

Government Communication Management in Handling Public Complaints Within the CRM Program at the Department of Communication Informatics and Statistics of DKI Jakarta Province

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ABSTRACT

The DKI Jakarta Provincial Government has implemented a CRM program for handling public complaints, as outlined in Governor Regulation Number 128 of 2017, which was amended by Governor Regulation Number 39 of 2019. Unfortunately, the program has not been well socialized to the public. Based on this background, this study analyzes the government communication management in handling public complaints within the CRM Program at the Department of Communication, Informatics, and Statistics, DKI Jakarta Province. We employed a qualitative descriptive method. Data collection techniques were conducted using purposive sampling with a snowball approach. In analyzing government communication management, we applied the four-step model theory by Cutlip, Center, and Broom (2013) to address the research problem. For primary data collection, we conducted field observations and interviews with informants from the Department of Communication, Informatics, and Statistics, DKI Jakarta Province, as well as the Jakarta Provincial Government Bureau. Additionally, we interviewed community informants (RW.08 Kebayoran Lama) as part of a triangulation process. This study concluded that the communication management in handling public complaints within the CRM program is generally quite effective. However, in the dimension of evaluation of complaint handling, the CRM program faces certain obstacles that need to be addressed. To overcome these obstacles, three strategies can be implemented: strengthening the commitment of leaders, conducting periodic socialization of the CRM program to the community, and continuously optimizing the system and improving CRM features.

Keywords: *Government Communication Management, CRM.*

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1. INTRODUCTION

One way to improve the quality of public services, as mandated by Law Number 25 of 2009 concerning Public Services, is by addressing every issue raised in public complaints. However, the Ombudsman of the Republic of Indonesia (2020) noted that, in general, all state institutions in Indonesia still manage public complaints in a partial and sporadic manner, resulting in outcomes that are neither efficient nor effective.

In the context of DKI Jakarta, the city is the largest in Indonesia, with a population of 10.6 million and a population density of 16 thousand people per square kilometer (BPS-Statistics DKI Jakarta Province, 2024). In addressing public complaints, DKI Jakarta has adopted the Smart City concept to respond to the issues raised by its citizens. The definition of Smart City, as conceptualized, refers to a city that is managed by relying on information technology as its main foundation (Hidayat & Sutarto, 2014). Furthermore, a Smart City can also be characterized as an innovative city that strives to meet the needs of its people (Axelsson & Granath, 2018), enabling the city to resolve community issues swiftly and accurately.

The Smart City concept implemented by the DKI Jakarta Provincial Government is regulated by Governor Regulation Number 128 of 2017 concerning the Implementation of Complaint Handling Through the Citizen Relation Management Program, which was subsequently amended by Governor Regulation Number 39 of 2019. The CRM program represents a comprehensive system utilized as a platform for government communication management by the DKI Jakarta Provincial Government, integrating all existing official complaint channels (CRM-Jakarta, 2024).

Unfortunately, in practice, many of the complaint channels within the CRM system remain largely unknown to the public. This lack of socialization of the CRM system is confirmed by the analysis of the growth in the number of reports and reporters over the past three years (2021-2023). The data indicates that the average annual growth rate of reporters is 18.84%, which fails to keep pace with the 29.47% increase in the number of reports submitted to the CRM system. The suboptimal socialization of the CRM system is also supported by a report in Kompas media (October 14, 2022), which highlights the need for enhanced CRM socialization to ensure that its benefits are effectively realized by the public.

Considering these issues, it is suspected that the government communication management conducted by the DKI Jakarta Provincial Government is not yet optimal. This has prompted our interest in studying Government Communication Management in Handling Public Complaints within the CRM Program at the Department of Communication, Informatics, and Statistics in DKI Jakarta Province.

2. LITERATURE REVIEW

The fundamental purpose of government is to serve its citizens. Based on this philosophy, public service is defined as the provision of services by the government to meet the needs of its citizens through standardized and established procedures (Zainal, 2018; Hidayat, 2024). This service provision underscores that the government, with all its bureaucratic elements, serves the people with the aim of achieving a just, prosperous, and equitable society within the framework of a welfare state (Sinambela, 2008). Furthermore, in delivering services, the government is required to embody the principles of good governance to ensure that the services are conducted with integrity, accountability, and professionalism (Dwiyanto, 2008). Adhering to the principles of good governance is essential for gaining public trust and ensuring that national development proceeds effectively.

One form of public service provided by the government involves addressing complaints reported by its citizens (Utomo, 2011). Public complaints are considered a representation of public dissatisfaction with the services provided by the state (Pratiwi et al., 2020). This dissatisfaction may pertain to either the quality or the quantity of the services delivered. Public complaints should be addressed positively, as effective responses can enhance the government's image in the eyes of the public (Firdaus & Irawanto, 2020). Conversely, negative responses to complaints, especially if they are not managed properly, may lead to widespread and substantial public protests (Suryadi, 2010).

Effective management of public complaints requires the application of communication management by the government. Epistemologically, communication management represents a synthesis of management theory and communication theory, involving the exchange of signals between communicators and communicants to foster harmonious interaction (Hasmawati, 2020). Given that this communication management is conducted by the government, from a scientific perspective, the study of this practice often employs a cross-disciplinary approach (Wasistiono, 2021). Consequently, this practice can be referred to as government communication management.

Furthermore, from an operational perspective, government communication management can be implemented using the four-step model proposed by Cutlip, Center, and Broom (2013). This model comprises the following steps: *first*, identifying public problems. This identification involves understanding the issues being complained about, as a thorough understanding enhances the formulation of appropriate and feasible solutions (Freeman, 1984). Additionally, the identification process includes determining which bureaucratic elements are authorized to address the reported problems.

Second, planning for resolving the reported problems involves developing a time plan and a communication plan for addressing public complaints. According to Muhtadi (2016), the

communication plan within the government is divided into two categories: internal communication and external communication. Internal communication encompasses the exchange of information between units and levels within the government organizational structure. This can be further categorized into three forms: (1) communication involving the transmission of task-related information between units or levels, (2) communication networks, which include both vertical (top-down or vice versa) and horizontal communication, and (3) cooperative relationships, which involve communication and collaboration between various government organizations. External communication, on the other hand, pertains to the government's communication regarding actions or policies affecting the private sector and the public. This can be further divided into two forms: (1) disseminating information to the public about actions, policies, and services provided (including handling complaints), and (2) government communication aimed at promoting good governance by emphasizing the principles of responsiveness, transparency, participation, and accountability.

Third, complaint resolution actions. In executing these actions, it is essential to assess whether they align with both the timeframe and the nature of the problem being addressed. This alignment also serves as a benchmark for determining whether the established communication has been effectively and impartially transmitted. *Fourth*, evaluation of complaint resolution. Evaluation may also encompass identifying factors that facilitate or obstruct the resolution of community issues, enabling the organization to enhance its services in the future.

3. METHODOLOGY

In conducting a study on Government Communication Management in Handling Public Complaints in the CRM Program at the Department of Communication, Informatics, and Statistics in DKI Jakarta Province, we employed descriptive and qualitative methods. We utilized the theory of Government Communication Management proposed by Cutlip, Center, and Broom (2013) as our analytical framework to ensure that the study was both focused and systematic (see Table 1).

This study utilized two types of data: primary and secondary. Primary data were collected through field observations and interviews. For conducting interviews, we employed purposive sampling with a snowball technique. The final informants included the Head of the Jakarta Smart City Unit at the Jakarta Provincial Department of Communication, Informatics, and Statistics; the Head of the Jakarta Smart City Implementation and Study Unit at the same department; Public Relations Staff of the Jakarta Provincial Department of Communication, Informatics, and Statistics; the Head of the De-concentration, Assistance Tasks, and Regional Capacity Sub-Division at the Jakarta Provincial Government Bureau; the Facilitator at the Jakarta Provincial Government Bureau; and the Administrators and Residents of RW 08 Kebayoran Lama, South Jakarta. Secondary data were obtained from books and documents relevant to the study.

Table 1. Concept, Dimensions, and Indicators

Concept	Dimensions	Indicators
Government Communication Management	Identification of Public Complaints	Identification of Public Complaints and the Relevant Regional Work Units (SKPDs) Responsible for Addressing Them
	Planning for the Resolution of Public Complaints	Planning of Time and Communication in the Resolution of Complaints
	Complaint Resolution Actions	Service Compliance and Timeliness in Complaint Resolution
	Evaluation of Complaint Resolution	Evaluation of Factors Hindering and Supporting Complaint Resolution

Source: Cutlip, Center and Broom (2013)

4. RESULTS & DISCUSSIONS

In addressing public complaints, two key entities within the DKI Jakarta Provincial Government play pivotal roles: the Department of Communication, Informatics, and Statistics, and the Government Bureau. The Department of Communication, Informatics, and Statistics is responsible for managing and developing the CRM system, while the Government Bureau is tasked with implementing policies to resolve these complaints.

The CRM program is a comprehensive system operated from a 'monitoring room' at the Department of Communication, Informatics, and Statistics within the Jakarta Smart City unit. This CRM system integrates all complaint channels to ensure that public grievances are addressed in an integrated, timely, precise, and responsive manner. The complaint channels provided by the DKI Jakarta Provincial Government that are accessible to the public include the 'JAKI' application, the Twitter account '@DKI Jakarta', the Facebook account 'Pemprov DKI Jakarta', the email address 'dki@jakarta.go.id', social media accounts of the Governor and Deputy Governor, SMS/WhatsApp number '08111272206', Public Aspirations via mass media, 'Lapor1708', City Hall Pendopo, Mayor's Office, Inspectorate Office, District Office, and Sub-District Office.

To further elucidate this CRM program, we will employ the four-step government communication management theory model proposed by Cutlip, Center, and Broom (2013), as outlined in the subsequent sections.

Identification of Public Complaints

In identifying problems, the DKI Jakarta Provincial Government employs two methods: geo-tagging and non-geo-tagging. The first method, geo-tagging, is used to follow up on issues reported by the public through the JAKI application. It is noteworthy that, according to Jakarta Smart City data as of July 8, 2024, the JAKI application is the preferred complaint channel for the residents of DKI Jakarta, having received 458,476 reports and accounting for 90.90% of the total complaints across all channels. The stages of handling complaints using the geo-tagging method are as follows:

- 1) After the public reports an issue and inputs the location of the problem through the JAKI application, the complaint is automatically forwarded to the CRM Desk at the sub-district where the issue is located, with a response status of 'Waiting.' The Sub-district CRM Desk is required to respond within 6 hours of receiving the complaint. Based on this response, the complaint status is updated to 'In Process.'
- 2) In identifying complaints, the Sub-district CRM Desk first verifies whether the complaint falls within its jurisdiction. This verification is essential because the sub-district has the authority to address minor issues such as garbage, puddles, potholes, and other similar matters. This authority is granted to facilitate the prompt resolution of minor complaints.
- 3) However, if the complaint falls under the jurisdiction of the private sector or government agencies outside of DKI Jakarta, the Sub-district CRM Desk will forward the complaint to the Government Bureau. The Government Bureau will then follow up by sending an email to the private sector or the relevant government agencies.
- 4) In reviewing complaints, the Sub-district CRM Desk also ensures that the complaint's location is not part of the Cap Cip program. The Cap Cip program aims to enhance the quality of adequate and safe settlements for 445 RW (Rukun Warga) in the DKI Jakarta Province that are deemed not to meet the criteria for settlement quality and safety as stipulated in Governor Regulation (Pergub) Number 90 of 2018. Complaints related to the Cap Cip program are specifically addressed by the DKI Jakarta Provincial Public Housing and Settlement Service and are not managed by other SKPDs.

In resolving complaints using the geo-tagging method, location determination can sometimes be biased in its coordinates. If the Sub-district CRM Desk has uncertainties regarding the jurisdiction of the location, it will submit a request for field verification to the Government Bureau through the CRM system. Upon receiving the request, the Government Bureau will dispatch facilitators to conduct a direct field assessment to validate the coordinates of the complaint location and determine the appropriate jurisdiction. Should the field findings reveal a misalignment between the complaint location and its jurisdiction, the facilitator will issue a ticket to transfer the authority for resolving the

complaint from the sub-district to the sub-district, SKPD, or other relevant agencies, subject to validation by the Government Bureau.

For the second method, referred to as non-geo tagging, this approach is used to handle complaints from the public through channels other than JAKI. Similar to the geo-tagging method managed by the Sub-district CRM Desk, in the non-geo tagging method, public complaints are received by the CRM Desk within each complaint channel, including both inspectorate and non-inspectorate channels. In this method, complaint identification is conducted directly at the time of receipt by the CRM Desk, which is required to respond to each complaint no later than 6 hours after it is received. As with the geo-tagging method, complaint identification also involves determining whether the location of the complaint falls within the Cap Cip program. If not, it must be assessed whether the complaint is within the authority of the DKI Jakarta Provincial Government. If so, the appropriate SKPD responsible for resolving the complaint is identified. If the complaint is outside the authority of the DKI Jakarta Provincial Government, the CRM Desk will forward the complaint to the Government Bureau, which will then relay it to the private sector or other government agencies outside of DKI Jakarta

Planning for the Resolution of Public Complaints

The planning of complaint resolution must ensure that the identification accurately aligns with the authority of the relevant sub-district or SKPD. In the complaint resolution planning process, both SKPDs and sub-districts adhere to a time schedule as outlined in the Decree of the Regional Secretary of the DKI Jakarta Province No. 99 of 2022. Adherence to this timeline for resolving complaints is also a key performance metric for evaluating the performance of SKPDs and sub-districts.

Communication planning for resolving complaints is supported by technology through the CRM system, which encompasses both internal and external communication. Internal communication planning includes the organization of task information transmission that occurs after complaint identification at the CRM Desk within each complaint channel. This information is then forwarded to the relevant sub-district or SKPD within the CRM system's communication network. Once the complaint is processed by the sub-district/SKPD, resolution planning typically proceeds informally within the internal team of the sub-district/SKPD.

For planning cooperative relations between government organizations, communication planning is undertaken when the issue falls under the jurisdiction of entities outside the DKI Jakarta Provincial Government, such as the central government, local governments, state-owned enterprises, and other regional-owned enterprises. The Government Bureau is responsible for executing this

communication planning, determining the appropriate communication channels, whether formal methods such as sending emails or informal methods like telephone coordination or social media (WhatsApp) are required.

External communication planning, particularly regarding the delivery of public information, is largely automated. This approach streamlines planning, given that within the CRM system, especially through the JAKI complaint channel—the largest complaint channel—members of the public can track reported issues, thereby maintaining a connection between the complainants and the DKI Jakarta Provincial Government. Additionally, the Department of Communication, Informatics, and Statistics continuously manages the socialization of the CRM system to ensure effective public information delivery. Other aspects of external communication planning, such as Government Communication (managed by the Department of Communication, Informatics, and Statistics) in the context of Good Governance, also operate autonomously within the CRM system.

For responsiveness, according to the Decree of the Regional Secretary of the DKI Jakarta Province No. 99 of 2022, requires SKPDs to respond to public complaints within 6 hours of receipt. Delays in response times automatically impact SKPD performance evaluations. Regarding transparency, the CRM system features a tracking tool that enables citizens to monitor the status of their complaints in real-time, ensuring ongoing visibility of the complaint process. For participation, the CRM system includes mechanisms for gathering public input, allowing residents of Jakarta to offer suggestions, feedback, and criticisms on various aspects of public services and city management. This feature not only facilitates the reporting of issues but also encourages citizen involvement in enhancing service quality and local government policies. Finally, concerning accountability, the CRM system serves as a tool for monitoring and evaluating the performance of SKPDs handling complaints, providing the public with the ability to oversee government actions and report any irregularities or misconduct. This mechanism ensures that the actions and decisions of SKPDs are accountable and transparent.

Complaint Resolution Actions

In resolving public complaints, as previously detailed, the Department of Communication, Informatics, and Statistics is responsible for managing the CRM system to ensure that complaint resolution proceeds without disruption and can be monitored in real time. The Government Bureau, on the other hand, oversees the policy execution aspect of complaint resolution, ensuring that the relevant SKPD in DKI Jakarta addresses complaints effectively. The Government Bureau's responsibilities include validating ticketing requests (for proposed transfers of SKPD due to miscoordination of complaint resolution authority), confirming complaint resolutions, and

coordinating with the private sector, central government, or other regional governments outside the authority of the DKI Jakarta Provincial Government.

In general, the resolution of public complaints has been satisfactory. According to the CRM system, out of a total of 485,476 reports received, 478,578 have been successfully resolved, with an average resolution time of only 9 days. The resolved complaints align with the issues originally reported. Regarding the protection of complainant data, the CRM system ensures confidentiality and guarantees that such data is secure and inaccessible to unauthorized individuals.

Additionally, based on our observations from the CRM system, the most frequently reported issues are related to roads, followed by complaints about trees, garbage, disturbances to peace and order, electricity networks, illegal parking, local government building facilities, traffic flow, and noise disturbances. Our findings indicate that these complaints have generally been addressed effectively.

Evaluation of Complaint Resolution

The use of the CRM system is fundamentally beneficial for SKPDs and sub-districts in managing public complaints. However, several challenges persist in practice. Firstly, the CRM program has not been sufficiently socialized within the community, leading to suboptimal public participation in enhancing the quality of services and policies of the DKI Jakarta Provincial Government. Secondly, the resolution of public complaints is hindered by two main issues: (1) the complaint resolution authority may fall outside the jurisdiction of the DKI Jakarta Provincial Government. As a result, the Government Bureau, which oversees complaint resolution, can only coordinate via email or liaise with relevant agencies to address the complaint. (2) Some complaints involve large-scale issues that require special funding, which must be proposed in the budget for the subsequent fiscal year.

The third obstacle in resolving this complaint is the potential emergence of pros and cons resulting from dissatisfaction with the resolution process. In this context, "pros and cons" refers to the possibility that while resolving a complaint for one party may lead to their satisfaction, it could simultaneously cause dissatisfaction from the other party concerning the policy implemented to address the issue. The fourth obstacle is the high expectations of the citizens of DKI Jakarta towards the DKI Jakarta Provincial Government in handling complaints. These high expectations extend to various types of grievances, including private disputes such as conflicts between neighbors that ideally should be resolved amicably or, at a minimum, with the assistance of mediation from the local RT (Neighborhood Association) or RW (Citizens Association). Additionally, there are expectations concerning minor complaints, such as the accumulation of one or two garbage bags in front of homes, which residents believe should be managed independently without the need to wait for official intervention.

The fifth obstacle is the persistent resistance within SKPD in addressing complaints. The CRM system is known to serve as an effective whistleblower in preventing illegal levies that may still occur in several cases in DKI Jakarta. However, in practice, the existence of this whistleblower function has led to resistance from SKPDs, who may feel unjustly accused of fraudulent actions reported through the system.

To address these challenges, we have formulated three strategies. The first strategy involves reinforcing the commitment of the leader (Governor). Strengthening the leader's commitment is crucial for effectively managing complaints within the CRM system. With strong leadership commitment, funding from the APBD (Regional Budget) for CRM system management and socialization can be secured. Furthermore, the leader's commitment ensures that complaint resolution is based on comprehensive data and benefits, thereby addressing the second obstacle. Additionally, this commitment guarantees that complainant data remains protected and helps to reduce resistance to fraud complaints by ensuring fair and balanced investigations. The second strategy is to continuously implement periodic CRM socialization to enhance public participation, build public trust, and improve the quality of services or policies produced. This socialization is also essential to educate the public that reported issues pertain to their right to public services. The third strategy is to optimize the system and continuously improve CRM features. This approach is necessary to ensure that complaint handling remains efficient and free from disruptions, while also updating all information required by the residents of DKI Jakarta.

5. CONCLUSIONS

Currently, the DKI Jakarta Provincial Government has implemented the Smart City concept by issuing Governor Regulation Number 128 of 2017 concerning the Implementation of Complaint Handling Through the CRM Application, with the most recent amendment being Governor Regulation Number 39 of 2019 concerning Amendments to Governor Regulation Number 128 of 2017 regarding the Implementation of Complaint Handling Through the CRM Application. The CRM program represents a public service initiative within the framework of the Smart City concept, carried out by the DKI Jakarta Provincial Government to integrate all public complaints from the provided complaint channels into a comprehensive system, ensuring that complaints are resolved in an integrated, prompt, precise, and responsive manner.

To ensure effective management of public complaints, the implementation of government communication management is essential. Consequently, this study was conducted to analyze government communication management in handling public complaints within the CRM program.

The study is a descriptive qualitative analysis utilizing the Government Communication Management theory by Cutlip, Center, and Broom (2013) to examine the existing phenomena. Primary data were collected through observation, and interviews using purposive sampling and snowball techniques, while secondary data were obtained from all relevant documents and literature related to the research.

This study yields several conclusions regarding communication management in handling public complaints within the CRM program. Overall, the management is generally quite effective; however, certain obstacles remain in the evaluation dimension of complaint handling that need to be addressed. These obstacles include: (a) Insufficient socialization of the CRM program within the community; (b) Suboptimal complaint handling in several cases due to: (i) The authority to resolve certain issues lying outside the jurisdiction of the DKI Jakarta Provincial Government, and (ii) The need for large-scale resolution requiring specific APBD (Regional Budget) allocation planning; (c) The resolution of some complaints by the Provincial Government has led to both support and opposition within the community; (d) The high expectations of the DKI Jakarta community towards the DKI Jakarta Provincial Government in resolving complaints; (e) Resistance within the SKPD in some fraud cases related to complaint resolution.

To overcome these obstacles, three strategies can be implemented: strengthening leadership commitment, conducting periodic socialization of the CRM program to the community, and continuously optimizing the system and improving CRM features.

The study has limitations in that it only reviews the practice of handling public complaints in DKI Jakarta. Therefore, it is recommended that future research compares the practices of handling public complaints in DKI Jakarta with those in other provinces.

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