is a cornerstone of transparent, accountable, and participatory governance in higher education. This study examines the implementation of public information disclosure (PID) in State Religious Higher Education Institutions (PTKN) under Law No. 14/2008 and its derivative regulations. It aims to identify the gap between regulatory frameworks and institutional practices and to propose strategies for optimizing disclosure. The analysis employs Mazmanian's policy implementation theory, focusing on three dimensions: problem characteristics, policy characteristics, and external environment. Data were drawn from the 2024 Monitoring and Evaluation (Monev) conducted by the Central Information Commission, complemented by a review of regulatory instruments and institutional practices in PTKN. The results indicate that most PTKN are still categorized as "less informative" or "non-informative." Implementation barriers include limited administrative capacity, inadequate digital infrastructure, weak monitoring systems, and entrenched bureaucratic cultures. These factors collectively prevent PTKN from fully realizing the objectives of the Public Information Disclosure Law. The study proposes strategies to overcome these barriers, including enhancing the competence of Information and Documentation Management Officers (PPID), developing integrated digital platforms, strengthening leadership commitment, and institutionalizing rigorous monitoring and evaluation mechanisms. Collaboration with external stakeholders and improved public literacy on the right to information are also essential. Optimizing PID is not only a matter of legal compliance but also a governance tool and a moral responsibility aligned with religious values. Successful implementation will enhance public trust, institutional accountability, and the global relevance of Indonesia's religious higher education sector while contributing to Sustainable Development Goal (SDG) 16.

Keywords: *Public Information Disclosure (PID); Policy Implementation Theory; Transparency and Accountability; Governance; SDG 16.*

Introduction

Effective public information disclosure has become a global agenda for strengthening democratic, transparent, and accountable governance,[1] as reflected in initiatives such as the Open Government Partnership (OGP) and UNESCO's Access to Information framework.[2] In response, Indonesia enacted Law No. 14/2008 on Public Information Disclosure (PID Law), which guarantees citizens' right to access information and reinforces mechanisms of social accountability. [3]

In the higher education sector, information disclosure allows the public to participate in and monitor institutional governance.[4] State Religious Universities (Perguruan Tinggi Keagamaan Negeri/PTKN), under the Ministry of Religious Affairs, are legally required to comply with the PID Law. However, the 2024 Monitoring and Evaluation (Monev) Report revealed that only five of 76 PTKNs (6.6%) met the criteria as "informative," while 92.1% were classified as "non-informative," including major universities such as UIN Sunan Kalijaga Yogyakarta and UIN Maulana Malik Ibrahim Malang.[5] This striking gap highlights persistent challenges in translating regulations into practice.

Previous research has documented various barriers to public information disclosure in Indonesian higher education, such as limited capacity of Information and Documentation Management Officers (PPID), incomplete information lists, and weak leadership awareness.[6] There is limited awareness

---

[1] Solechan, Sonhaji, and Kadek Cahya Susila Wibawa, "Enhancing Information Transparency for Effective Governance: A Study on Government Procurement in Indonesia," *Pakistan Journal of Criminology*, no. 16.2 (April 8, 2024): 873–86, https://doi.org/10.62271/pjc.16.2.873.886.

[2] Michael Howlett, "Moving Policy Implementation Theory Forward: A Multiple Streams/Critical Juncture Approach," *Public Policy and Administration* 34, no. 4 (October 25, 2019): 405–30, https://doi.org/10.1177/0952076718775791.

[3] Tawakkal Baharuddin, "Keterbukaan Informasi Publik: Studi Pada Keberhasilan Pemerintah Daerah Kabupaten Luwu Utara 2019," *Journal of Governance and Local Politics* 2, no. 2 (October 16, 2020): 151–63, https://doi.org/10.47650/jglp.v2i2.133; Eko Noer Kristiyanto, "Urgensi Keterbukaan Informasi Dalam Penyelenggaraan Pelayanan Publik," *Jurnal Penelitian Hukum De Jure* 16, no. 2 (2016): 231–44, https://doi.org/0.30641/dejure.2016.V16.231-244.

[4] Dadi Ahmadi, Atie Rachmiatie, and Nursyawal, "Public Participation Model for Public Information Disclosure," *Jurnal Komunikasi: Malaysian Journal of Communication* 35, no. 4 (December 31, 2019): 305–21, https://doi.org/10.17576/JKMJC-2019-3504-19; Tiara Indah and Puji Hariyanti, "Implementasi Kebijakan Keterbukaan Informasi Publik Pada Dinas Kominfo Kota Tasikmalaya," *Jurnal Komunikasi* 12, no. 2 (April 25, 2018): 127–40, https://doi.org/10.20885/komunikasi.vol12.iss2.art3.

[5] Komisi Informasi Pusat Republik Indonesia, "Keputusan Komisi Informasi Pusat Republik Indonesia Nomor 52/KEP/KIP/XII/2024 Tentang Hasil Monitoring Dan Evaluasi Keterbukaan Informasi Publik Pada Badan Publik 2024" (2024).

[6] Afwan Faizin and Ali Mansur, "Penerapan Undang-Undang Nomor 14 Tahun 2008 Tentang Keterbukaan Informasi Publik Di Perguruan Tinggi Keagamaan Islam Negeri (Studi Kasus

among both citizens and government officials about the right to access information and the importance of effective records and information management systems.[7] However, these studies largely focus on local governments or public universities in general, with little attention to PTKN as faith-based institutions operating under the Ministry of Religious Affairs. This gap is crucial, since PTKN not only face regulatory and institutional challenges but also carry ethical and moral responsibilities that may influence their approach to transparency.

This study seeks to address this gap by linking the Ministry of Religious Affairs' regulatory role with the actual disclosure practices of PTKN. Guided by Mazmanian's policy implementation framework, the analysis focuses on three interrelated dimensions: problem characteristics, policy design, and external environmental factors. The study aims to answer the following questions: (1) How do derivative regulations of the PID Law influence disclosure practices in PTKN? (2) What barriers limit effective implementation? and (3) What strategies can strengthen transparency in line with the Sustainable Development Goals (SDG 16) on strong and accountable institutions?

Weak implementation of public information disclosure has been widely attributed not only to technological and human resource constraints but also to entrenched bureaucratic cultures, weak leadership commitment, and minimal external pressure from civil society.[8] Such structural resistance to openness has been observed in both national and international contexts. To analyze these challenges, this study adopts Mazmanian's policy implementation

---

UIN Syarifhidayatullah Jakarta)," *Jurnal Salam; Jurnal Sosial Dan Budaya Syar-I* 5, no. 2 (2018): 113–38, https://doi.org/https://doi.org/10.15408/sjsbs.v5i2.9413; Eny Ratnasari, Agus Rahmat, and FX. Ari Agung Prastowo, "Peran Humas Perguruan Tinggi Negeri Badan Hukum Dalam Implementasi Kebijakan Keterbukaan Informasi," *PRofesi Humas* 3, no. 1 (2018): 21–38, https://doi.org/https://doi.org/10.24198/prh.v3i1.14034; Mochammad Rozikin, Fitria Puji Harmini, and Anggra Wiradita, "Implementasi Kebijakan Keterbukaan Informasi Publik Di Perguruan Tinggi: Studi Pada Universitas Negeri Malang," *MetaCommunication: Journal of Communication Studies* 5, no. 2 (2020): 129–44, https://doi.org/http://dx.doi.org/10.20527/mc.v5i2.8213.

[7] Pimphot Seelakate and Rayhan Musa Novian, "Freedom of Information and Information Policy in Southeast Asia: The Cases of Thailand and Indonesia," in *Lecture Notes in Computer Science (Including Subseries Lecture Notes in Artificial Intelligence and Lecture Notes in Bioinformatics) Conference Paper*, 2025, 320–35, https://doi.org/10.1007/978-981-96-0865-2_26.

[8] Emigawaty Emigawaty et al., "K-Means Clustering Algorithm for Partitioning the Openness Levels of Open Government Data Portals," *JOIV : International Journal on Informatics Visualization* 7, no. 3 (September 10, 2023): 977–83, https://doi.org/10.30630/joiv.7.3.1761; Dani Gunawan and Amalia Amalia, "The Implementation of Open Data in Indonesia," in *2016 International Conference on Data and Software Engineering (ICoDSE)* (IEEE, 2016), 1–6, https://doi.org/10.1109/ICODSE.2016.7936164.

framework,[9] which emphasizes three critical elements: problem characteristics, policy design, and external environmental variables. These elements provide an analytical lens for assessing how the Ministry of Religious Affairs' regulations are translated into disclosure practices within State Religious Universities (PTKN).

International scholarship highlights that unclear policy design, inadequate monitoring systems, and external dynamics—such as political pressures and varying levels of public demand—often result in policy implementation failures. Xu and Gao (2017), for example, demonstrate that implementation gaps arise when policy objectives are not aligned with the capacity of implementing institutions or with prevailing socio-political environments.[10] Their findings underscore the importance of policy–capacity alignment, which is also highly relevant to the case of public information disclosure in Indonesian higher education.

Mazmanian's framework has been extensively applied across sectors to explain the dynamics of policy implementation. In environmental regulation, it has proven effective in demonstrating how institutional capacity and policy objectives must be aligned to ensure compliance.[11] Studies on migrant worker protection policies similarly highlight the role of inter-agency coordination and socio-economic conditions in shaping outcomes.[12] Research on forest protection further emphasizes that external factors—such as environmental pressures and community engagement—are often decisive for policy success.[13] Building on this, Howlett (2019) refines the framework by stressing that implementation outcomes are determined not only by policy design but also by actor interactions, resource distribution, and critical junctures that can either

---

[9] Daniel A Mazmanian, "Implementation and Public Policy," *Scott, Foresman and Company*, 1983.

[10] Qing Xu and Lili Gao, "The Causes Analysis of Public Policy Implementation Deviation: Based on a Framework of Paul A. Sabatier and Daniel A. Mazmanian," in *Proceedings of the International Conference on Education Innovation and Social Science (ICEISS 2017)* (Paris, France: Atlantis Press, 2017), https://doi.org/10.2991/iceiss-17.2017.71.

[11] Franky Armando Hutagalung and Tb. Benito A. Kurnani, "Comparative Analysis of Three Implementation Model of Policies: Case Study in Acid Mine Drainage Management Policy in Indonesia," ed. S. Withaningsih et al., *E3S Web of Conferences* 249 (April 7, 2021): 02006, https://doi.org/10.1051/e3sconf/202124902006.
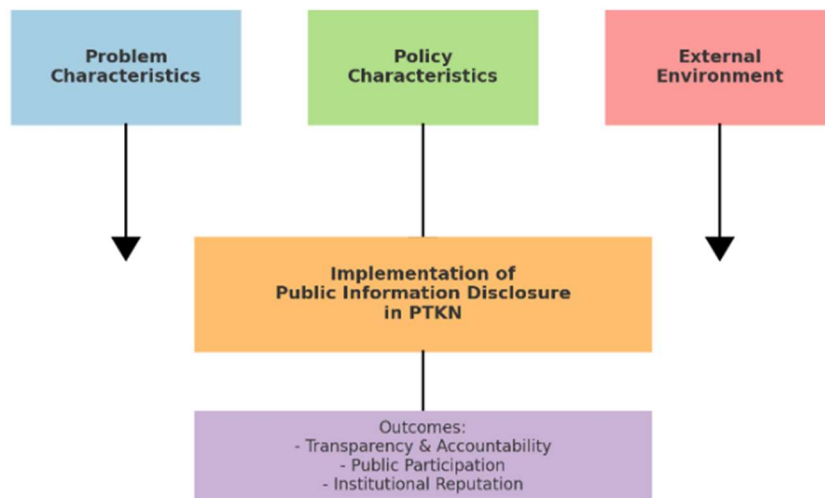
[12] Wajid Fauzi, Roy Valiant Solomon, and Eko Prasojo, "CHALLENGES IN IMPLEMENTING GOVERNANCE POLICIES FOR THE PROTECTION OF INDONESIAN MIGRANT WORKERS," *International Journal of Innovative Technologies in Social Science*, no. 2(38) (May 30, 2023), https://doi.org/10.31435/rsglobal_ijitss/30062023/7987.

[13] Suyono Makruf, Iqbal Miftakhul Mujtahid, and Pardamean Daulay, "IMPLEMENTASI KEBIJAKAN PERLINDUNGAN HUTAN DI INDONESIA," *Journal Publicuho* 6, no. 4 (December 22, 2023): 1537–48, https://doi.org/10.35817/publicuho.v6i4.298.

facilitate or hinder change.[14]

Collectively, these studies confirm the relevance of Mazmanian's framework for understanding complex policy processes, including those related to transparency in higher education. Applying this framework to the case of public information disclosure in PTKN allows for a structured analysis in three areas: first, evaluating the clarity and consistency of derivative regulations issued by the Ministry of Religious Affairs; second, identifying internal and external barriers that constrain implementation; and third, developing optimization strategies that strengthen institutional capacity, enhance community engagement, and reinforce leadership commitment to transparency.

<div align="center">Conceptual Framework: Policy Implementation in PTKN
(Adapted from Mazmania)</div>

Methodology

This study adopts a juridical-empirical qualitative approach, with emphasis on document and content analysis. The juridical dimension involves reviewing Indonesia's regulatory framework on public information disclosure, particularly Law No. 14/2008 and its derivative regulations, KMA No. 92/2019 and KMA No. 657/2021. The empirical dimension relies on secondary data, including the 2024 Public Information Disclosure Monitoring and Evaluation (Monev) Report issued by the Indonesian Information Commission and official information published through PTKN portals.

The unit of analysis in this study is the implementation of public

---

[14] Howlett, "Moving Policy Implementation Theory Forward: A Multiple Streams/Critical Juncture Approach."

information disclosure policies within PTKN as higher education institutions under the Ministry of Religious Affairs. Data collection relied exclusively on secondary sources, including statutory regulations, official reports, and scholarly publications. Qualitative content analysis was conducted to identify recurring themes related to policy clarity, institutional capacity, and external environmental support, while systematic document analysis was applied to evaluate the consistency and comprehensiveness of regulations and monitoring reports.

Mazmanian's policy implementation framework serves as the analytical foundation of this study. The framework highlights three core elements—problem characteristics, policy design, and external environmental factors—that shape the effectiveness of policy implementation. Employing this framework enables a systematic examination of the gap between formal regulations and disclosure practices in PTKN, while also guiding the formulation of optimization strategies. Specifically, the framework directs attention to institutional capacity, leadership commitment, and societal engagement as decisive factors in advancing public information disclosure.

Discussion
Ministry Legal Products related to the Implementation of PID at PTKN

Law No. 14/2008 on Public Information Disclosure (PID Law) constitutes a significant milestone in institutionalizing citizens' rights to transparent and accountable information access.[15] To translate this law into operational mechanisms, the Ministry of Religious Affairs issued derivative regulations, specifically KMA No. 92/2019 and KMA No. 657/2021. These regulations function as strategic policy instruments that define the scope, responsibilities, and organizational structures for information disclosure, with particular implications for strengthening compliance and management practices in State Religious Universities (PTKN).

KMA No. 92/2019 provides operational guidelines for public information services, particularly defining the roles and responsibilities of Information and Documentation Management Officers (PPID) and their supervisors. It emphasizes the legal obligation of public agencies to compile and disclose comprehensive information lists that are accessible to stakeholders. Complementing this, KMA No. 657/2021 institutionalizes the PPID organizational structure by delineating coordination between the Main PPID at the ministerial level and Unit PPIDs at institutional levels, including PTKN. This regulatory arrangement establishes a multi-level governance

---

[15] Yudhitiya Dyah Sukmadewi and Kartika Widya Utama, "Relevansi Undang - Undang Keterbukaan Informasi Publik Dan Asas Kemanfaatan," *Law, Development and Justice Review* 5, no. 1 (April 18, 2022): 1–9, https://doi.org/10.14710/ldjr.v5i1.14054.

framework that is intended to ensure systematic, accountable, and standardized information disclosure practices across all organizational units.

This division of tasks ensures that information is managed systematically across all organizational levels. Effective implementation at PTKN requires strong coordination across organizational elements. PTKN PPIDs are responsible for storing, documenting, and providing accurate and relevant information, while the PPID Supervisor—typically the university head—plays a key role in overseeing and ensuring compliance with disclosure guidelines.

This division of authority is designed to create a coherent system of information management across organizational levels. At the institutional level, effective implementation in PTKN depends on robust coordination between PPID units and university leadership. PPIDs are tasked with compiling, maintaining, and disseminating accurate and relevant information, while PPID Supervisors—typically university rectors—hold ultimate responsibility for oversight and compliance. This hierarchical arrangement reflects a top–down accountability structure in which leadership commitment becomes a decisive factor in determining whether disclosure practices are implemented consistently and transparently. Transparency is a pillar of public information disclosure.[16]

In the digital era, information technology has become a central enabler of effective policy implementation. The political will of the agency leadership determines the progressiveness of the performance of public information disclosure.[17] For PTKN, online portals, social media platforms, and mobile applications provide critical channels for disseminating information in a timely, accessible, and interactive manner. Leveraging these tools not only increases efficiency in information management but also broadens outreach to diverse stakeholders, including prospective students across regions. However, the effectiveness of digital platforms depends on institutional capacity to maintain updated, accurate, and user-friendly systems, which remains a recurrent challenge in many PTKN. Many government officials cannot update information.[18]

Despite providing a clear regulatory framework, the implementation of KMA No. 92/2019 and KMA No. 657/2021 in PTKN continues to face

---

[16] Diah Fatma Sjoraida, "Bureaucratic Practices and the Struggle for Transparency: A Case Study of Public Information Disclosure Policy Implementation in West Java, Indonesia," *Asian Anthropology*, June 2, 2025, 1–5, https://doi.org/10.1080/1683478X.2025.2508603.

[17] Nofal Wiska, "Kebijakan Pemerintah Daerah Dalam Melaksanakan Keterbukaan Informasi Publik: Studi Kasus Di Kabupaten Pesisir Selatan Dan Kota Padang," *Jurnal Ilmiah Mimbar Demokrasi* 22, no. 2 (August 3, 2024): 199–208, https://doi.org/10.21009/jimd.v22i2.34243.

[18] L.M. Azhar Sa'ban, "KETERBUKAAN INFORMASI PUBLIK DALAM WEBSITE PEMERINTAH KOTA BAUBAU," *JISIP : Jurnal Ilmu Sosial Dan Ilmu Politik* 11, no. 1 (April 1, 2022): 48–57, https://doi.org/10.33366/jisip.v11i1.2438.

significant challenges. Chief among these is the limited capacity of human resources, particularly PPIDs, who often lack the necessary skills in information management, regulatory compliance, and strategic communication.[19] Strengthening PPID competence through structured training and continuous professional development is therefore essential. Equally important is the provision of robust digital infrastructure to support effective disclosure practices. However, financial constraints and uneven budget allocations frequently undermine these efforts, leaving many PTKN unable to develop sustainable and user-friendly information systems.

An essential component of implementing KMA No. 92/2019 and KMA No. 657/2021 is the resolution of information disputes. When citizens perceive that their right to information is not fulfilled, PPIDs are required to address complaints in accordance with standardized procedures. Supervisors—typically university rectors—bear responsibility for ensuring that dispute resolution is conducted fairly, transparently, and in alignment with broader principles of administrative justice.

Beyond legal compliance, information disclosure at PTKN also carries ethical and religious dimensions that are integral to their identity as faith-based universities. Transparency can be framed not only as a moral duty but also as an expression of integrity and accountability, values central to religious teachings. Embedding principles of social responsibility, honesty, and service quality into disclosure practices enables PTKN to transform administrative routines into channels for disseminating religious and ethical values. Such integration strengthens institutional legitimacy, enhances public trust, and positions information disclosure as both a normative commitment and a governance tool in higher education.

Taken together, KMA No. 92/2019 and KMA No. 657/2021 are strategic regulations that provide a legal and normative framework for strengthening public information disclosure within the Ministry of Religious Affairs, including PTKN. Effective implementation of these policies enables PTKN to fulfill their mandate as transparent, accountable, and service-oriented institutions. However, the success of PID Law implementation depends not only on the regulatory framework but also on the commitment and synergy of all stakeholders. Public information disclosure at PTKN therefore represents both a legal obligation and an opportunity to enhance the quality of religious higher education in Indonesia.

---

[19] Zakiah Khatami Romadhonna, Hanung Nindito Prasetyo, and Tedi Gunawan, "Aplikasi Pejabat Pengelola Informasi Dan Dokumentasi (Ppid) Berbasis Web Dan Email Gateway (Studi Kasus Pemerintah Kabupaten Klaten)," *EProceedings of Applied Science* 5, no. 2 (2019), https://openlibrary.telkomuniversity.ac.id/pustaka/files/152774/jurnal_eproc/aplikasi-pejabat-pengelola-informasi-dan-dokumentasi-ppid-berbasis-web-dan-email-gateway-studi-kasus-pemerintah-kabupaten-klaten-.pdf.

Current State of Public Information Disclosure in PTKN

Despite the existence of those regulatory instruments, the current implementation of public information disclosure in PTKN remains far from optimal. The 2024 evaluation by the Central Information Commission assessed 76 institutions and found that only five (6.6%) were classified as "informative," one as "less informative," while the vast majority—70 institutions (92.1%)—were categorized as "non-informative." The few informative institutions include UIN Sunan Gunung Djati Bandung, UIN Syarif Hidayatullah Jakarta, and UIN Walisongo Semarang, whereas many prominent universities such as UIN Maulana Malik Ibrahim Malang and UIN Raden Intan Bandar Lampung were still considered non-informative. These findings indicate a systemic gap between regulatory mandates and institutional practices across PTKN.[20]

These findings highlight a persistent implementation gap in public information disclosure across PTKN. The most salient barriers are the limited capacity of human resources, insufficient information technology infrastructure, and entrenched bureaucratic cultures that resist transparency. Together, these factors contribute to a systemic weakness that prevents PTKN from translating regulatory mandates into effective disclosure practices.

The analysis of disclosure policy implementation in PTKN is guided by Mazmanian's framework, with the first element addressing the characteristics of the problem. The central issue is the weak implementation of disclosure policies, which stems from constrained administrative capacity, inadequate technical infrastructure, and low levels of public demand for information.[21] These conditions illustrate how the scope and complexity of the problem exceed the institutional capacity of PTKN, thereby impeding effective compliance with disclosure mandates.

The second element relates to the characteristics of the policy itself. The PID Law and its derivative regulations provide a relatively clear framework. However, many PTKNs consider the clarity of objectives and the availability of technical guidelines to be inadequate. This has created confusion about what information should be disclosed and how it should be presented.

The third element concerns the external environment that influences implementation. Weak public pressure for information disclosure has left many PTKN insufficiently motivated to improve service delivery. A prevailing

---

[20] Komisi Informasi Pusat Republik Indonesia, Keputusan Komisi Informasi Pusat Republik Indonesia Nomor 52/KEP/KIP/XII/2024 tentang Hasil Monitoring dan Evaluasi Keterbukaan Informasi Publik pada Badan Publik 2024.

[21] Sintar Nababan, "Strategi Pelayanan Informasi Untuk Meningkatkan Keterbukaan Informasi Publik," *Jurnal Ilmu Komunikasi* 17, no. 2 (September 2, 2020): 166, https://doi.org/10.31315/jik.v17i2.3694.

culture of secrecy within government institutions further undermines transparency efforts at PTKN. This illustrates that successful implementation depends not only on internal readiness but also on the surrounding external environment.

Beyond their formal design, the implementation of KMA No. 92/2019 and KMA No. 657/2021 in PTKN is frequently hampered by weak alignment between regulatory provisions and institutional realities. Many universities struggle to translate formal requirements into operational practices due to gaps in technical capacity, insufficient guidance, and inconsistent institutional commitment. This misalignment highlights the importance of adaptive policy instruments that take into account contextual variations across PTKN rather than relying solely on uniform regulatory frameworks.

Another critical obstacle relates to the limited competence of human resources, particularly Information and Documentation Management Officers (PPIDs). In many PTKN, PPIDs lack specialized training in regulatory compliance, digital information management, and stakeholder communication. The absence of structured capacity-building programs exacerbates these weaknesses. At the same time, monitoring and evaluation mechanisms remain underdeveloped, providing little incentive for institutional improvement or accountability in disclosure practices.[22]

External environmental variables also play a decisive role in shaping disclosure practices. The bureaucratic culture in Indonesia is still reluctant towards openness.[23] In the case of PTKN, entrenched bureaucratic cultures remain resistant to openness, while societal oversight and stakeholder pressure are still minimal. This combination creates a context in which regulatory compliance is perceived as a low priority, further weakening incentives for transparency and accountability in higher education governance.

The 2024 evaluation demonstrates that most PTKN remain in the "non-informative" category, reflecting persistent weaknesses in digital infrastructure, human resource capacity, leadership commitment, and monitoring mechanisms.[24] These systemic shortcomings underscore that the existence of a regulatory framework alone is insufficient to guarantee effective disclosure. Without concrete efforts to address structural barriers and contextual

---

[22] Rachmat Kriyantono, "Konstruksi Humas Dalam Tata Kelola Komunikasi Lembaga Pendidikan Tinggi Di Era Keterbukaan Informasi Publik," *Jurnal Pekommas* 18, no. 2 (2015): 117–26, https://jkd.komdigi.go.id/index.php/pekommas/article/view/302.

[23] Indah Annisa Fauziyah, Budiman Rusli, and Slamet Usman Ismanto, "IMPLEMENTASI KEBIJAKAN KETERBUKAAN INFORMASI PUBLIK DI KOTA CIMAHI," *JANE - Jurnal Administrasi Negara* 14, no. 1 (August 11, 2022): 224, https://doi.org/10.24198/jane.v14i1.41310.

[24] Rachmat Kriyantono, "Efektivitas Website Perguruan Tinggi Negeri Sebagai Penyedia Informasi Bagi Mahasiswa," *Jurnal Studi Komunikasi (Indonesian Journal of Communications Studies)* 4, no. 1 (March 5, 2020): 117, https://doi.org/10.25139/jsk.v4i1.1799.

challenges, the gap between legal mandates and institutional practices will continue to persist.

Strategies for Optimizing Public Information Disclosure in State Religious Higher Education Institutions (PTKN)

In response to these challenges, a comprehensive set of strategies is required to optimize PID implementation in PTKN.[25] Such strategies must go beyond formal compliance and instead emphasize institutional capacity-building, technological innovation, leadership accountability, and stakeholder engagement. By adopting these measures, PTKN can transform regulatory obligations into opportunities for strengthening transparency, accountability, and public trust. Ensuring open access to information is a critical component of this governance framework, as it strengthens public trust, ensures effective resource management, and supports the long-term development of human capital. Within the Indonesian context, effective disclosure also aligns with the national Open Government agenda, which emphasizes transparency, participation, and innovation. [26]

A comprehensive strategic approach is required to address the persistent barriers to PID implementation in PTKN. First, enhancing the capacity of human resources through continuous and systematic training should be prioritized, particularly for Information and Documentation Management Officers (PPID). Second, the Ministry of Religious Affairs must ensure adequate budget allocations to strengthen digital infrastructure, including the development of an integrated and functional online portal. Third, leadership commitment within PTKN needs reinforcement through stricter supervision and the provision of incentives for institutions that achieve compliance with disclosure standards. Collectively, these measures would significantly improve PID implementation, fostering a more transparent and accountable higher education environment.

Addressing the obstacles to public information disclosure in PTKN requires a comprehensive and integrated strategy. The first priority is strengthening the capacity of Information and Documentation Management Officers (PPID) through structured and continuous training. Competent PPIDs are essential for ensuring that information management processes

---

[25] Rudiawie Larasati, Meinarni Asnawi, and Yundy Hafizrianda, "ANALISIS PENERAPAN GOOD UNIVERSITY GOVERNANCE PADA PERGURUAN TINGGI DI KOTA JAYAPURA," *JOURNAL OF APPLIED MANAGERIAL ACCOUNTING* 2, no. 2 (October 3, 2018): 304–23, https://doi.org/10.30871/jama.v2i2.951.

[26] Anne Friday Safaria, Rahmayanti Rahmayanti, and Rina Yulianti, "KEBIJAKAN KETERBUKAAN INFORMASI PUBLIK (UU KIP): IMPLEMENTASI PARADIGMA NEW PUBLIC GOVERNANCE (NPG)?," *JIPAGS (Journal of Indonesian Public Administration and Governance Studies)* 7, no. 2 (July 30, 2023), https://doi.org/10.31506/jipags.v7i2.20673.

operate effectively and in accordance with the Public Information Disclosure Law. In addition to regulatory knowledge, PPIDs must develop expertise in communication, problem-solving, and technical facilitation, enabling them to function as professional managers of institutional transparency.[27]

Developing robust information technology infrastructure is equally critical to advancing disclosure practices. Prior research demonstrates that effective database management is central to the success of transparency initiatives.[28] PTKN online portals should therefore be designed to be responsive, user-friendly, and fully integrated with other institutional information systems. To achieve this, the Ministry of Religious Affairs must allocate sufficient resources for servers, software, and cybersecurity measures. Portals should provide mandatory information—such as financial reports, accreditation data, and academic guidelines—in formats that are easily accessible to the public. Strengthening digital infrastructure in this way reduces technical barriers and ensures broader public access to institutional information.

Leadership commitment is a decisive factor in fostering transparency within PTKN. University leaders must explicitly prioritize information disclosure as part of institutional governance by establishing measurable targets, supervising implementation directly, and providing incentives to units that achieve compliance with disclosure standards. Equally important, leaders should embody the values of accountability in their own practices, thereby cultivating an organizational culture in which transparency is normalized and sustained across all levels of the institution. [29]

Stricter monitoring and evaluation mechanisms are essential for ensuring compliance with disclosure guidelines. The Ministry of Religious Affairs, in collaboration with the Central Information Commission, should increase the frequency of evaluations and provide actionable recommendations to institutions categorized as less informative or non-informative. Follow-up support is equally important and may include targeted workshops, technical assistance, or direct consultations with PPIDs. Publishing evaluation results transparently would further enhance public oversight and create stronger incentives for institutional improvement.

---

[27] Naga Tondi Hasibuan, "Peran Humas Dalam Keterbukaan Informasi Publik Di Universitas Bengkulu," *Jurnal Komunikasi Dan Budaya* 1, no. 2 (January 5, 2021): 91–103, https://doi.org/10.54895/jkb.v1i2.748.

[28] Nova Rijati, Budi Widjajanto, and Dewi Agustini Santoso, "Desain Database Pendukung Layanan Informasi Publik Berbasis Teknologi Informasi," *Techno. Com* 14, no. 2 (2015): 115–21, https://publikasi.dinus.ac.id/index.php/technoc/article/view/885.

[29] Mohammad Khusnul Milad, Achmad Teguh Wibowo, and Akhmad Yunan Atho'illah, "Penguatan Tata Kelola Transparansi Informasi Publik, Akuntabilitas, Dan Efisiensi Keuangan Di Universitas Demi Mewujudkan Good University Government," *Oeconomicus Journal of Economics* 3, no. 2 (2019): 220–33.

Strengthening collaboration with external stakeholders—including local governments, non-governmental organizations, and the media—offers another pathway to improve disclosure practices. Such partnerships can generate constructive external pressure on PTKN to enhance transparency while also providing technical expertise and additional resources. Equally important is public education on the right to information, which can empower citizens to become more active in requesting access. Increased societal demand, in turn, creates stronger incentives for PTKN to strengthen their information management systems.

Finally, strengthening internal regulations and operational policies within PTKN is critical to embedding disclosure as part of sustainable governance. Institutions should develop detailed guidelines for PPIDs covering dispute resolution, data management, and information update procedures for online portals. Consistent implementation of such frameworks would help minimize barriers, increase public trust, and reinforce the reputation of PTKN as transparent, accountable, and service-oriented institutions. In this sense, successful implementation of the Public Information Disclosure Law represents not only regulatory compliance but also a milestone in advancing higher education governance in Indonesia.

Public information disclosure at PTKN also has direct relevance to Goal 16 of the Sustainable Development Goals (SDGs), which emphasizes peace, justice, and strong institutions. Specifically, Target 16.10 seeks to guarantee public access to information and protect fundamental freedoms.[30] Within this framework, disclosure in higher education institutions serves as both a governance instrument and a trust-building mechanism.[31] Universities that integrate SDGs into their strategic plans and publish sustainability reports demonstrate higher rates of SDG disclosure.[32] In the PTKN context, disclosure should not be understood merely as legal compliance but also as a moral and ethical responsibility aligned with religious values. This dual dimension reinforces the strategic relevance of PID to the achievement of SDG 16 by strengthening the legitimacy, integrity, and accountability of higher education institutions. Effective stakeholder engagement is critical for achieving SDGs, as it enhances the quality and comprehensiveness of

---

[30] Hugo González, "El Discurso Sobre El Acceso a La Información Desde Unesco," *European Public & Social Innovation Review* 10 (February 17, 2025): 1–18, https://doi.org/10.31637/epsir-2025-1580.

[31] Nicola Raimo et al., "From Commitment to Transparency: What Drives <scp>SDG</Scp> Disclosure in Asian Universities?," *Sustainable Development*, May 26, 2025, https://doi.org/10.1002/sd.3541.

[32] Isabel Brusca, Jorge Olmo, and Cristina Pérez-Espés, "Are the SDGs Embedded in University Strategies and Reporting Practices? Analysing Influencing Factors," *Public Money & Management* 45, no. 7 (October 3, 2025): 659–69, https://doi.org/10.1080/09540962.2025.2477044.

sustainability reports.[33]

Conclusion

The strategies outlined—ranging from strengthening PPID competence and developing robust digital infrastructure to reinforcing leadership commitment, monitoring systems, and stakeholder collaboration—demonstrate that optimizing public information disclosure requires a multidimensional approach. These measures are not only designed to overcome technical and institutional barriers but also to embed transparency and accountability as core values of governance in PTKN.

Such comprehensive strategies highlight that the success of PID implementation depends on the synergy between regulatory frameworks, institutional commitment, and societal engagement. When effectively integrated, these elements can transform disclosure from a formal obligation into a strategic instrument for strengthening institutional legitimacy and public trust.

Building on these insights, the following conclusion summarizes the key findings of this study and emphasizes the broader significance of public information disclosure for improving governance in Indonesia's religious higher education institutions.

Acknowledgments

References

Ahmadi, Dadi, Atie Rachmiatie, and Nursyawal. "Public Participation Model for Public Information Disclosure." *Jurnal Komunikasi: Malaysian Journal of Communication* 35, no. 4 (December 31, 2019): 305–21. https://doi.org/10.17576/JKMJC-2019-3504-19.

Armando Hutagalung, Franky, and Tb. Benito A. Kurnani. "Comparative Analysis of Three Implementation Model of Policies: Case Study in Acid Mine Drainage Management Policy in Indonesia." Edited by S. Withaningsih, D.

---

[33] Ishwar Khatri et al., "Corporate Governance Mechanisms and Non-Financial Disclosure Quality: Evidence from Sustainability Committee, External CSR Assurance, and Stakeholder Engagement," *International Review of Financial Analysis* 107 (November 2025): 104645, https://doi.org/10.1016/j.irfa.2025.104645; Sónia Monteiro, Beatriz Aibar-Guzmán, and Alice Loureiro, "Embedding Stakeholder Engagement into SDG Reporting Processes," in *The Routledge Handbook of Accounting for the Sustainable Development Goals* (London: Routledge, 2024), 58–73, https://doi.org/10.4324/9781003404118-5.

Supyandi, G.L. Utama, and A.D. Malik. *E3S Web of Conferences* 249 (April 7, 2021): 02006. https://doi.org/10.1051/e3sconf/202124902006.

Baharuddin, Tawakkal. "Keterbukaan Informasi Publik: Studi Pada Keberhasilan Pemerintah Daerah Kabupaten Luwu Utara 2019." *Journal of Governance and Local Politics* 2, no. 2 (October 16, 2020): 151–63. https://doi.org/10.47650/jglp.v2i2.133.

Brusca, Isabel, Jorge Olmo, and Cristina Pérez-Espés. "Are the SDGs Embedded in University Strategies and Reporting Practices? Analysing Influencing Factors." *Public Money & Management* 45, no. 7 (October 3, 2025): 659–69. https://doi.org/10.1080/09540962.2025.2477044.

Emigawaty, Emigawaty, Kusworo Adi, Adian Fatchur Rochim, Budi Warsito, and Adi Wibowo. "K-Means Clustering Algorithm for Partitioning the Openness Levels of Open Government Data Portals." *JOIV : International Journal on Informatics Visualization* 7, no. 3 (September 10, 2023): 977–83. https://doi.org/10.30630/joiv.7.3.1761.

Faizin, Afwan, and Ali Mansur. "Penerapan Undang-Undang Nomor 14 Tahun 2008 Tentang Keterbukaan Informasi Publik Di Perguruan Tinggi Keagamaan Islam Negeri (Studi Kasus UIN Syarifhidayatullah Jakarta)." *Jurnal Salam; Jurnal Sosial Dan Budaya Syar-I* 5, no. 2 (2018): 113–38. https://doi.org/https://doi.org/10.15408/sjsbs.v5i2.9413.

Fauziyah, Indah Annisa, Budiman Rusli, and Slamet Usman Ismanto. "IMPLEMENTASI KEBIJAKAN KETERBUKAAN INFORMASI PUBLIK DI KOTA CIMAHI." *JANE - Jurnal Administrasi Negara* 14, no. 1 (August 11, 2022): 224. https://doi.org/10.24198/jane.v14i1.41310.

González, Hugo. "El Discurso Sobre El Acceso a La Información Desde Unesco." *European Public & Social Innovation Review* 10 (February 17, 2025): 1–18. https://doi.org/10.31637/epsir-2025-1580.

Gunawan, Dani, and Amalia Amalia. "The Implementation of Open Data in Indonesia." In *2016 International Conference on Data and Software Engineering (ICoDSE)*, 1–6. IEEE, 2016. https://doi.org/10.1109/ICODSE.2016.7936164.

Hasibuan, Naga Tondi. "PERAN HUMAS DALAM KETERBUKAAN INFORMASI PUBLIK DI UNIVERSITAS BENGKULU." *Jurnal Komunikasi Dan Budaya* 1, no. 2 (January 5, 2021): 91–103. https://doi.org/10.54895/jkb.v1i2.748.

Howlett, Michael. "Moving Policy Implementation Theory Forward: A Multiple Streams/Critical Juncture Approach." *Public Policy and Administration* 34, no. 4 (October 25, 2019): 405–30. https://doi.org/10.1177/0952076718775791.

Indah, Tiara, and Puji Hariyanti. "Implementasi Kebijakan Keterbukaan Informasi Publik Pada Dinas Kominfo Kota Tasikmalaya." *Jurnal Komunikasi* 12, no. 2 (April 25, 2018): 127–40. https://doi.org/10.20885/komunikasi.vol12.iss2.art3.

Khatri, Ishwar, Paul Einar Giskås, Anneli Kalliainen Kyrrø, and Frode Kjærland. "Corporate Governance Mechanisms and Non-Financial Disclosure Quality: Evidence from Sustainability Committee, External CSR Assurance, and Stakeholder Engagement." *International Review of Financial Analysis* 107 (November 2025): 104645. https://doi.org/10.1016/j.irfa.2025.104645.

Komisi Informasi Pusat Republik Indonesia. Keputusan Komisi Informasi Pusat Republik Indonesia Nomor 52/KEP/KIP/XII/2024 tentang Hasil Monitoring dan Evaluasi Keterbukaan Informasi Publik pada Badan Publik 2024 (2024).

Kristiyanto, Eko Noer. "Urgensi Keterbukaan Informasi Dalam Penyelenggaraan Pelayanan Publik." *Jurnal Penelitian Hukum De Jure* 16, no. 2 (2016): 231–44. https://doi.org/0.30641/dejure.2016.V16.231-244.

Kriyantono, Rachmat. "Efektivitas Website Perguruan Tinggi Negeri Sebagai Penyedia Informasi Bagi Mahasiswa." *Jurnal Studi Komunikasi (Indonesian Journal of Communications Studies)* 4, no. 1 (March 5, 2020): 117. https://doi.org/10.25139/jsk.v4i1.1799.

———. "Konstruksi Humas Dalam Tata Kelola Komunikasi Lembaga Pendidikan Tinggi Di Era Keterbukaan Informasi Publik." *Jurnal Pekommas* 18, no. 2 (2015): 117–26. https://jkd.komdigi.go.id/index.php/pekommas/article/view/302.

Larasati, Rudiawie, Meinarni Asnawi, and Yundy Hafizrianda. "ANALISIS PENERAPAN GOOD UNIVERSITY GOVERNANCE PADA PERGURUAN TINGGI DI KOTA JAYAPURA." *JOURNAL OF APPLIED MANAGERIAL ACCOUNTING* 2, no. 2 (October 3, 2018): 304–23. https://doi.org/10.30871/jama.v2i2.951.

Makruf, Suyono, Iqbal Miftakhul Mujtahid, and Pardamean Daulay. "IMPLEMENTASI KEBIJAKAN PERLINDUNGAN HUTAN DI INDONESIA." *Journal Publicuho* 6, no. 4 (December 22, 2023): 1537–48. https://doi.org/10.35817/publicuho.v6i4.298.

Mazmanian, Daniel A. "Implementation and Public Policy." *Scott, Foresman and Company*, 1983.

Milad, Mohammad Khusnul, Achmad Teguh Wibowo, and Akhmad Yunan Atho'illah. "Penguatan Tata Kelola Transparansi Informasi Publik, Akuntabilitas, Dan Efisiensi Keuangan Di Universitas Demi Mewujudkan Good University Government." *OECONOMICUS Journal of Economics* 3, no. 2 (2019): 220–33. http://repository.uinsa.ac.id/id/eprint/2589/.

Monteiro, Sónia, Beatriz Aibar-Guzmán, and Alice Loureiro. "Embedding Stakeholder Engagement into SDG Reporting Processes." In *The Routledge Handbook of Accounting for the Sustainable Development Goals*, 58–73. London: Routledge, 2024. https://doi.org/10.4324/9781003404118-5.

Nababan, Sintar. "Strategi Pelayanan Informasi Untuk Meningkatkan Keterbukaan Informasi Publik." *Jurnal Ilmu Komunikasi* 17, no. 2 (September 2, 2020): 166. https://doi.org/10.31315/jik.v17i2.3694.

Raimo, Nicola, Vitiana L'Abate, Francesco Albergo, and Filippo Vitolla. "From Commitment to Transparency: What Drives <scp>SDG</Scp> Disclosure in Asian Universities?" *Sustainable Development*, May 26, 2025. https://doi.org/10.1002/sd.3541.

Ratnasari, Eny, Agus Rahmat, and FX. Ari Agung Prastowo. "Peran Humas Perguruan Tinggi Negeri Badan Hukum Dalam Implementasi Kebijakan Keterbukaan Informasi." *PRofesi Humas* 3, no. 1 (2018): 21–38. https://doi.org/https://doi.org/10.24198/prh.v3i1.14034.

Rijati, Nova, Budi Widjajanto, and Dewi Agustini Santoso. "Desain Database Pendukung Layanan Informasi Publik Berbasis Teknologi Informasi." *Techno. Com* 14, no. 2 (2015): 115–21. https://publikasi.dinus.ac.id/index.php/technoc/article/view/885.

Romadhonna, Zakiah Khatami, Hanung Nindito Prasetyo, and Tedi Gunawan. "Aplikasi Pejabat Pengelola Informasi Dan Dokumentasi (Ppid) Berbasis Web Dan Email Gateway (Studi Kasus Pemerintah Kabupaten Klaten)." *EProceedings of Applied Science* 5, no. 2 (2019). https://openlibrary.telkomuniversity.ac.id/pustaka/files/152774/jurnal_ep roc/aplikasi-pejabat-pengelola-informasi-dan-dokumentasi-ppid-berbasis-web-dan-email-gateway-studi-kasus-pemerintah-kabupaten-klaten-.pdf.

Rozikin, Mochammad, Fitria Puji Harmini, and Anggra Wiradita. "Implementasi Kebijakan Keterbukaan Informasi Publik Di Perguruan Tinggi: Studi Pada Universitas Negeri Malang." *MetaCommunication: Journal of Communication Studies* 5, no. 2 (2020): 129–44. https://doi.org/http://dx.doi.org/10.20527/mc.v5i2.8213.

Sa'ban, L.M. Azhar. "KETERBUKAAN INFORMASI PUBLIK DALAM WEBSITE PEMERINTAH KOTA BAUBAU." *JISIP : Jurnal Ilmu Sosial Dan Ilmu Politik* 11, no. 1 (April 1, 2022): 48–57. https://doi.org/10.33366/jisip.v11i1.2438.

Safaria, Anne Friday, Rahmayanti Rahmayanti, and Rina Yulianti. "KEBIJAKAN KETERBUKAAN INFORMASI PUBLIK (UU KIP): IMPLEMENTASI PARADIGMA NEW PUBLIC GOVERNANCE (NPG)?" *JIPAGS (Journal of Indonesian Public Administration and Governance Studies)* 7, no. 2 (July 30, 2023). https://doi.org/10.31506/jipags.v7i2.20673.

Seelakate, Pimphot, and Rayhan Musa Novian. "Freedom of Information and Information Policy in Southeast Asia: The Cases of Thailand and Indonesia." In *Lecture Notes in Computer Science (Including Subseries Lecture Notes in Artificial Intelligence and Lecture Notes in Bioinformatics) Conference Paper*, 320–35, 2025. https://doi.org/10.1007/978-981-96-0865-2_26.

Sjoraida, Diah Fatma. "Bureaucratic Practices and the Struggle for Transparency: A Case Study of Public Information Disclosure Policy Implementation in West Java, Indonesia." *Asian Anthropology*, June 2, 2025, 1–5. https://doi.org/10.1080/1683478X.2025.2508603.

Solechan, Sonhaji, and Kadek Cahya Susila Wibawa. "Enhancing Information Transparency for Effective Governance: A Study on Government Procurement in Indonesia." *Pakistan Journal of Criminology*, no. 16.2 (April 8, 2024): 873–86. https://doi.org/10.62271/pjc.16.2.873.886.

Sukmadewi, Yudhitiya Dyah, and Kartika Widya Utama. "Relevansi Undang - Undang Keterbukaan Informasi Publik Dan Asas Kemanfaatan." *Law, Development and Justice Review* 5, no. 1 (April 18, 2022): 1–9. https://doi.org/10.14710/ldjr.v5i1.14054.

Wajid Fauzi, Roy Valiant Solomon, and Eko Prasojo. "CHALLENGES IN IMPLEMENTING GOVERNANCE POLICIES FOR THE PROTECTION OF INDONESIAN MIGRANT WORKERS." *International Journal of Innovative Technologies in Social Science*, no. 2(38) (May 30, 2023). https://doi.org/10.31435/rsglobal_ijitss/30062023/7987.

Wiska, Nofal. "Kebijakan Pemerintah Daerah Dalam Melaksanakan Keterbukaan Informasi Publik: Studi Kasus Di Kabupaten Pesisir Selatan Dan Kota Padang." *Jurnal Ilmiah Mimbar Demokrasi* 22, no. 2 (August 3, 2024): 199–208. https://doi.org/10.21009/jimd.v22i2.34243.

Xu, Qing, and Lili Gao. "The Causes Analysis of Public Policy Implementation Deviation: Based on a Framework of Paul A. Sabatier and Daniel A. Mazmanian." In *Proceedings of the International Conference on Education Innovation and Social Science (ICEISS 2017)*. Paris, France: Atlantis Press, 2017. https://doi.org/10.2991/iceiss-17.2017.71.