

Managing public service communication through cyber public relations in BBSPJI Tekstil

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ABSTRACT

Background: The implementation of e-government positions government agency websites as a medium for transparent and credible public service communication. However, previous research has mostly discussed technical aspects and user perceptions, with few studies addressing Cyber Public Relations (CPR) in technical government agencies or industries. **Purpose:** The research purpose is to evaluate management and information structure of public service communication using the framework of CPR on the BBSPJI Tekstil website. **Methods:** This research used a qualitative approach with case study design. Data were collected through interviews and observations during independent internships, toward contents and publications on BBSPJI Tekstil websites. Data analysis was performed using descriptive qualitative techniques on information structure, content management processes, and internal coordination mechanisms. **Results:** The findings revealed that the BBSPJI Tekstil website serves as a medium of public service communication, yet its effectiveness is limited by three factors, which are inconsistent information structures across service pages, irregular content updates that cause data differences with national SIPPN platform, and bureaucratic coordination delays among internal work units. This obstacle limits the website's strategic role as a tool of CPR in encouraging transparency and public trust. **Conclusion:** The study concludes that website management in government agencies should be reframed from a technical-administration only task to a strategic CPR function that requires systematic internal communication and governance. **Implications:** This research contributes to the literature on e-government and Government Public Relations (GPR) by promoting internal communication in CPR practices within government institutions.

Keywords: E-government; cyber public relations; government website; public service communication; information management

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INTRODUCTION

The development of information technology has driven significant changes in modern governance, where governments worldwide are required to utilize digital technology to enhance the quality of public services, transparency, and institutional accountability (Benlahcene et al., 2024; Manoharan et al., 2023; Mo & Beh, 2025; Mohamed et al., 2021; Oliha, 2023). In this context, e-government is no longer understood merely as the digitalization of administrative procedures, but rather as a strategic effort to build more effective relationships between the government and the public through digital platforms (Hidayati et al., 2022; Meijer et al., 2018), which is further reinforced by CPR practices based on Philip and Young's theory, which demands transparency in providing information to the public and organizational stakeholders, supported by the aspects of richness in content and reach, where a wealth of information can be generated and disseminated through the broad reach of the internet (Afrilia et al., 2023; Qurniawati et al., 2024; Rahman & Sumarni, 2025).

Government agency websites have become a primary source of official information and a medium for public communication in the adoption of e-government. However, website management presents the challenge of internet porosity, whereby Public Relations practitioners interact with the public through social media unintentionally lack transparency (Afrilia et al., 2023; Qurniawati et al., 2024; Rahman &

Sumarni, 2025). Current situation demands sharpness, clarity, and accuracy in information structure to reduce the role of the internet as an agent in conveying information to the public, which can be interpreted differently (Rahman & Sumarni, 2025; Suharto et al., 2022). Therefore, quality of a website in terms of information clarity, content structure, and ease of navigation can influence public trust (Srivastava & Teo, 2021). From a communication perspective, websites are an integral part of GPR practices that manage government-public relations and build institutional legitimacy (Dong et al., 2023; Mo & Beh, 2025).

A study by Aljukhadar et al. (2022) explains that government digital services cannot be separated from the service quality dimension related to inaccurate, inaccessible, or poorly structured information, which has the potential to reduce the effectiveness of public services. Dong et al. (2023) explained that GPR focuses on not only the dissemination of policy information but also the management of relationships, building institutional legitimacy, and maintaining the reputation of government organizations. The practice of GPR has shifted towards CPR, requiring the management of public communication in government institutions to utilize websites as a medium for delivering public service information that is sustainable, verified, and accountable.

CPR is understood as a strategic evolution of traditional PR practices that leverage digital channels, such as websites, social media, and other online platforms—to build relationships,

manage reputations, and deliver information directly to the public. Patel & Naz (2025) explain that PR in the digital era no longer focuses solely on message distribution but instead emphasizes audience engagement, transparency, and responsiveness as core elements of organizational communication. This transformation turns digital channels into strategic communication spaces that enable organizations, including government institutions, to engage in two-way interaction with the public (Fardiah et al., 2024).

CPR practices are characterized by the use of digital media as the primary means of communication, demanding structured, consistent, and accountable content management. Digital public relations allow organizations to disseminate information continuously while simultaneously receiving direct public feedback, ensuring that communication is no longer static but dialogic (Patel & Naz, 2025; Paz et al., 2023). In the context of public organizations, this approach strengthens PR function as a manager of the relationship between institutions and the community through official channels accessible at any time, notably through government agency websites, which must be managed with a sound information structure.

Website information management and structure is a process of systematically planning, organizing, presenting, and maintaining information to ensure that it is easily accessed, understood, and utilized by the public. Information management encompasses content accuracy, completeness of information,

regular data updates, and the clarity of messages conveyed to users. Meanwhile, website information structure pertains to the arrangement of menu hierarchies, navigation, content layout, and inter-page relationships designed to enhance accessibility and user experience. Within the framework of CPR, effective website information management and structure serve as strategic communication tools to foster transparency, strengthen institutional image, and increase public trust in government agencies (Fardiah et al., 2024).

The utilization of digital channels in CPR also presents ethical and communication governance challenges. Hagelstein et al. (2021) emphasize that the use of digital media in public relations demands higher levels of transparency, accuracy, and responsibility because information can spread rapidly and extensively. Institutional websites in addition to functioning as a medium of information, must represent credibility, professionalism, and integrity in the digital space. Managing a website as a CPR practice requires internal coordination, data validation, and information structure to ensure that information is not ambiguous, which can result in reducing public trust.

Based on data from the Public Satisfaction Index on the government technical service unit showed a relatively stable achievement score without significant improvement over several periods, although it was included in the good to excellent category. Units in the Ministry of Industry of the Republic of Indonesia recorded a Public Satisfaction Index score of 3.68-3.70

in 2024-2025, showing that public satisfaction with public services has not shown a trend of increasing from year to year and has not been able to reach the ideal target of 4.0, becoming a challenge in efforts to increase public trust through transparent and responsive digital information and services on government websites.

However, various studies have shown that government website management often faces challenges related to information structure, usability, and content updates. Raut & Singh (2024) point out that limitations in accessibility and design of government websites related to unintuitive navigation and complex content structures often prevent citizens from finding important information and public services, thus negatively impacting the user experience. The OECD (2023) emphasizes that government information websites should be designed to facilitate the exchange of trustworthy information between citizens and public administrations, as without quality information and a clear and consistent menu structure, the goals of transparency and building public trust will be difficult to achieve.

One such government institution is the *Balai Besar Standardisasi dan Pelayanan Jasa Industri Tekstil* (BBSPJI Tekstil), the Center for Standardization and Textile Industry Services, which is a Technical Service Unit under the Ministry of Industry of the Republic of Indonesia. It plays a strategic role in supporting the competitiveness of the national textile industry. Through textile quality testing services,

certification, calibration, consultancy, and the optimization of textile industrial technology utilization, BBSPJI Tekstil contributes to ensuring that national textile products meet quality standards and are capable of competing in the global market. As a reference technical institution, BBSPJI Tekstil is required not only to provide professional, fast, and accurate services but also to ensure that all information related to these services is clearly and transparently accessible to the industry, academia, and the public.

In support of the Ministry of Industry's vision to realize a productive, independent, and competitive economic structure, BBSPJI Tekstil has implemented various information technology-based public service strategies, one of which is the utilization of the agency's official website as the primary medium for delivering public service information. The BBSPJI Tekstil website contains essential information, such as service workflows, administrative requirements, service fees, and forms, as well as publications on institutional activities and policies. Thus, the website serves as a representation of the institution's performance and professionalism in the eyes of the public.

Based on direct observation and active involvement in content management activities, several issues were identified regarding the website managed by BBSPJI Tekstil. These problems include an information structure that is not yet systematically organized or user-friendly, service content updates that are not performed regularly, and complex coordination

among internal units in providing and verifying service data. Furthermore, the integration process between the BBSPJI Tekstil website and the National Public Service Information System (*Sistem Informasi Pelayanan Publik Nasional/ SIPPN*) has proven ineffective, particularly concerning the potential for data duplication and information inconsistency across platforms.

In practice, the BBSPJI Tekstil also faces issues or challenges that could diminish its institutional image and affect public trust in government agencies. These issues have not been fully managed strategically through digital communication channels, specifically the agency's official website. A lack of structured information management and response has caused public opinion in the digital space to trend negatively, as reflected in the negative comments and responses from netizens on the agency's digital channels.

These issues demonstrate that government website management pertains to organizational communication and public information governance. In the context of CPR, the Public Relations, Data, and Information Division holds a strategic role as a digital communication manager, responsible for ensuring that public information is presented simply, accurately, and consistently. It aligns with the view of Meijer et al. (2018), that the success of e-government is highly dependent on the ability of government organizations to manage communication and information in an integrated way.

Based on observations, CPR implementation on the BBSPJI Tekstil website

faces several constraints, such as limited human resources for website management, information structures are too lengthy and unstructured. Also, the service information content is not periodically updated, which could potentially lead to inconsistencies between real data and information on the website.

Inter-unit coordination requirements during the data validation process are one of the obstacles, as each service consists of several sub-sections that cause the flow of communication and internal coordination to be longer, resulting in delays in information updates. In addition, government agencies must include service data on the SIPPN national portal that raises concerns about the potential for data duplication. Then, the management of press releases from the Ministry of Industry of the Republic of Indonesia carried out a manual selection process because not all news relevant to the textile sector can hinder information updates.

Based on previous research reviews, there is a limited gap in CPR research that focuses on industrial sector of technical government agencies. Suhara et al. (2025) explain that although numerous studies have examined the implementation of CPR in government institutions, only a few have explored and discussed digital communication practices in technical agencies within industrial institutions within the digital PR literature.

The novelty of this research lies in the selection of research objects and the analytical approach used. This research aims to

demonstrate that the implementation of CPR, through information management and structure, can increase public trust in government institutions. This research examines the operational processes and internal mechanisms of website management as a CPR practice within government institutions. This research is expected to provide a new perspective on digital communications to government agencies, including inter-unit coordination, data validation processes, and decision-making in website content management.

This research is urgent because the website is one of the BBSPJI Tekstil media for conveying public service information and is also part of its e-government development policy. If website management remains disorganized and uncoordinated, service information risks becoming unclear, inaccessible, or outdated, thus hampering public service delivery. This research is not merely conceptual but grounded in the realities of institutional practice.

Given the gaps, novelty, urgency, and constraints, an analysis of the BBSPJI Tekstil website management and information structure was chosen as the focus of this research. It positions the website as a CPR practice that directly contributes to the quality of public service and the institution's image. It also provides an academic contribution to the development of digital communication studies for government institutions in the industrial sector.

The study was guided by a conceptual framework that integrates 3 (three) interrelated

theoretical perspectives, CPR, GPR, and E-Government governance, operationalization through the 4 (four) steps of public relations management model (Cutlip et al., 2000). CPR is understood as a strategic evolution of traditional public relations practices that utilize digital channels, especially websites and online platforms, to build relationships, manage reputation, and provide information directly to the public (Patel & Naz, 2025). In this framework, Rahman & Sumarni (2025) emphasized 2 (two) dimensions of wealth in content and reach, which ensures that diverse and verified information can be generated and widely disseminated through the internet infrastructure. However, the CPR framework also recognizes the risk of internet porosity, where accidental transparency can occur if information is not systematically managed, potentially exposing bureaucratic inefficiencies to the public (Suharto et al., 2022). Therefore, in the context of government agencies, CPR devises information governance to ensure clarity, accuracy, and accountability (Hagelstein et al., 2021).

This framework combines the perspective of GPR, which positions the website as a strategic communication tool to manage government-public relations, establish institutional legitimacy, and maintain the reputation of the organization (Dong et al., 2023). The GPR approach emphasizes that government websites should function more than just administrative portals. It must serve as a dialogue space that fosters public trust

through transparency and responsiveness (Mo & Beh, 2025). The E-Government literature further strengthens by asserting that the success of digital governance depends on the quality, accessibility, and consistency of information presented on the official platform, as these factors directly affect the satisfaction and trust of citizens (Meijer et al., 2018; OECD, 2023; Srivastava & Teo, 2021).

To analyze the operational processes of website management, this study uses a 4 (four) steps of public relations model, problem identification, planning, implementation, and evaluation (Cutlip et al., 2000). This model provides a procedural to systematically examine how the BBSPJI Tekstil website is managed. In particular, it allows research to (1) identify structural inconsistencies and delays in content updates; (2) plan strategic interventions based on institutional needs; (3) implement improved content and coordination mechanisms; and (4) evaluate the effectiveness of these efforts in support of public service communications.

Conceptual integration in this study positions the BBSPJI Tekstil website as a CPR instrument whose effectiveness is determined by internal coordination, data synchronization, and strategic communication governance. By combining the normative objectives of CPR (transparency and establishing relationships) with the procedural steps of the PR management model, this framework allows research to move beyond descriptive evaluation and analyze the mechanisms of the organization underlying public service communication in technical

government agencies. This integrative approach also addresses the research gaps identified in previous research, which largely focus on external user perception in the practice of cyber society relations (Suhara et al., 2025).

Based on the gap, the research aims to evaluate the information structure and content management of BBSPJI Tekstil websites as a medium of public service communication, analyzes internal coordination mechanisms and challenges in website management, and assesses how website management practices reflect the principles of CPR in technical government agencies.

RESEARCH METHOD

This research uses a qualitative approach with a case study design. The qualitative approach was chosen to gain an in-depth understanding of the processes, practices, and challenges in managing the BBSPJI Tekstil website as a public service communication medium within the context of CPR (Abed, 2025). The case study design focuses the analysis on BBSPJI Tekstil to explain the phenomenon of website management in a government institution (Dong et al., 2023; Mtisi, 2022). The stages in this research can be explained as follows: (1) This research uses an interactive qualitative case study model that is appropriate to answer the how and why of public service communication within the context of CPR. (2) The research involved 6 (six) employees of the Division of Public Relations, Data, and Information

in BBSPJI Tekstil, selected thoroughly based on direct involvement in website content management and related service units selected purposively (David et al., 2023).

The object of this research is the management of the BBSPJI Tekstil website as a public service communication medium, including information structure, content management, information workflow, and internal coordination. (3) Data collection is carried out during an independent internship period of 3 (three) months through (a) participant observations, where researchers actively participate in the content update process; (b) semi-structured interviews with 4 (four) key informants, including division heads and content managers; and (c) document analysis of 45 pages of the website and 12 institutional press releases (Abed, 2025; Chand, 2025; Nguyen et al., 2024). To ensure the credibility of the findings, the study used triangulation of data with cross-verification information obtained from 3 (three) sources: (a) interview tradants compared to observational field records to check for consistency; (b) website content and institutional documents were analyzed to corroborate interview statements regarding content update procedures; and (c) observation findings were used to validate informant claims about coordination challenges. This triangulation process ensures that the conclusion is based on multiple data sources, reducing the risk of bias. (4) Data analysis used an interactive model from Miles et al. (2018), involving data condensation, data display, and

conclusions drawing/verification. To ensure trust, triangulation of data was performed by cross-examining the results of interviews with observational notes and website documentation. (5) This research was carried out and located in BBSPJI Tekstil which is under the Ministry of Industry of the Republic of Indonesia.

RESULTS AND DISCUSSION

Websites as a Communication Media for Public Services: The BBSPJI Tekstil website serves as a medium of public service communication that connects various community groups ranging from textile industry players, academia, and stakeholders. The BBSPJI Tekstil website provides technical information related to testing, certification, calibration, and industry consulting. In line with the e-government paradigm, websites must serve as a strategic tool to encourage transparency, performance, professionalism, and accountability (Meijer et al., 2018). To analyze public service communications, this research applies a CPR framework that states that the effectiveness of communication depends largely on how information structures are managed to build relationships with the public digitally.

According to Rahman & Sumarni (2025), the practice of CPR demands transparency of information with the public and stakeholders. Figure 1 describes the structure of the hierarchy menu of the service page which theoretically supports the CPR principle “richness in content



Source: bbt.kemenperin.go.id, 2025

Figure 1 The BBSPJI Tekstil Service Article Website

and reach” by categorizing services into clear sub-sections (e.g., testing, certification, and calibration). However, the observed data revealed differences, while the architecture appears systematic, actual content in the sub-menu was found an average update delay of 2-4 weeks. These ensure that diverse information can be delivered to a wide audience through the internet infrastructure.

The presentation of standard procedures and certification details are explicitly set to guarantee open access to information for users of the service. The menu structure is set hierarchically and plays a role in reducing the risks associated with the concept of “internet as

an agent”, the internet should act as a medium of information delivery to the public that has the potential to trigger different interpretations of the public users of the service. By providing a standardized information structure, BBSPJI Tekstil endeavors to align public interpretation with the integrity of the services provided.

The presentation of the “Industry News” section (Figure 2) further reinforces the dimension of digital public relations through the aspect of richness in content and reach, where the abundance of information can emerge and be delivered through the scope of the internet (Rahman & Sumarni, 2025). This is manifested through the visualization of current activities

Berita Industri



Source: bbt.kemenperin.go.id, 2025

Figure 2 Publication Page Displays Press Release on BBSPJI Tekstil Website

as well as the publication of strategic press releases aimed at strengthening the institution's reputation in the eyes of stakeholders.

However, the integration of these information flows also presents operational challenges in the form of the internet porosity phenomenon, unintentional transparency by PR practitioners that leads to interactions between practitioners and the public through social media (Suharto et al., 2022). Poorly managed transparency, resulting from delayed data updates and inconsistent content structures can trigger negative perceptions from the public. According to Falconi et al. (2024), non-intuitive information architecture can hamper accessibility and reduce the quality of the user experience.

The effectiveness of the BBSPJI Tekstil website as a CPR media faces challenges

related to information integrity and data synchronization with the SIPPN platform. Failure to maintain the integrity of information can create ambiguity of information. According to Gupta et al. (2025), the integrity of information and system integration is a key variable in maintaining public trust in the information services of government agencies (Gupta et al., 2025; Shayganmehr et al., 2023) citizens are apprehensive of e-government services due to the concerns primarily related to trust, risk, security and privacy. This study presents a meta-analytic structural equation modeling (MASEM). Therefore, website management should be positioned as strategic and crucial GPR practices (Dong et al., 2023).

Website Management Based on the Public Relations Model

The management of the BBSPJI Tekstil

website during the internship was analyzed using the four-step Public Relations model: problem identification, planning, implementation, and evaluation (Cutlip et al., 2000). The four-step model is used because the website management of government agencies is now a part of the PR function, especially CPR and public service communications (David et al., 2023). In addition, website management is a structured and sustainable organizational communication process (Dong et al., 2023).

The initial stage of the CPR process is to identify the problem on the BBSPJI Tekstil website. The identification results reveal the problem of inconsistent service information structure issues, pending content updates, and limited educational content. The results of the problem identification show that the BBSPJI Tekstil website has not applied the principles of CPR practice recommended in e-government literature. Previous research shows that weaknesses in accessibility, content quality, and design orientation toward user needs can diminish the e-government service experience, which could impact the effectiveness of public information delivery through government digital platforms (Alazemi & Al-Shehab, 2024; Aljukhadar et al., 2022; Alshehab et al., 2025).

Based on these identified issues, the website management process proceeded to the planning and formulation of digital communication programs. At this stage, website management focused on developing a content strategy relevant to audience needs and aligned with the institution's duties and functions.

A citizen-centric approach in e-government suggests that digital content planning must be tailored to public needs and expectations, including feedback mechanisms, information responsiveness, and content strategy evaluation through benchmarking best practices across institutions (Prasetyo et al., 2024).

The BBSPJI Tekstil website management implementation phase is realized by updating the service article structure, writing and publishing educational content, and selecting and publishing relevant press releases. Coordination with service units is a crucial aspect to ensure the accuracy and validity of data before publication. Aligning with a study by Srivastava & Teo (2021), the quality of information on e-government platforms is significantly influenced by the organization's internal mechanisms for verifying and updating data.

The process of evaluating website content in CPR practices encompasses information accuracy, content structure consistency, language readability, and link technical functionality to ensure the quality of digital communications. According to Morales-Vargas et al. (2023), website quality evaluation encompasses analysis of content, structure, and technical features, as these three aspects determine the site's effectiveness in disseminating information and supporting communication objectives. This suggests that ongoing evaluation practices are indispensable in public relations to ensure that the information is accurate, consistent, and meets the needs of

service users (Lamanna et al., 2025). Evaluation of website content is an important component in maintaining the integrity of information and increasing public confidence in the services of government agencies (Pham et al., 2023).

Website management in BBSPJI Tekstil shows inter-unit coordination barriers, and service data cannot be separated from the dynamics of organizational communication. Each obstacle can still be managed gradually, from problem identification to evaluation. Therefore, the management of the website should be seen as a CPR practice that requires communication skills, information governance, and cross-institution coordination. The success of the website as a medium of public service communication is a process of community relations that is sustainable, consistent, and strategic. BBSPJI Tekstil websites can become an effective public service medium, if it continues to adhere to information transparency, user centering, and continuous evaluation of part of the GPR practice.

Cyber Public Relations Practices on the BBSPJI Tekstil Website: Based on the observations in BBSPJI Tekstil show that the practice of CPR has been applied. However, it is not yet fully managed strategically. BBSPJI Tekstil website has been used as a medium of public service communication to convey service information to the community. The information presented is officially verified, and in accordance with the regulations as an official reference for the public to obtain technical service information.

Observations also show that CPR practices have not been supported by adequate understanding. Understanding the principles of public communication, digital message management, and website-based public relations strategies are still limited. This condition is influenced by the Division of Public Relations, Data, and Information that only has 6 (six) human resources, as a result of which website management focuses only on administrative and technical aspects rather than public communication. From the perspective of digital communication strategy, observations show that BBSPJI Tekstil does not have a systematic, organized, structured, planned, and well-documented CPR strategy. The process of updating content and service articles requires coordination of complex bureaucracy between work units. As a result, there is miscommunication and delays in information updates that reduce the effectiveness and responsiveness of the website as a medium of public service communication.

In addition, the BBSPJI Tekstil website has not optimally used educational content for the purpose of improving public understanding, building awareness, building engagement on technical inspection services and establishing long-term relationships between government agencies and communities as an important part and an important element of CPR practice. The content presented is still dominated by administrative information and activity announcements. However, the presentation of service information on the website related to

the requirements, data of technical inspection services, and service workflows are relatively clear and comprehensive although the delays in information updates create information gaps between actual service conditions on the ground and the information that is publicly received on the website. The structure of the information and the appearance of the BBSPJI Tekstil website has a clear and systematic menu and grouping of service information. The language used is formal, official, and it displays the identity of the institution. It also supports the credibility of the website as a communicative and persuasive medium of government communication. However, the CPR showed that the structure of information remains administrative. Besides, the BBSPJI Tekstil website content demonstrates that the narrative and writing style have the potential to reduce the effectiveness of information delivery because it is too long.

In digital reputation management, BBSPJI Tekstil face structural constraints due to bureaucracy and compliance with government regulations and policies. Clarifying issues or responding to public opinion cannot be done quickly, as it requires coordination and approval from management. This mechanism can limit the website's role as a CPR tool in building institutional narratives and managing BBSPJI Tekstil reputation in the digital space.

Overall, the observation results indicate that CPR practices on the BBSPJI Tekstil website are functionally operational, but not yet strategically integrated. The BBSPJI Tekstil website functions more as a medium for

conveying official information than as a public communication medium oriented towards relationship and reputation management. CPR at BBSPJI Tekstil requires increased human resource capacity, digital communication strategies, and information management that corresponds to the public demands.

Based on the research results, the management of the BBSPJI Tekstil website is not only a technical activity of managing digital content but also as part of strategic practices based on the e-government and GPR framework (Meijer et al., 2018).

The findings demonstrate that the BBSPJI Tekstil website has transformed into a strategic CPR instrument that endeavors to balance information transparency with reputation management. The implementation of the transparency aspect is achieved through the presentation of a detailed service information structure. OECD (2023) confirms that government agency information websites are a medium to build digital trust through accurate, accessible, and transparent information. Public interpretations are related to certification services and testing that are consistent and free from interpretive distortion (Rahman & Sumarni, 2025). Utilization of the aspect of richness in content and reach can expand the scope of institutional communication. However, findings regarding inconsistencies in content updates and data synchronization with the SIPP platform reveal the risk of internet porosity. Transparency without internal coordination support can be a "loppiness"

that exposes bureaucratic inefficiencies to the public. According to the OECD (2023) the inconsistency of information can erode public trust. Therefore, the barriers to data synchronization are a failure in maintaining the integrity of institutional information on digital platforms (A. Gupta et al., 2025; P. Gupta et al., 2025).

Website management, therefore, promotes the CPR practice approach in GPR. Website management is still administrative; it needs to switch to a communicative and integrative model where inter-unit coordination is no longer complicated. The success of BBSPJI Tekstil in facing the challenges of the digital era is determined by the extent to which PR function can unite information governance in the hope of the public for fast, accurate, and synchronous services (Dong et al., 2023; OECD, 2023). The findings in this study reinforce the argument that government agency websites serve as institutional communication spaces that affect public perception of performance, transparency, and credibility (Dong et al., 2023).

The findings of this study from an e-government perspective on the structure of inconsistent information and pending content updates are a challenge in implementing public service communication, especially with regard to information governance and internal coordination. Global research indicates that effective digital governance development depends not only on technology application but also on content quality, system interoperability, and the organization's ability to integrate and

maintain information across work units so that digital public services operate consistently and transparently (Manoharan et al., 2021). Furthermore, an analysis of e-government challenges reveals that bureaucratic coordination is a key factor often hampering digital public service practices. Delays in synchronization and updates can undermine public trust in the effectiveness of online services (Abdulnabi, 2024). The findings at BBSPJI Tekstil confirm the study of Abdulnabi (2024) that the complexity of bureaucratic coordination among units affects the speed and consistency of public service information updates.

The finding of this study is in line with Dong et al. (2023) that GPR in the digital era demands informative, relational, and educational communication management. Dong et al. (2023) strengthen the position of the BBSPJI Tekstil website as a CPR instrument. The limited educational content found in the initial observation stage indicates that the relational and educational functions of the BBSPJI Tekstil website are not optimal. Then, the addition of educational articles was carried out as a strategic step to shift the function of the BBSPJI Tekstil website from merely an administrative medium to a public communication medium as suggested by Nguyen et al. (2024).

Furthermore, the success of e-government implementation depends heavily on the integration of government digital systems and the consistency of information. Integration of digital systems and consistency of information enhance transparency and public

satisfaction, while disintegration of digital systems can lead to inconsistent information delivery, which ultimately undermines public trust in the government (Noor et al., 2025). Lack of synchronization among government websites could cause public confusion and diminish trust in government digital services. Therefore, government websites are significant communication media that complement the SIPPN national platform.

CONCLUSION

This study concluded that the BBSPJI Tekstil website functions as a public service communication medium and an instrument in CPR practices. However, its management is suboptimal. The problems lie in inconsistent information structures, delays in updating service content, limited educational content, and bureaucratic coordination among units. This impacts the effectiveness of the website in public service information delivery. Improvements to the management of the BBSPJI Tekstil website include restructuring service articles, adding educational content, increasing information accuracy, and shortening internal bureaucratic coordination to strengthen the website's function as a public communication medium that is informative, reliable, strategic and transparent. Therefore, it is recommended that BBSPJI Tekstil strengthen website management governance by building a bureaucratic coordination workflow and structured data updates, strengthening the role

of the Public Relations, Data, and Information Division as the manager, and developing sustainable educational content to ensure the website functions optimally as a public service communication medium and supports the implementation of e-government at BBSPJI Tekstil.

The research offers a theoretical contribution to the literature of CPR by shifting the analytical lens from the perception of an external audience to internal organizational communication. Unlike most CPR studies that focus on social media responses, this study shows that the effectiveness of CPR in government agencies is fundamentally determined by coordination between units and data synchronization workflows, factors that are often overlooked in the digital PR framework. Practically, these findings provide a governance model for technical government agencies, emphasizing that website management should be integrated into institutional communication policies. Socially, this research promotes transparent and up-to-date digital information in building public trust, which is critical to the success of e-government initiatives. Future research can practically examine how different bureaucratic structures affect CPR effectiveness across different sectors.

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