

Revisiting E-Government Services in the Provincial Government of DKI Jakarta: A Case Study on the Management of Public Complaints

<https://doi.org/10.25008/jkiski.v9i2.1123>

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Submitted: September 24, 2024, **Revised:** November 7, 2024, **Accepted:** Nov. 15, 2024

Accredited by Kemdikbudristek No. 152/E/KPT/2023

Abstract - The government is increasingly using e-government to increase the efficiency of public services. This involves giving the community access to conveniently accessible electronic-based complaint communication methods. Thirteen electronic and non-electronic public complaint channels are available through the Provincial Government of the Special Region of Jakarta. The research objective is to delineate how the Jakarta Special Region Provincial Government has employed electronic-based channels for public complaint communication and to pinpoint the constituent elements involved in this approach. In-depth stakeholder interviews and Focus Group Discussions (FGDs) are two qualitative methodologies used in this research analysis to identify themes from the NVIVO coding data. The study's findings demonstrate that electronic-based public complaint communication channels improve accessibility, transparency, and response time for complaints. In addition, this circumstance facilitates the public's ability to express their goals and enables the government to pinpoint issues more precisely and swiftly. This demonstrates how crucial technology plays in fostering efficient and successful government communication.

Keywords: Public services; E-Government; Public complaint; Complaint channel; Government communication

Introduction

Public service management encourages improving the quality of services that are fast, cheap, transparent, and accountable. Based on Law 25 of 2009 concerning Public Services, service standards as benchmarks are used as guidelines for service delivery, and service quality assessment references as obligations and promises of organizers to the public in the context of quality, fast, easy, affordable, and measurable services. Public services should be more responsive to the public interest. The public service paradigm must evolve from centralized services to services more focused on consumer satisfaction and governance (Gayatri et al., 2021). Quality public services can be achieved by involving the community in the process and evaluation. The public can participate in maintaining and improving the quality of public services through public complaints (Jamaluddin and Maruapey, 2024). Articles 36 and 37 of Law Number 25 of 2009 concerning Public Services mandate that organizers must provide the widest possible access to the public to provide input to organizers on service delivery. Community participation

in the implementation of public services is needed to ensure that public services are carried out with transparency and accountability and follow the needs and expectations of the community.

Today, the government utilizes information technology in providing public services. This is in line with Presidential Regulation No. 95/2018 on Electronic-Based Government Systems (EBGS) or E-government. This includes providing public complaint services through information technology-based platforms that have been implemented in various regions, such as SP4N Lapor! at the national level, JAKI in Jakarta (Ernawati et al., 2023), E-Wadul in Surabaya (Istiqomah et al., 2023), and many more. The normative foundation regarding public complaint services at the DKI Jakarta Provincial level is contained in DKI Jakarta Governor Regulation No. 39 of 2019 concerning Amendments to Governor Regulation Number 128 of 2017 concerning the Implementation of Public Complaint Handling through CRM Applications. Management of public complaints using the Citizen Relation Management (CRM) system through the CRM application, which is an integrated system for SKPD/UKPD/BUMD, to coordinate and resolve citizen reports more easily. The CRM application is a multi-channel application that integrates 13 channels of citizen complaints. through various platforms, including telephone-based, short message (SMS), electronic mail, social media, Android applications, and so on. The Jakarta Smart City Implementation Unit (UP JSC), the Jakarta Smart City Implementation Unit of the Special Capital Region of Jakarta Province, manages CRM.

An overview of public complaint services through electronic-based communication channels can be seen in the following table:

Table 1. Number of Public Complaint Reports per Year

No	Channel	2021	2022	2023
1	JAKI	79.668	111.132	158.374
2	Twitter @dkijakarta	5.639	4.657	5.323
3	Email dkijakarta@jakarta.go.id	3.257	3.174	3.733
4	LAPOR 1708	1.352	906	837
5	Facebook Pemprov DKI Jakarta	1.298	539	403
6	SMS 0811272206	379	138	2.213
7	Governor's Personal Social Media	265	58	16
8	City Hall	91	955	1.294
9	Village Head's Office	20	244	267
10	Mayor's Office	15	100	91
11	Public Aspiration mass media	-	252	675
12	Sub-district office	-	25	27
13	Inspectorate Office	-	1	17
14	Governor's Complaint	-	-	54
Number of direct complaints		126	1.325	1.750
Number of Electronic Channel complaints		91.858	120.856	171.574

Sources: <https://crm.jakarta.go.id/>, 2021-2023

If you look at the table, electronic-based communication channels for public complaint services are more widely used by the public than direct public complaints. Similarly, the JAKI complaint channel is the channel most used by the public in submitting complaint reports compared to other electronic-based complaint channels.

One of the duties that the government has to its citizens is doing public service. The success of public services will result in good governance. However, at the same time, poor public servants can hinder the realization of good governance (Salam, 2023). The public also has the right to get a response to the complaints they submit, following the provisions stipulated in Law Number 25 of 2009 concerning Public Services Article 18 paragraph (c). The utilization of electronic-based public

complaint channels is one of the factors that facilitate access to public complaints (Hidayati, 2023). This is also in line with realizing digital government or an electronic-based government system (EBGS).

Phatak and Nisar's research, (2017) entitled "Public Complaint Handling Process and the Usage of ICT in Public Sector: An Exploratory Study of Ombudsman Sector of Pakistan." This quantitative research aims to explore the evolution of the public complaint resolution sector in Pakistan with deep knowledge of the public complaint handling process, including the use of modern technology in the handling process. The results stated that systemic inefficiencies and process irregularities in the Ombudsman's old *modus operandi* hurt its overall progress.

Furthermore, Mantaring et al.'s (2019) research entitled "Complaint Management in the Public Sector Organization in the Philippines." This study examines the handling of public complaints in public sector organizations in the Philippines. The study found that institutions need to institute and comply with procedures for handling complaints and resolving complaints based on the principles of fairness, accessibility, responsiveness, efficiency, trust, and citizen participation. Citizen engagement is an effective tool to promote democracy and enhance open government.

Research on public complaint services through electronic-based communication channels in the DKI Jakarta Provincial Government can be a strategic step in increasing the effectiveness of public services in the current era of technological disruption. This is in line with the demand that the government must be able to adapt and utilize various existing advances so that it can transform from conventional government to digital government. This research aims to describe the utilization of electronic-based public complaint communication channels in DKI Jakarta Province, as well as map the important components of its implementation.

Theoretical Framework

Public Service

Public service delivery is the engine of effective governance in the world economy. Governments around the world cannot function properly without an enabling public administration structure that allows the enabling public to fulfill their mandate as set out largely in (political) manifestos, while also ensuring the core mandate of meeting the basic welfare needs of citizens is available through an efficient market system (Jackson, 2020). Improving public services are measures that fully address citizens' service needs, including health, education, criminal justice, water, electricity, telecommunications, and other relevant service areas, by encouraging public service improvement or innovation (Hughes et al., 2022). Meanwhile, according to Law Number 25/2009, Chapter I, Article 1 paragraph (1), the definition of public service is an activity or series of activities to fulfill service needs per statutory regulations for every citizen and resident for goods, services, and/or administrative services provided by public service providers.

Public service can be defined as providing services (serving) the needs of people or communities who have an interest in the organization by the main rules and procedures that have been determined. Meanwhile, the current condition of society has caused a very dynamic development, a better level of community life, an indication of the empowerment experienced by the community (Thoha, 2011). This means that people are increasingly aware of their rights and obligations as citizens in society, nation, and state. People are increasingly brave to submit their demands, wishes, and aspirations to the government. The public is increasingly critical and more courageous to control what their government does. According to KEPMENPAN Number 63/KEP/M.PAN/7/2003, public service standards include at least: service procedures, completion time, service fees, service products, facilities and infrastructure, and service officer competence.

E-Government

Indonesia's e-government was introduced in 2001 on the development of telecommunications, media, and informatics through Presidential Regulation No. 6 of 2001. This agreement obliges government agencies to realize good governance through the utilization of telecommunications, media, and informatics technology. It aims to improve working relationships between government agencies to improve, provide, be able to improve public services, and increase social efficiency and effectiveness (Shafira and Kurniaswi, 2021). The recent pandemic crisis has intensified the development of government service technology around the world, forcing governments to rethink how they serve all segments of society (Doran et al., 2023).

E-government is an application of information and communication technology (ICT) that seeks to produce a more open form of communication between governments, citizens, and companies (Fernandez et al., 2023). Presidential Regulation No. 95 of 2018 concerning Electronic-Based Government Systems (EBGS), or e-government, is the administration of government that utilizes information and communication technology to provide services to EBGS users, communities, government organizations, and related parties. E-government reflects a new way to interact with citizens and businesses. E-government is a solution for “modernization and efficiency improvement” in public services (Kamolov and Konstantinova, 2017). The services provided in the e-government system will make service operations and government processes more transparent and more effective for citizens and companies, and they will also provide many benefits for the community, such as less service time required and citizens can get government information easily (Mustafa et al., 2021).

Public Complaint

Public complaints are negative expressions of dissatisfaction with a product or service (Stauss & Seidel, 2019). Furthermore, grievance management is the process and procedure by which problems are addressed in a systematic manner involving the receipt, investigation, resolution, and prevention of complaints and the recovery of complainants (Ali et al., 2023). Most complaints or grievances arise because people experience inappropriate treatment, inconsistency, misleading information or guidance, unclear procedures, or unfairness when dealing with public services (Harijanti, 2020). Furthermore, Kumar and Kaur, (2020) mentioned that public complaints have three dimensions of complaint management, namely customer complaint behaviour, company complaint handling, and post-complaint behaviour.

An effective grievance redressal system is fundamental to delivering quality public services. Complaint handling is a sign of good governance. It does not only depend on having well-trained frontline personnel, but management must also have stakeholder commitment and understanding (Mantaring et al., 2019). This is also in line with what is stated in Presidential Regulation of the Republic of Indonesia No. 76 of 2013 concerning Public Complaint Management, which mandates that the public has the right to submit complaints to state service providers in a fast, precise, orderly, complete, and accountable manner. This regulation has content material consisting of complainant rights, organizer obligations, complaint facilities, managers, complaint management mechanisms, complaint resolution, obligations and prohibitions for managers and complaint protection, performance assessment, the National Public Service Complaint Management System, and guidance and supervision.

Community Complaint Communication Channel or Channels

Communication is an aspect that covers all social life, where communication occurs anytime and anywhere. Communication can be used as a tool for someone (a communicator) to convey stimuli to change the behaviour of others (Mulyana, 2004). Therefore, communication is essentially a necessary skill in public services and the form of goods and services. In other words, public service communication plays a very important role in determining the quality of public service itself.

Communication channels are media or tools that people, groups, and organizations can use to communicate and spread their messages. Communication channels are tools through which communication sources convey messages to receivers. This channel is considered a successor/carrier of messages originating from information sources to information objectives (Everret, 2003). Communication channels or media are intermediaries in the delivery of information from communicators to communicators who aim for the efficient dissemination of information or messages (Suryanto, 2015). Furthermore, Dewi et al., (2022) stated that the communication channel is a medium or method used to transmit messages from sender to receiver. One of the things that needs to be considered in addition to the channel also includes groups that can access the communication channel service.

Information accessibility includes many issues around the availability, accessibility, and affordability of information (UNESCO, 2023). Accessibility is the equal opportunity for all target groups, regardless of their characteristics and the absence of discrimination, to engage and enjoy the benefits of policies or programs that have been provided to the community. Accessibility indicators are used to determine that programs or services provided for the community are easily accessible to target groups. Accessibility can also mean that the target group can easily get information related to the

program and can file a complaint if the target group does not get good service according to the rights of the target group (Purwanto, 2012).

Material and Methodology

This study used a qualitative approach. Qualitative research is intended as a type of research whose findings are not obtained through statistical procedures or other forms of calculation (Strauss and Corbin, 2013). The research design used in this research is a qualitative descriptive approach. Prastowo (2012) states that the descriptive method is a method used to examine the status of a group of people, an object, a set of conditions, a system of thought, or a class of events in the present. According to Sukmadinata (2011), qualitative research is research to describe and analyze phenomena, events, social activities, attitudes, beliefs, perceptions, and thoughts individually or in groups.

This research uses primary data sources derived from interviews, focus group discussions, observations, and documentation. Informants in this study were determined by purposive sampling. The informants in this study, in detail, can be seen in the following table:

Table 2. Research Informants

Institutions	Informants	Total
1. Jakarta Provincial Government; 2. Jakarta Provincial Council.	1. Government Assistant 2. Mayor 3. Council Member	1 1 1
1. Reporting community 2. Community 3. Observers/academics	1. Lecturer/researcher 2. Community activists and representatives 3. People of DKI Jakarta.	1 1 24
1. Agency 2. Jakarta Smart City	1. Head of Communication and Information Agency of Jakarta Province 2. Head of Government Bureau of Jakarta Provincial Secretariat 3. Head of Organization and Bureaucratic Reform Bureau 4. Head of Jakarta Smart City 5. Functional at the Statistical Data Center 6. Functional at the Communication and Informatics Office 7. Manager of complaint channels through news monitoring at the Communication and Informatics Office 8. Public complaint service officers at the Mayor level 9. Public complaint service officers at the district level area 10. Expert at Jakarta Smart City	1 1 1 1 1 1 1 1 1 3
Total		41

Furthermore, the secondary data sources used come from the DKI Jakarta Regional Medium-Term Development Plan 2017-2022, the Regional Development Plan 2023-2026, scientific publications, and other supporting documents. The data analysis process is carried out with a coding system, with stages of open coding, axial coding, selective coding, matrix coding query, and word frequency query. Open coding This process is called concept-indicator modelling. In short, the concept-indicator model uses constant comparison of indicators and focuses on comparing textual material that appears regularly (Williams and Moser, 2019).

Then, axial coding, which focuses on identifying emerging themes; axial coding further refines, aligns, and categorizes those themes (Williams and Moser, 2019). In selective coding, with the completion of open coding and the transition to axial coding, the data collected can be filtered, refined, and categorized to create distinct thematic categories in preparation for selective coding (Williams and

Moser, 2019). Matrix Coding Query is a feature that allows researchers to cross-tabulate the way content is coded. This allows researchers to get answers to questions about patterns in the data and access content that exhibits those patterns. Matrix Coding Query is a constant comparative analysis technique that is very important in qualitative data analysis (Bazeley, 2007). Word Frequency Query is a feature that assists researchers in exploring the words that appear most frequently (frequency) in the research data. This analytical tool allows for the grouping of words with similar meanings. Word Frequency Query works well for theme or text content analysis (Bandur, 2006).

The results of using QSR NVIVO 12 software will be cross-checked using the Miles and Huberman analysis model, where activities in qualitative data analysis are carried out interactively and continuously until completion so that the data is saturated. As done by many other researchers, in qualitative studies data collection and analysis are carried out interactively. Interactive data analysis techniques include activities: data collection, data condensation, data display, and conclusion drawing (Miles et al., 2014). Details can be seen in the following illustration:

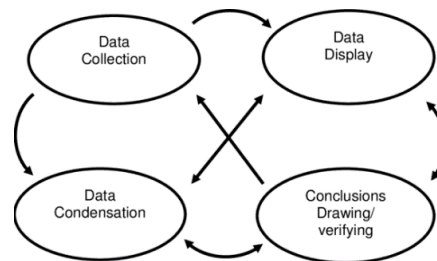


Figure 1. Data Analysis Components
Sources: Huberman dan Miles (2014)

Result and Discussion

The Provincial Government of the Special Region of Jakarta developed a Rapid Community Response system for handling public complaints through 13 complaint channels and the Citizen Relation Management (CRM) application for officer follow-up as a communication channel for public complaints. The purpose of these 13 (thirteen) channels is to channel citizens' aspirations and make follow-up on problems in Jakarta more efficient. A wide selection of channels to create inclusive access to public services in Jakarta. All official complaint channels are managed and integrated into a secure and measurable CRM system and can be monitored through <https://crm.jakarta.go.id/>.

The legal products that regulate public complaint services include the Law of the Republic of Indonesia Number 25 of 2009 concerning Public Services, as well as Presidential Regulation Number 76 of 2013 concerning the management of Public Service Complaints, DKI Jakarta Governor Regulation number 128 of 2017 concerning the Implementation of Handling Public Complaints through the Citizen Relationship Management Application, then DKI Jakarta Provincial Governor Regulation Number 39 of 2019. Furthermore, DKI Jakarta Provincial Secretary Decree Number 99 of 2022 concerning Amendments to Regional Secretary Decree Number 22 of 2020 concerning Guidelines for Follow-up Handling Public Complaints through the Citizen Relationship Management Application.

Thirteen official complaint channels owned by the DKI Jakarta Provincial Government are ready to serve citizen complaints, divided into face-to-face and social media. These channels consist of two features, namely location-based features (geotagging) and non-geo tagging features. A geo-tagging-based channel means that it is accompanied by geo-tagging, making it easier to track the location of the object of complaint, such as the JAKI application.

Geo-tagging and non-geo-tagging complaint channels have slightly different work processes. When citizens report through the geo-tagging complaint channel, JAKI, the report will automatically go to the district officer's CRM system. After receiving notification of the report, the district officer will determine whether the district can follow up on the matter on its own or if coordination with the regional apparatus authorized to handle the matter is necessary. For instance, the district officer will notify the Bina Marga Agency if they receive a report stating that they are responsible for a damaged road. The agency will check the report and its location. Then, the agency will select the regional work unit authorized to handle the report, for example, the Central Jakarta Bina Marga Sub-Department. The sub-department can check the report area and make a staff disposition, or can directly follow up on the

report. When the problem has been followed up in the field, the follow-up results will be inputted into the CRM application by the officer.

To ensure that the follow-up results are appropriate, the government bureau will verify and validate the results of the follow-up that has been carried out. The citizen report is finished if the follow-up is appropriate and confirmed. Face-to-face complaints and reports on non-geotagging via social media are handled differently. CRM administrators, including mayors, sub-district administrators, urban village administrators, and other administrators, will review incoming non-geo-tagging reports (per the complaint channel coordinator).

The administrator will examine information or data, including images, address completeness, report descriptions, and so forth. Then, the admin will enter the report data into the officer's CRM application. From here, the follow-up process of non-geo-tagging citizen reports runs the same as geo-tagging reports. The Rapid Community Response Platform that integrates 13 complaint channels and the CRM Officer application has successfully transformed urban problem-solving in Jakarta. 819,832 reports have been followed up throughout 2017-2022 (Sandi, 2022). Not only fast and efficient, but the handling of problems in Jakarta also runs transparently. Residents can follow the progress of reports sent through the CRM Portal (<https://crm.jakarta.go.id/>). After being reviewed by an officer, reports will show as green.

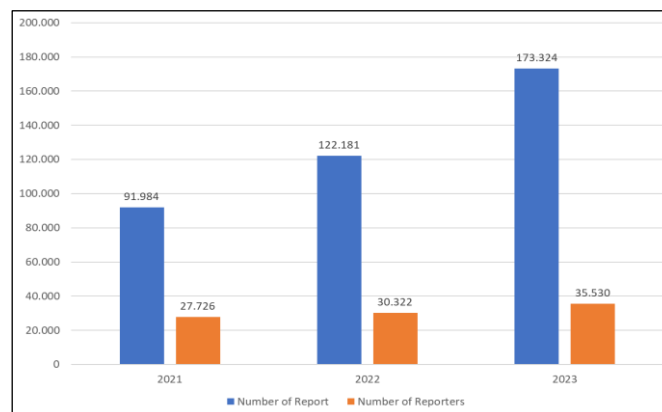


Figure. 2 Number of Reports and Reporters of Public Complaints in 2021-2023
Sources: <https://crm.jakarta.go.id/>.go.id, 2021-2023

As the data presented in the table shows, the average number of reports received through CRM during the period 2021-2023 is 129,163 reports, with an average number of reporters of 31,193. When examined from the number of reports and reporters, it can be assumed that on average, 1 reporter provides 3–4 reports.

Looking at the data on the number of public complaints, the number of public reports tends to increase from year to year, with an average increase in the number of reports of 40,670 reports, or 37.35%. Likewise, how many reporters there are, the average increase in the number of reporters is 3,902 reporters, or 13.27%.

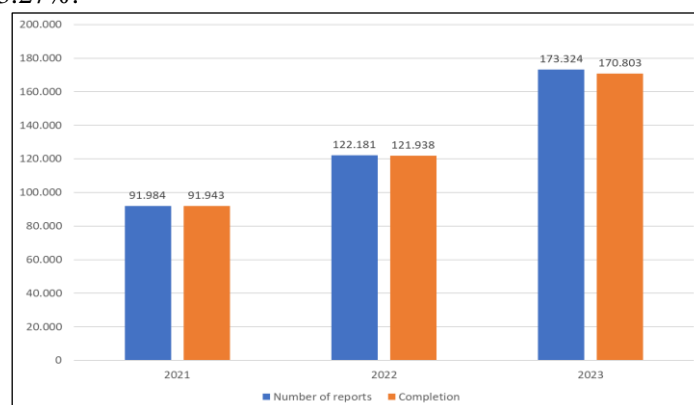


Figure.3. Number of Reports and Completion of Public Complaints Reports 2021-2023
Source: <https://crm.jakarta.go.id/>, 2021-2023

As presented in the data on the number of reports and report completion, it is known that the average number of reports during the period 2021-2023 was 129,163 reports with an average number of completed reports of 128,288, so that the average difference is 935 reports that have not been resolved in handling public complaints during 2021-2023.

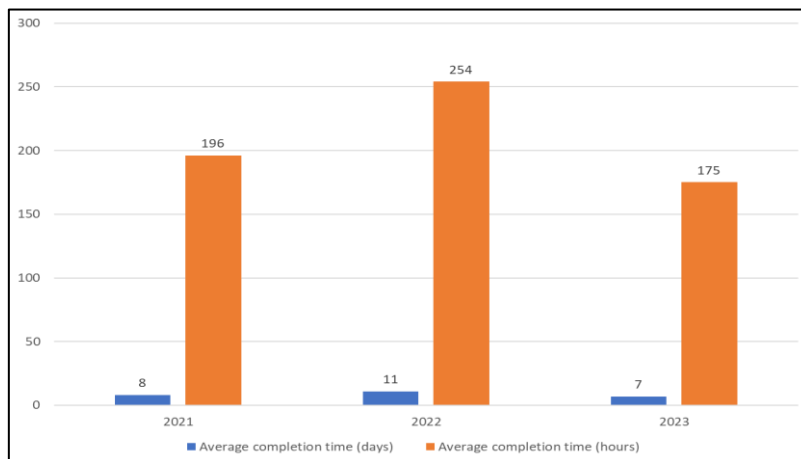


Figure 4. Completion Time of Public Complaint Reports 2021-2023

Source: <https://crm.jakarta.go.id/>, 2021-2023

As presented in the data on the time to resolve public complaint reports, it is known that the average time to resolve reports during 2021-2023 is 9 days, or 208 hours. Then, there are fluctuations in report completion time. In 2021, the completion of the report took 8 days or 196 hours, decreased or increased in 2022 to 11 days or 254 hours, thus obtaining a difference of 2 days or 58 hours. Furthermore, the report completion time increased or decreased in 2023, namely 7 days or 175 hours.

Components of Utilization of Electronic-Based Public Complaint Communication Channels in DKI Jakarta Province

The following query coding results from the Nvivo 12 program are the result of open coding, axial coding, and selective coding. As a result, key themes related to the Jakarta Provincial Government's use of electronic communication channels to improve efficiency. This includes the basic needs of coding as a means of project mapping related themes and topics based on the data collected:

Table 3. Coding Query for Public Complaint Services through Electronic Communication Channels

Open Coding	Axial Coding	Selective Coding
Website CRM	Complaint Information	Channel Efficiency
Mobile Applications		
Information on the Internet		
Complaint Procedure		
Digital Channel		
Internet Connection		
Access to Information		
Social Media		
Information transparency		
Platform digital		
Social Media		
Complaint Application		
Officer Responsiveness		
Officer and Reporter Interaction		
Internet Network		

Open Coding	Axial Coding	Selective Coding		
User-friendly Feature				
No Face to Face				
Mobile Devices	Service Feature			
User-Friendly				
Complaint Channel Application				
Smartphone				
Personal Computer				
Channel responsive				
Internet Network				
Interaction between Reporter and Officer				
e-government				
Mobile Apps				
Complaint guidelines				
Platform digital				
24 hours standby		Availability of access	Channel Availability	
Internet Connection				
Social Media				
Server Channel				
ICT Infrastructure				
Display Flexibility				
CRM				
Cross Stakeholders				
Error System	Channel Reliability			
Channel Network				
Cloud Storage				
Officer and Reporter Interaction				
System Maintenance				
System Interoperability				
Channel Stability				
Channel security				
System Update				
Channel Server				
System and Device Maintenance				
System Stability				
Update				
Responsivity				
Operational Stability				
Internet Connection				
Infrastructure				
ICT Infrastructure	Access Speed	Channel Fulfillment		
Internet Connection				
Reporting Notification				
Channel Capacity				
Delay Time				
Channel performance				
Online Service				
Responsivity				
User-friendly				
System Effectivity			Punctuality	
Real-time				

Open Coding	Axial Coding	Selective Coding		
Responsive				
System Interactive				
Efficiency				
Ticketing				
Coordination				
Competent Human Resources				
ISO	Security Guarantee	Privacy of services		
Data leak				
Data abuse				
Hacker				
BSSN				
Open Source				
Data Privacy				
Cyber Attack				
Back up				
Database				
Security Standardization				
Service Server				
HR Professional			Trust	
System Reliability				
Data security				
Channel Stability				
Access speediness				
System responsive				
Software				
e-government				
Privacy Guarantee				
Responsivity	Response Time Speed	Response		
Interoperability				
Reward & Punishment				
Time Efficiency				
Service Procedure				
Coordination				
Time Line				
Communication				
Weight of time				
Data Network				
Fast Response				
Handling Disposition				
System Responsive			Timeliness of Response	
Handling Efficiency				
ICT Infrastructure				
Data Network Services				
Service Time Line				
Disposition of complaint handling				
Internet Connection				
Response delay				
Service effectivity				
SOP				
Report				

Open Coding	Axial Coding	Selective Coding	
Privilege	Compensation	Compensation for whistleblowers	
Voucher			
Participation			
Feedback			
Motivation			
Award			
Certificate			
Performance Allowance			
Call Center	Representative Officer	Contact in Complaints Service	
24 hours standby			
Communication			
SOP			
Feedback			
Whatsapp			
Helpdesk			
FAQ			
Validation			
Information			
Responsive			
Mobile number			
Rating			Feedback
Impression			
Information			
Communication			
Participation			
Interaction			
Authentication			
Clarification			

Referring to the codification, it is known that there are seven main themes related to the utilization of electronic-based public complaint communication channels: efficiency, availability, speed fulfillment, privacy, response, compensation, and contact.

First, efficiency is the ease of obtaining information plays a crucial role in improving accessibility and efficiency in filing complaints or providing feedback quickly and directly to the authorities. Up-to-date information on the status of complaints, responses, and solutions can also be accessed transparently, strengthening people's trust in the grievance process.

Second, availability which digital channel-based public complaint services have significantly changed the landscape of interaction between the government and its citizens. With the availability of channels that can be accessed at any time, people now have the convenience to convey their problems without being limited by time and place.

Third. speed fulfilment which the public's ability to submit information or complaints and the government's or relevant institutions' ability to reply and follow up on each complaint are both influenced by the speed of channel access. With reliable infrastructure and adequate technology, the speed of channel access can accelerate problem resolution. and increase public satisfaction and trust in the public services received. Then, privacy guaranteeing the security of personal data is an integral cornerstone of digital-based public complaint services. With the adoption of appropriate technology and strong privacy policies, the guarantee of personal data security can provide a sense of security and trust in interacting with a modern and efficient digital complaints system.

The speed of time in responding to complaints is one of the critical indicators in evaluating the effectiveness of a digital-based public service system. It is anticipated that complaint-handling procedures will be able to function more effectively and transparently with the use of supporting

technologies, such as integrated systems and mobile applications, raising the standard of public services as a whole. The next indicators is compensation for complaint reports is an increasingly appreciated strategy for increasing public participation in digital-based complaint systems. In this context, compensation is not only a form of reward but also a positive incentive to improve transparency, accountability, and responsiveness. Then, contactable representative officers play an important role in ensuring the effectiveness and sustainability of digital-based public complaint services. The presence of this officer is not only a communication node but also a symbol of trust and accessibility for the community.

In retrospect, this theme is quite relevant to the indicators in public services based on the Regulation of the Minister of Administrative Reform and Bureaucratic Reform of the Republic of Indonesia Number 14 of 2017 concerning Guidelines for Preparing Community Satisfaction Surveys for Public Service Delivery Units: 9 elements of service, namely based on conformity of requirements, service procedures, service speed, conformity/reasonableness of fees, service suitability, officer competence, service officer behaviour, handling complaints, and quality of facilities and infrastructure. However, it is strengthened by the conditions of the digital era with themes of findings such as privacy and compensation.



Figure 5. Word Frequency Query for Public Complaint Services through Electronic Communication Channels
Source: Author's Results, (2024)

The figure above shows the Word Frequency Query data for the component related to the utilization of public complaint communication channels through electronic-based communication channels in improving the effectiveness of public services. Researchers use the word frequency inquiry as an example of the themes that emerge from the codification process. Word frequency analysis is important for information retrieval and keyword extraction from certain documents or records (Roy, 2023). It is known that the words time, channel, officer, fast, and complaint are words that are often spoken by informants and are mentioned a lot in other collected data.

The use of electronic channels can encourage the public to actively participate in monitoring the performance of the government or related institutions (Hidayati, 2023; Maharastri, et al., 2023). This opens up opportunities to involve the community in improving the overall quality of public services. Feedback provided by the public through complaints channels can be used as a basis for improving and developing existing public services (Amatullah and Tuti, 2023; Hidayati, 2023; Maharastri, et al., 2023). This helps in tailoring services to the actual needs of the community. By reducing the use of physical resources such as paper and manual labor, electronic complaint channels can help save operational costs for the government or related agencies (Paradissa, 2023).

Electronic channels allow the public to track the status of complaints more easily. This strengthens transparency in the complaint-handling process and increases the accountability of the relevant government agency or organization (Amatullah and Tuti, 2023). Electronic complaint systems are often equipped with real-time monitoring and tracking features of the complaint status. This allows authorities and complainants to view the progress of complaint handling more transparently and accurately. Through the delivery of more accurate information, users are required to include specific

and relevant information regarding the issue at hand. This helps in avoiding misunderstandings or vagueness that often occur in conventional complaints. Finally, the use of electronic-based communication channels can significantly improve efficiency and responsiveness in handling complaints (Pratiwi et al., 2023). This is because electronic channels such as email, web forms, or mobile applications allow people to access and file complaints whenever and wherever they are, without having to be physically present at the service office. This can reduce the bureaucracy and time required for the complaint process.

Conclusion

The electronic communication channels in public complaints in Jakarta have had positive impacts, such as increased accessibility, transparency, and speed in handling complaints. There is still a great deal of room for improvement with this system, particularly in integrating it with other public services and using the data for deeper research. The Jakarta electronic complaints system can serve as a model for other areas looking to raise the standard of public services by keeping up with innovation and improvement.

In Jakarta, the introduction of thirteen electronic-based complaint channels has effectively increased the effectiveness of public complaint management. Report tracking and resolution are made transparent by the linked CRM system. There are still a lot of unanswered reports, though. To get past this barrier and improve the caliber of public services, more extensive public socialization, system optimization, and capacity training for officers are required. Information technology has changed the way governments interact with the public. The DKI Jakarta Provincial Government has succeeded in raising the standard of public services by using electronic communication channels. In addition to making it simpler for citizens to voice their concerns, the electronic-based complaint system enables the government to pinpoint issues more precisely and swiftly. This demonstrates how crucial technology is to achieving successful and efficient government.

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