

# Knowledge Management Strategy for Enhancing Public Information Services at Diskominfo Medan

Strategies for  
Enhancing Public  
Information

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## ABSTRACT

*This study aims to analyze the strategy of implementing knowledge management in optimizing programs and activities of the Medan City Communication and Information Service (Dinas Komunikasi dan Informatika/Diskominfo), especially in the dissemination of public information. The background of this study is based on the importance of effective knowledge management so that public information can be delivered quickly, precisely, and accurately to the public. The research method used is qualitative with a case study approach. Data were collected through interviews, observations, and documentation studies. The results of the study indicate that the implementation of knowledge management in the Medan City Diskominfo includes three main stages: knowledge acquisition, knowledge storage and management, and knowledge distribution. Although there have been initiatives in the implementation of information systems and internal training, challenges are still found such as limited human resources, lack of a culture of knowledge sharing, and suboptimal use of information technology. This study recommends increasing human resource capacity, developing an integrated digital platform, and strengthening internal policies to support a culture of knowledge sharing in order to improve the quality of public information services.*

**Keywords:** *Diskominfo, Knowledge Management, Knowledge Sharing, Program Optimization, Public Information.*

## ABSTRAK

*Penelitian ini bertujuan untuk menganalisis strategi implementasi manajemen pengetahuan dalam mengoptimalkan program dan kegiatan Dinas Komunikasi dan Informatika Kota Medan (Diskominfo), khususnya dalam penyebaran informasi publik. Latar belakang penelitian ini didasarkan pada pentingnya manajemen pengetahuan yang efektif agar informasi publik dapat disampaikan dengan cepat, tepat, dan akurat kepada masyarakat. Metode penelitian yang digunakan adalah kualitatif dengan pendekatan studi kasus. Data dikumpulkan melalui wawancara, observasi, dan studi dokumentasi. Hasil penelitian menunjukkan bahwa implementasi manajemen pengetahuan di Diskominfo Kota Medan meliputi tiga tahap utama: akuisisi pengetahuan, penyimpanan dan pengelolaan pengetahuan, serta distribusi pengetahuan. Meskipun telah ada inisiatif dalam implementasi sistem informasi dan pelatihan internal, tantangan masih ditemukan seperti keterbatasan sumber daya manusia, kurangnya budaya berbagi pengetahuan, dan penggunaan teknologi informasi yang kurang optimal. Penelitian ini merekomendasikan peningkatan kapasitas sumber daya manusia, pengembangan platform digital terintegrasi, dan penguatan kebijakan internal untuk mendukung budaya berbagi pengetahuan guna meningkatkan kualitas layanan informasi publik.*

**Kata kunci:** *Diskominfo, Manajemen Pengetahuan, Berbagi Pengetahuan, Optimalisasi Program, Informasi Publik.*

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## INTRODUCTION

The Medan City Communication and Informatics Service (*Dinas Komunikasi dan Informatika/Diskominfo*) operates as a pivotal governmental entity under the Mayor of Medan, tasked with managing regional communication and information services through decentralization and delegated authority (Hutagalung & Syalsabilla, 2024; Samsudin & Diva, 2024). Diskominfo spearheads programs aligned with the Medan City Medium-Term Development Plan (*Rencana Pembangunan Jangka Menengah Daerah/RPJMD*), focusing on enhancing administrative efficiency, civil servant capacity, media development, and information security (Tambunan et al., 2023; Maulana et al., 2024; Kholik & Yusri, 2025). These efforts aim to strengthen public service delivery and institutional accountability. Despite achieving an average performance of 86% during the 2011–2015 period, certain key performance indicators, such as information dissemination during national events and human resource development, fell below 50–55%, indicating a gap in aligning programs with the city's vision of a multicultural, prosperous, and future-oriented urban center (Klein & Todesco, 2021; Susanto, 2021; Hutabri, 2023).

Significant challenges persist in Diskominfo's program implementation, driven by internal and external constraints. Internally, limited budgets, insufficient qualified personnel, and inadequate ICT infrastructure hinder progress (Nursam, 2017; Rosenbloom et al., 2022; Maulana et al., 2024). Externally, national policies emphasize expanding telecommunications, promoting digital literacy, and fostering e-government for transparent governance (Lam et al., 2021; Pemerintah Kota Medan, 2023). However, translating these policies into measurable local outcomes remains difficult due to inconsistent evaluation mechanisms and unclear operational targets (Apriliana et al., 2021; Gill et al., 2022; Marwazi, 2023). Diskominfo has made strides in digitizing services and strengthening public information systems; however, these efforts often lack systematic integration, which limits their effectiveness and sustainability.

A critical research gap lies in the absence of a structured knowledge management (KM) approach to enhance public communication strategies. While prior studies, such as Adamides and Karacapilidis (2020) and Zaini et al. (2021), highlight the importance of KM in improving organizational efficiency, there is limited empirical exploration of how KM practices such as data integration, knowledge sharing, and capacity building can be institutionalized within local government settings like Diskominfo to optimize public information dissemination. Existing initiatives, including internal training and digital platforms, are not fully supported by systematic documentation or cross-departmental coordination, resulting in underutilized organizational learning potential (Azeem et al., 2021; Zaini et al., 2021). This gap underscores the need to investigate how KM can bridge the disconnect between program implementation and strategic objectives, ensuring sustainable governance outcomes.

The objective of this study is to analyze the implementation of knowledge management strategies within Diskominfo Medan to optimize public information dissemination. By examining the processes of knowledge acquisition, storage, and distribution, this research seeks to identify how KM can address challenges like limited human resources, weak knowledge-sharing culture, and suboptimal ICT use. The study aims to provide actionable recommendations for enhancing human resource capacity, developing integrated digital platforms, and strengthening policies to foster a culture of knowledge sharing, ultimately improving the quality and accessibility of public information services.

Through a qualitative case study approach, this research will explore Diskominfo's current KM practices and their impact on public communication effectiveness. By addressing the identified research gap, the study contributes to both practical and theoretical understandings of KM in public sector governance, offering insights into how local governments can leverage knowledge systems to align with national priorities and enhance citizen engagement (Hyland-Wood et al., 2021; Pemerintah Kota Medan, 2023). The findings are expected to guide Diskominfo in institutionalizing KM as a core component of its operations, fostering transparency, responsiveness, and accountability in public service delivery.

## **LITERATURE REVIEW**

### **Knowledge Management in Public Sector Communication**

Knowledge Management (KM) has become a vital tool for enhancing the performance of public sector organizations, particularly in managing the dissemination of information. In the context of government institutions, KM is understood as the systematic approach to creating, acquiring, storing, distributing, and using knowledge to enhance organizational capability (Mahrinasari et al., 2021; North & Kumta, 2025). Effective KM ensures that information is not only available but also accessible and actionable by various stakeholders within an institution. In the case of the Medan City Communication and Information Service, the implementation of KM aims to optimize strategic programs such as public information dissemination, especially through national events and digital platforms.

According to Rezaei et al. (2021), KM enables organizations to improve decision-making quality, increase responsiveness, and foster innovation. These benefits are highly relevant to public institutions like Diskominfo, where responsiveness to citizens' information needs and alignment with national priorities are crucial. However, the success of KM implementation in the public sector also depends on factors such as leadership commitment, ICT infrastructure, and organizational culture (Ayatollahi & Zeraatkar, 2020; Javaid et al., 2022). In the Medan City context, challenges like limited human resources, lack of knowledge-sharing culture, and budget constraints were identified as significant barriers (Zaini et al., 2021).

Furthermore, Subtil de Oliveira et al. (2018) emphasize that KM in the public sector supports good governance by promoting transparency, efficiency, and accountability. Through initiatives like e-government and digital information systems, public agencies can empower citizens with timely and relevant information (Hyland-Wood et al., 2021; Iheukwumere-Esotu & Yunusa-Kaltungo, 2021). Thus, KM not only enhances internal administrative processes but also improves public service delivery by ensuring that knowledge flows efficiently across departments and to the wider community.

### **Strategies and Impact of Knowledge-Based Communication Programs**

Public communication in the digital age requires more than just message delivery; it necessitates structured knowledge systems that ensure consistent, accurate, and accessible information (Hosseini et al., 2017; Brocke et al., 2020). The Medan City Communication and Information Service illustrates the practical application of KM by aligning communication programs with technological innovation, human resource development, and policy directives. Programs such as Medan Rumah Kita (MRK) and the Medan Command Center serve as operational models of how knowledge-driven platforms facilitate community engagement, complaint resolution, and transparency (Rehman & Iqbal, 2020; Sharma et al., 2021; Maulana et al., 2024).

Knowledge dissemination in public institutions benefits greatly from structured documentation and digital archiving systems (Pietruszka-Ortyl et al., 2021; Zhao et al., 2021). As Schmied (2021) notes, the stages of knowledge, from acquisition to dissemination, must be supported by digital platforms and internal training. In Medan City, efforts such as employee coaching on the use of Regional Management Information System (*Sistem Informasi Manajemen Daerah/SIMDA*) and e-government services demonstrate how capacity building in ICT strengthens public access to services. Moreover, integrating knowledge from multiple government levels and ensuring its contextual adaptation is essential for effective local implementation (Nurdin & Yusuf, 2020).

Practical strategies like forming *Kelompok Informasi Masyarakat* (Community Information Groups) and optimizing media channels, including social media and broadcast, are part of the broader KM strategy in Diskominfo. According to Hughes and Hodgkinson (2021), integrating KM with strategic planning enables public bodies to remain adaptive and citizen-focused. Nonetheless, the impact of these programs often hinges on budget availability, cross-agency collaboration, and consistent policy support

(Marwazi, 2023; Sahoo et al., 2023). The challenge, therefore, lies in institutionalizing KM as a continuous process embedded in daily public communication activities, not just as a project-based initiative but as a long-term governance model.

## **RESEARCH METHOD**

The method used in this study is a qualitative research method. The results of qualitative research emphasize meaning rather than generalizati. Qualitative research methods prefer to use in-depth analysis techniques, namely examining problems on a case-by-case basis, because qualitative methods believe that the nature of a problem will be different from the nature of other problems. Qualitative research is a research procedure that produces descriptive data in the form of written or spoken words from people and observed behavior. So, in this case, it is not permissible to isolate individuals or organizations into variables or hypotheses, but it is necessary to view them as part of a need. The qualitative research to be carried out takes the type of case study (single case study). There are twelve steps required in case study research, namely Theme Selection, Literature Reading, Formulation of Focus and Research Problems, Data Collection, Data Refinement, Data Processing, Data Analysis, Data Analysis Process, Theoretical Dialogue, Triangulation of Findings (Confirmability), Conclusion of Research Results and Research Report. Researchers will follow all of these steps in stages according to their sequence. In this study, the data collected consisted of primary and secondary data. Primary data was obtained directly from key informants at the Medan City Communication and Information Service through in-depth interviews, observations, and documentation studies.

The determination of informants was carried out purposively based on their job competencies and roles in the preparation of programs and activities, and expanded through snowball sampling techniques from the general public. Interviews were conducted to explore explicit and implicit knowledge from informants, while observations focused on daily activities and institutional services. Documentation data was collected from official government documents, archives, photos, and other scientific literature sources. Data collection and analysis were carried out descriptively qualitatively, starting from before entering the field until the research was completed, and assisted by NVivo software to facilitate data presentation. The analysis followed the Miles & Huberman interactive model, namely data reduction, data presentation, and concluding. The validity of the data was tested through credibility (prolonged engagement, triangulation, peer discussion), transferability (detailed contextual description), and dependability (consistency of the research process and results). All of these procedures were carried out to ensure that the research results were valid and accountable in the context of implementing knowledge management at the Medan City Communication and Information Office.

## **RESULTS**

In order to support the implementation of the affairs of the Medan City Communication and Informatics Office, it is equipped with office equipment and supplies and the implementation of big day event activities. Big day event activities such as the holding of a parade using decorated cars once in order to commemorate the Proclamation Day on August 17, and shopping for raw materials for decorated cars 1 package, shopping for renting traditional clothes for 2 people, and shopping for expert services for decorating decorated cars 2 people.



**Figure 1.** Diskominfo Medan's Information Dissemination on the 2017 Independence Day

Figure 1 show the dissemination of information activities through national holidays carried out by the Medan City Information and Communication Service has an achievement of 44 percent in one year, because it is carried out once a year on the anniversary of the Republic of Indonesia, on other national holidays it is not carried out due to budget limitations. This aligns with what was conveyed by Mr. Alfred Simarmata, the head of the Program and Activities Section of the Medan City Communication and Information Service.

“What causes the low ratio of performance achievement in the dissemination of information on national holidays is: the use of budget costs for national holidays at the Medan City Communication and Information Service is not fully used, because the budget costs for its activities are very limited. Thus, the ratio of activities achieved in disseminating information on national holidays is 44%. This major event is the Republic of Indonesia Anniversary every August 17 which is held once a year”. (Wan. 03.23/09/2017). Mr. Alfred Simarmata's statement in the interview above is supported or in accordance with the program for developing the performance achievement system and mass media as stated in the 5-year Renstra (strategic plan) of the Medan City SKPD 2016-2021 (Doc. Renstra of the Medan City Communication and Information Service 2016-2021).



**Figure 2.** Information Dissemination Activities on the 2017 Independence Day

Then the information dissemination program through national holiday events is included in the programs and activities of the communication and information service as in Figure 2. The program includes information cooperation with the mass media with an operational description of information dissemination through exhibition media and information dissemination through national holiday events. (Doc. Renstra of the Medan City Communication and Information Service 2016-2021). The Medan City Communication and Information Service carries out training and coaching for employees in the context of transferring knowledge or tacit knowledge who still do not understand or understand the communication and information system, which is the main task of the Medan City Communication and Information Service. This is in line with the interview with the Head of the Medan City Communication and Information Service, Mr. Zain Noval:

So far, the Medan City Communication and Information Service has only used training (Coaching) for employees who still do not understand how to use the regional management information system (SIMDA), in addition to the use of data centers (central data) Operator centers that are given training so that they can operate the UPS at the Medan City Communication and Information Service operator center (Wan.01.06/09/2017).

The results of the interview with the Head of the Communication and Information Service were confirmed with documentation data on the Medan City Human Resource Development Program for Communication and Information, applied in activities 1) competitions and development of Community Information Groups (KIM), 2) coaching and development of Bakohumas (Public Relations Communication Agency), 3) coaching and operations of information and documentation management officials (PPID), 4) coaching of human resources in the field of information technology, and 5) coaching and development of folk performance groups (Doc. Civil Service Resource Capacity Building Program, 2017).



**Figure 3.** Diskominfo Medan's Event for the 17th RI Anniversary and Medan Rumah Kita Promotion

Figure 3 present the dissemination of information on national holidays such as the Republic of Indonesia's anniversary every August 17, is enlivened by the Medan City Communication and Information Office by designing official cars into decorated cars with the "Independence Aroma" of the Republic of Indonesia. In addition to participating in or enlivening the independence of the Republic of Indonesia, the Medan City Communication and Information Office provides information related to Medan city programs such as the MRK Program with the tagline Medan towards a Smart city.

The dissemination of information related to Medan towards a smart city is not an ordinary slogan, the "smart city" application can be downloaded from the play store based on an android application whose service uses an electronic system and is computerized. With this reporting application, it is hoped that complaints from the Medan city community as part of public service. Complaints coming from the community through the smart city application can be resolved immediately by high-ranking Medan city officials. The realization of the procurement of a backup server (1 unit) and the development of 1 web application for the MRK Information System (SIMRK) (upgrading the android application and creating a client application for IOS) which was carried out in the fourth quarter and the realization of an internet provider subscription of 40 Mbps for 1 year for the MRK Information System (SI) at the Medan Mayor's. With this MRK application, it is hoped that the Medan city community can report their complaints such as garbage on the streets, floods, potholes, health services, education services and so on. The Medan City Communication and Informatics Service Vehicle consists of two cars: the first car promotes MRK, and the second car promotes the mobile service of the Communication and Information Service, providing information for Medan City residents. The budget for both Communication and Information Service Vehicles comes from the Medan City Government. The MRK Program is a strategic initiative of the Medan City government, as it is also included in the Medan City RPJMD, in addition to

SIMDA. This is in line with the statement of the Head of the Medan City Communication and Information Service, Mr. Zain Noval.

The Medan City Communication and Information Service (Diskominfo) plays a vital role in disseminating public information and implementing knowledge management (KM) practices to improve human resource capacity and public service quality. As part of efforts to support transparency and good governance, Diskominfo integrates strategic programs and technological innovations, such as the MRK application, the Medan Command Center (MCC), and the SP4N-LAPOR system, to ensure efficient and accessible government services (Wan.01.06/09/2017). These platforms reflect the government's commitment to open communication and responsiveness to public needs, including digital public complaints and information services. In accordance with Law No. 14 of 2008 on Public Information Openness, the public now has the right to access information, except that which is deemed confidential for national security. Public agencies must therefore adopt standard operating procedures (SOPs) to manage the dissemination and accessibility of such information.

Internally, information dissemination begins with planning and discussions that involve identifying strategic issues and developing appropriate programs. One of the key challenges faced by Diskominfo is the need for ICT experts across all OPDs in Medan to support integrated systems such as SIMDA and to ensure alignment with flagship initiatives (Wan.01.06/09/2017). The development and utilization of human resources are considered essential for ensuring the accurate, credible, and timely dissemination of information. In this regard, knowledge management serves as a foundation for enhancing the competence of civil apparatus and building a culture of accountability and transparency (Wan.02.13/09/2017).

Diskominfo also seeks to achieve equitable information access by using various media channels, converged and digital, to reach diverse public segments effectively (Wan.04.17/09/2017). The transition from offline to online communication has significantly improved public access, with SOPs guiding the management of documentation, service provision, and information sharing. Additionally, KM practices are applied to preserve institutional memory, streamline coordination, and develop human resources capable of managing ICT-based services. These efforts align with the legal and ethical mandates of public information openness, particularly the need to encourage citizen participation, promote accountability, and enhance national development through informed governance.

In essence, Diskominfo Medan's approach demonstrates how the integration of technology, regulation, and knowledge systems can enhance public communication performance, mitigate misinformation, and foster a more transparent and responsive local government. Since the enactment of Law No. 14 of 2008 concerning the openness of public information, information can be accessed by the public without obstacles; all information may be accessed, except for matters related to national defense or classified state secrets. The procedures that have been determined (SOP) must be followed by the public as information applicants to obtain the desired information" (Wan.01.06/09/2017)

The Medan City Communication and Information Service (Diskominfo) has set clear targets in disseminating information through the enhancement of human resources. These targets include strengthening information dissemination from local government agencies (OPD), fostering an informed society, and improving the quality and integration of communication services. In support of these objectives, Diskominfo has designed a broad range of activities, from infrastructure development and office service provision to training programs and community outreach, outlined in the 2017 work plan (Initial Draft, 2017, p.15–19). These include developing e-government applications, maintaining communication networks, equipping offices with ICT infrastructure, and training staff in the use of information systems. Additionally, the agency conducts public communication efforts through media broadcasting, public information campaigns, and regional development promotion, utilizing both traditional and digital channels.

However, not all of these programs were fully implemented due to various constraints, most notably budget limitations. As one of the mandatory affairs of the Medan City Government, communication and informatics activities were prioritized through three main programs: office administration services, improvement of apparatus facilities and infrastructure, and increasing civil servant discipline. Each of these was operationalized into specific activities such as procurement of supplies, maintenance of infrastructure and equipment, and provision of uniforms and physical fitness programs. These programs aimed to strengthen the internal capacity of Diskominfo in supporting broader information dissemination objectives.

The legal foundation for this effort is rooted in Law No. 14 of 2008 on Public Information Disclosure, which promotes citizens' rights to information, encourages community participation, and supports good governance. To operationalize this at the local level, the Mayor of Medan issued Regulation No. 821.2/1079.K/2017 concerning standard operating procedures for information and documentation officers. Following this, Diskominfo formulated its own SOPs to regulate internal information management processes. These policies mark the starting point for implementing knowledge management (KM) practices in public information dissemination. The application of KM in Diskominfo focuses on improving institutional knowledge and strengthening human capital through structured documentation, ICT-based systems, and ongoing evaluation. By integrating KM principles, such as capturing tacit knowledge, optimizing communication infrastructure, and promoting continuous learning, the agency aims to provide accurate, accessible, and secure public information. With adequate planning and partial funding in place, Diskominfo aims to enhance public service quality and build a strong foundation for sustainable and transparent information governance.

## **DISCUSSION**

The implementation of knowledge management (KM) in the Medan City Communication and Information Service (Diskominfo) reveals a layered and evolving strategy that integrates public information dissemination with organizational learning. The study identifies three main pillars of KM, knowledge acquisition, storage, and distribution, as critical components in optimizing the agency's public communication functions. As emphasized by Rezaei et al. (2021), knowledge management supports effective decision-making and organizational responsiveness, which aligns with how Diskominfo has begun integrating KM into its activities, such as training technical personnel for system operations (e.g., SIMDA and data center UPS) and launching applications like MRK to facilitate public feedback and complaint reporting. These findings suggest that KM is not only a support mechanism but a strategic asset in advancing e-government and citizen engagement.

The research further highlights that while Diskominfo has achieved high-performance indicators in many areas, such as website management, LAN security, and electronic media utilization, several sub-focus indicators, like dissemination during national holidays, HR capacity building, and communication development, remain underperforming. This shortfall, as stated by Alfred Simarmata in the study, is primarily due to budgetary constraints, which limit the frequency and scale of these activities. This supports the notion of North and Kumta (2025), who stresses that knowledge development strategies require both financial and managerial commitment to sustain cultural and systemic transformation. The use of decorated cars for commemorating Indonesia's independence, for example, reflects creative dissemination but remains symbolic unless institutionalized through recurring programs with adequate funding and knowledge-sharing mechanisms (Purwasih & Sensuse, 2014).

Another important insight is the Medan City government's push toward digitization through platforms like MRK and the integration of a command center with other local agencies. The operationalization of these systems is closely tied to the principles of knowledge transfer and organizational memory (Manesh et al., 2020). Diskominfo's adoption of mobile apps and citizen-driven reports signifies a step toward democratizing

information access and responsiveness. As emphasized by Ayatollahi and Zeraatkar (2020), the success of KM systems in public institutions depends not only on technological infrastructure but also on social networks and employee engagement. In Medan's case, digital platforms not only the collection of public complaints but also the archiving and utilization of that data to inform decision-making, a key element of knowledge utilization.

However, challenges persist, particularly in cultivating a culture of knowledge sharing among civil servants. Although internal training and coaching efforts are in place, the research notes a lack of systemic mechanisms to capture and recycle institutional knowledge. This finding is consistent with the work of Antunes and Pinheiro (2020), who argue that many organizations fail to recognize or retrieve valuable tacit knowledge that is already embedded within their systems. The bureaucratic reform efforts mentioned in the study seek to address this gap by embedding KM principles into the day-to-day responsibilities of public service delivery (Putro & Nurhiqmah, 2021). For example, using knowledge management not only to digitize services but to transform how public servants understand their role in shaping public communication.

The implications of these findings are multifaceted. Practically, they highlight the importance of integrating KM into public service strategies to enhance information dissemination, particularly in sectors involving public engagement and transparency (Satria et al., 2021). Diskominfo's experience shows that without structured knowledge flows, efforts in e-government and public communication risk remaining superficial or inconsistent. Theoretically, the research reinforces the role of KM as a dynamic process involving not just systems and storage but active human participation in knowledge creation and sharing. In line with Aviv et al. (2021), sustainable KM practices require not only infrastructure and policy but also alignment with organizational culture and leadership support. Going forward, the Medan City Communication and Information Service should prioritize not only the expansion of digital platforms and human resource development but also the institutionalization of KM practices across all programmatic levels.

## **CONCLUSION**

This study concludes that the implementation of Knowledge Management (KM) in the Medan City Communication and Information Service has been carried out through three main aspects: organizing national celebration events, enhancing human resources, and developing communication, information, and mass media services. The application of KM is reflected through various stages such as socialization, by conducting a decorated car parade to commemorate Independence Day and promote the MRK public service platform. Through externalization, the institution has aligned its practices with Law No. 14 of 2008 on Public Information Openness and Medan Mayor Regulation No. 821.2/1079.K/2017, which underpins the development of internal SOPs for managing public information. At the combination stage, KM is evident in the consistent dissemination of government activities through print, electronic, and online media.

Practically, these findings indicate that KM enhances institutional performance by fostering transparency, citizen engagement, and responsive governance. The use of media and digital platforms, such as MRK, increases public access and enables faster complaint handling, contributing to improved public service delivery. Theoretically, the research reinforces the relevance of KM concepts, particularly knowledge conversion processes, in improving information flow within public sector organizations. It adds empirical support for the role of KM in aligning communication strategies with legal frameworks and administrative functions.

This study's limitation lies in its focus on descriptive analysis within a single local government unit, which may limit generalizability. Future research is recommended to explore KM implementation across different regions using comparative methods or mixed approaches to better understand its impact on public service innovation and community satisfaction in a broader national context.

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