

## **CHAPTER I**

### **INTRODUCTION**

#### **1.1 Background**

Local governments have made many efforts to improve the quality of public services during regional autonomy. One of them is applying various information technology in the process of organizing public service or e-government. In addition, e-government is referred to as a mechanism that can achieved concept of Good Governance for a better government without Collusion, Corruption, and Nepotism, by increasing the transparency, control and accountability of governance, especially in the public services. Through e-government, people will also more easily interact with the units in the government so as to create an open and democratic policy and public service mechanism.

Since the enactment of the Presidential Instruction Republic Indonesia Number 3 Year 2003 about National Policy and Strategy of E-Government Development, various Government Agencies including local governments have begun to adopt e-government with various methods and stages. In the practice of development e-government in local government organizations in Indonesia, the stages of development are still different. There are some Region that are still very behind in terms of the use of information technology, and some have not yet had a website. But on the other hand there are already advanced enough to lead to a transactional e-government system, allowing the community to interact directly with the government.

In general view, so far e-government is only understood as a creation of websites by government organizations. Not many understand broadly, that the stages utilization of information technology in public organizations vary based on the demands of the increasingly diverse needs in the society. In general, according Kumorotomo (2008) the development stage can be divided into three stages, there are: 1) informative stage, 2) interactive stage, and 3) transactive stage.

The development of information and communication technology can be applied to the service of social facilities that can assist in fulfilling the needs of society in the field of economy, social, politics, until government policy (Hartiningsih, 2010). The implementation of information and communication technology in government policy is indicated by the existence of E-government which is a policy where the government utilizes information and communication technology to serve its people through telephone, faximile or email/internet (Almarabeh, 2010). The policy has now been applied to several cities in Indonesia, one of which is the city of Yogyakarta. Yogyakarta City implements E-government policy that aims to improve public services that have been contained in the Regulation of Mayor Yogyakarta City No. 78 Year 2007 about E-government.

The development of SI UPIK (Information System of Information and Complaints Service Unit) as one of innovation in service management system conducted by Yogyakarta City Government based on e-government. UPIK is formed based on three issues, there are: 1) Not all citizens know the channel of

complaints that can be used easily, 2) The existence of time constraints meet between people with officials or authorities, and 3) The presence of fear and hesitate to complaints among the community. Then UPIK expected to be able to accommodate a number of aspirations, complaints, suggestions, criticism or just information that can be immediately responded according to input from citizens as users of public services (Kumorotomo, 2008: 5). The establishment of UPIK is expected to realize a participative, transparent and responsive government.

The policy to establish UPIK was outlined through Mayor's Decree No.86 Year 2003 which was established on 14<sup>th</sup> November 2003. The position, main duty and function of this unit is as the recipient of public complaints on administrative services and policies taken by the city government. UPIK is an e-government development effort classified as an interactive category. The main indicator of participative government is the involvement or participation of the community in the administration and public service. One form of participation is community complaints (Brewer, 2007) and this should be well managed. The existence of a public complaints management mechanism shows the seriousness of the government making public participation as the basis for policy making and improvement of public services. UPIK considered very helpful to the community in delivering various inputs, criticisms and suggestions to the government so that the problems encountered can be fixed immediately. The existence of this mechanism can increase the active participation of the community while providing guarantee for the community

that the government responds to community input. Thus, service improvements can take place systematically and touch the policy level. Certainly, the creation of a participatory government is inseparable from Government units that have a high level of responsiveness.

Responsiveness can be important aspect for improvement the public services as discussed in Muallidin (2014) about Concept, thinking Framework, value framework of e-government and e-services. that Organizing public organizations effectively is another way to create public value through e-government. Efficiency, openness, and responsiveness are the three main drivers for evaluating the effectiveness of public organizations. The response of public organizations measures the extent to which public organizations are in line with public demands (Jorgensen and Bozeman 2007). e-Government, responsiveness is seen through a number of public organizations that publish the full chart of organizational responsibilities and contact information from each civil service online.

Furthermore responsiveness refers to the ability of the government to identify and make the needs and demands of society as the basis for policy making and the provision of public services (Dwiyanto, 2008: 62; Hobolt & Klemmensen, 2008: 309). Related to the management of public complaints, the responsiveness is intended as the ability of the government to know the problems that are still facing the community, formulate alternative solutions, and take follow-up steps to solve the problem (Purwanto, 2008). According Rustiyaningsih (2008) found that UPIK enhances the ability of local

governments to recognize community needs, facilitate the preparation of agendas and priority scales, foster program development in accordance with community aspirations and needs, increase responsibility for services provided, and increase commitment of officials in serving the community.

Yogyakarta City is the capital of Yogyakarta Special Province which covers limited area because it only consists of 4 regencies. The total area of Yogyakarta city is relatively small which is 32.5 square km which is divided into 14 districts and 45 urban villages, but Yogyakarta city has many predicate as student city, city of struggle, cultural city and city of tourism. Therefore, the demands of society in the city of Yogyakarta is very diverse because of its dynamic social background. So the means to bridge communication between citizens and the local government becomes very important for this city. Based on the UPIK message report, the number of messages coming to UPIK in 2010 amounted to 3,316, in 2011 amounted to 3,052, in 2012 amounted to 2,656, and in 2014 amounted to 4,789. The messages are grouped into types in complaints, inquiries, information, and suggestions. Most messages are delivered via short message service (SMS). Those who convey the message are not only residents of Yogyakarta City, but there are also residents outside the city of Yogyakarta who also access or obtain public services in the city of Yogyakarta.

The statistics convey complaints that enter to UPIK manager, complaints are delivered via SMS and e-mail was ranked the highest. complaints via SMS fluctuates, but complaints via e-mail show year by year increases. The number of complaints through letters, faxes, and telephone cable turned out to actually

show a decline. This is showed that the interest of Jogja people to use electronic communication devices more efficiently continues to increase. The four categories of messages through SMS (complaints, inquiries, information, suggestions), it is also known that 80% of direct responses are acceptable to citizens.

Known that most complaints are conveyed via SMS, IT consultant of Yogyakarta City Government subsequently designing features according to incoming complaints by using the SMS. Once a complaint enters the UPIK system, the sender of the message will get a pre-programmed auto-reply in the form of a thank-you for using UPIK services. The sender will obtain a code number or access to see their complaint response on the UPIK website. Incoming complaints are further processed by UPIK, filtered by dispatchers according to the urgency of complaints. If the complaint is serious, the material will be immediately distributed to the relevant technical agency or agency.

The existence and system of UPIK is not running without obstacle. One that is still often complained of is the lack of adequate human resources to manage UPIK professionally. As a result the development of UPIK system can not be done by the local government employees independently. Some people are still complaining that not all complaints can be solved or followed up by the city government of Jogja because after all their authority has its limits. In the future, there needs to be coordination with outsiders who are also authorized to follow up complaints submitted by Jogja residents. For example, the police, the provincial government of DI Yogyakarta, the KPK or other external institutions

need to be involved to follow up on the relevant complaints. Important factors that need to be reviewed from the effectiveness of UPIK is the response or follow-up of complaints made by the public. Because what is still happening is that the government only accommodates those complaints.

**Table 1. List of accepted Complaint: UPIK Year 2014 - 2016**

No	Types of Media	Complaints			Questions			Information			Suggestion		
		2014	2015	2016	2014	2015	2016	2014	2015	2016	2014	2015	2016
1	SMS	531	184	300	2535	1378	1237	1197	1899	1827	651	544	558
2	Website	34	34	88	35	48	40	15	44	4	27	21	13
3	Email	3	0	0	4	0	0	1	1	0	0	1	0
4	Telepon	0	0	0	0	0	0	0	0	0	0	0	0
5	Fax	0	0	0	0	0	0	0	0	0	0	0	0
6	Pos	0	0	0	0	0	0	0	0	0	0	0	0
7	Come directly	0	0	0	0	0	0	0	0	0	0	0	0

Source : [www.upik.jogja.go.id](http://www.upik.jogja.go.id). (2017)



Based on data from UPIK 2014 recorded as many as 5033 messages received by the data server UPIK. Messages are categorized into 4 types there are, Complaints, Questions, Information, and Suggestions. The complaints tool used by the community in giving complaints also vary, the community can provide complaints via SMS (Short Messages Services), Website, Email, Phone, Faximile, Postal or can come directly to the Regional Information Agency (BID) UPIK. Recorded in 2014 the most widely accepted complaints by UPIK is the question category as many as 2535 messages, and the most frequently used media is via SMS and Website. From this it can be seen that the public is aware of the ease of public service based on e-government, but still need to socialize to the community about innovation UPIK assessed can help the Government unit in improving the quality of their public services. By 2015 messages coming to UPIK have decreased by 4154 messages, while in the next year of 2016 4067 messages have been received by UPIK. The decrease of complaints received by UPIK raises the question of whether there is a problem in terms of responsiveness of UPIK itself or indeed the quality of public service of Yogyakarta City which is good because of UPIK, so that incoming complaints tend to decrease.

**Table 2. Number of messages received UPIK based on follow-up  
(January 1 - December 31, 2014)**

<b>No</b>	<b>Handling</b>	<b>Number of Messages</b>	<b>Percent</b>
<b>1</b>	Not yet acted upon/ follow-up	2.568	51,98
<b>2</b>	In the stage of survey	16	0,32
<b>3</b>	Still in the process	44	0,89
<b>4</b>	Completed	2.303	46,62
<b>5</b>	Completed with notes	9	0,18
	<b>Total</b>	<b>4.940</b>	<b>100,00</b>

Source : [www.upik.jogja.go.id](http://www.upik.jogja.go.id). (2017)

Important issues that arise in the implementation of UPIK services so far is related to follow-up. Based on the recapitulation done by the Public Relations and Information section, more messages have not been followed up compared to the unfinished ones. the table above shows 51.98 percent of incoming messages have not received follow-up and 46.62 percent has been completed followed up. From the data seen that there is a problem that occurs in the process of follow-up and response by UPIK itself.

Based on the background explanation above, the researcher is interested to conduct research by determining the appropriate title with the current problem that happened in Yogyakarta city, there is " The Performance of Information and Complaints Service Unit ( UPIK ) toward Responsiveness Public Complaints to Improve Quality of Public Services based on E-government".

## **1.2 Research Questions**

Based on the background above then the researcher proposed some formulation of the problem as follows:

1. How the Performance of Information and Complaints Service Unit (UPIK) Yogyakarta City to Improve The Quality of Responsiveness Public Complaints based e-government ?
2. What are factors influencing the Performance of Information and Complaints Service Unit (UPIK) Yogyakarta City to Improve The Quality of Responsiveness Public Complaints based e-government ?

## **1.3 Research Objectives**

According with the formulation of the problems that have been stated before, the objectives of this research are as follows:

1. To know Performance of Information and Complaints Service Unit (UPIK) Yogyakarta City to Improve The Quality of Responsiveness Public Complaints based e-government.
2. To know the factor influencing the Performance of Information and Complaints Service Unit (UPIK) Yogyakarta City to Improve The Quality of Responsiveness Public Complaints based e-government.

#### **1.4 Benefits of research**

This research is expected to contribute both theoretically and practically, there are :

1. Theoretical benefits, as material information and input for the development of social and political science of research that has relevant objects.
2. Practical benefits, the results of this study are expected to provide input and consideration for the government, especially the Yogyakarta City Government in improving public services through Information Services Unit and Complaints (UPIK) for handling more responsive public complaints.

#### **1.5 Literatur Review**

Based on the search results related to the same research topic with the current research, found some previous studies that have similarities and differences with research conducted by the author. The following will be presented previous studies that found by researcher:

The research of Utomo (2008) about the handling of public complaints About public services. This research highlights the service of a complaint made by a complaints Handling Center public service (P5). This study aims to describe the process of handling public complaints in the public service are handled by Complaints Handling Center, and community participation in it.

This research takes the case study on Complaints Handling Center in Semarang city that is comprehensive, intensive, detailed and insightful as well as more efforts are directed at studying the problems or phenomena that are contemporary.

The results show that public complaints about public services are handled by Complaints Handling Center which is a non-structural institution. However, although the service of the complaint is centered on Complaints Handling Center, the solution is still largely dependent on the Department which is the subject of the complaint. Stakeholder government officials think Complaints Handling Center is effective because it can provide feedback for improvements in public services held, while citizens and NGOs assess the existence of Complaints Handling Center as something positive though not all of them consider it effective.

Parliamentarians are relatively unaware of Complaints Handling Center even though some have heard that the settlement of Complaints Handling Center treatment has not been effective. There have been several attempts to increase the strength of Complaints Handling Center: (1) accommodative leadership; (2) clarify the authority of Complaints Handling Center; (3) the growth of civil society culture; (4) socialization; (5) utilizing the community meeting forum; (6) increased momentum; and (7) the use of information technology means.

Research conducted by Styawan (2012) on Complaint Handling in Public Service (Study on Transparency, Responsiveness, and Accountability in Complaint Handling at Surabaya Land Office II). The problems studied in this research is about the handling of complaint of Surabaya Land Office II especially handling based on attitude of transparency, responsiveness, and accountability.

The results of this study indicate that in terms of transparency, responsiveness, and accountability, complaint handling in these agencies is still considered lacking. In this study it is still found that the suggestion box is still not functioning properly. Then, there was an empty complaining booth without the presence of a watchman. Things that cause bad handling complaints at the Land Office of Surabaya City is the human resources that have not been competent in dealing with complaints and also in quantity, the number of available human resources is still limited.

Suggestion from this research, needed strong commitment from government apparatus especially in duty at Surabaya Land Office to realize transparency, responsiveness and accountability of service. In addition, there should also be supervision from related parties to ensure the performance of the Land Office apparatus can run well.

The research conducted by Aurumbita and Rachmawati (2012) on Public Utilization and Perception of Information and Complaints Service Unit (UPIK) in Suryatmajan Urban Village, Yogyakarta City. This study aims to

describe Information and Complaints Service Unit (UPIK) in Yogyakarta City, describes the utilization and perception of the community against UPIK in Suryatmajan Village.

The background of this research is with the government decision to utilize information technology and complaint of course become new thing in society. It will affect the perception, appreciation, and patterns of daily behavior. As one of the mainstay services of Yogyakarta City, Information Services and Complaints Unit is expected to be utilized and welcomed by the whole community so that it can be used as a service of Yogyakarta city community.

Suryatmajan village is a cyber village stub area, which is a region where people have made use of information and communication technology in daily life. This area is considered appropriate to see how communities in the region can utilize community services based on information and communication technology.

The results of this study show that UPIK aims as a means of communication based on the utilization of information and communication technology for the government and the people of Yogyakarta. This service has been utilized by the community of Suryatmajan village related to information and complaints about the performance of services, facilities and infrastructure, and social community, but not all people know about the service. Other results indicate that the community perception of Suryatmajan Urban Village to UPIK

varies, there are people who positively welcome this service, but there are also people who do not welcome positive and feel not yet need UPIK services. Suggestions from this research, presumably the Public Relations and Informatics provide further socialization for UPIK services can reach and utilized by all elements of society.

Research conducted by Rustaria, Yuswanto, and Nurmayani (2012) on the Implementation of Excellent Service in Information Field through Mechanism of Complaint Service by BPMP in Bandar Lampung City. The focus of this research problem is about the implementation of service excellence in the field of information through the mechanism of complaints service by the Capital Investment and Licensing Agency in Bandar Lampung and why the government should provide excellent service in the field of information through the mechanism of complaints service by the Investment and Licensing Agency in Bandar Lampung .

The result of this research is service at Information Agency through mechanism of service of complaint has been run well. The service process is also considered quite easy and can be solved through various means such as telephone, sms, email, and orally. Completion of the process takes 10 days and can even be completed directly if delivered directly orally by the applicant permit. In addition, the reason the government must provide excellent service is to create community satisfaction and improve the quality of BPMP services so that public trust continues to increase.



Suggestions from this research, first is that BPMP should pay attention and apply the regulation of service consistently. Second, the government of Bandar Lampung more attention and improve the performance of the staff of the complaints service. Thirdly, the head of BPMP Lampung is more likely to conduct vertical review up to staff approach to stimulate staff motivation.

Setianingrum Research (2016) on the Responsiveness of Yogyakarta City Government to the public complaints channeled through the Information Services and Community Complaints Unit (UPIK). UPIK can be considered quite successful as one form of public service innovation, especially in terms of complaint management. This is evidenced by the award, both at national and international levels. To find out the extent of government responsiveness, in this case through UPIK services to respond to public information or complaints, this study finds some matters relating to mechanisms, human resources, and facilities and infrastructure of UPIK services.

In the service mechanism, this study found some weaknesses in the SOP of UPIK service mechanism, especially in the follow-up stages, namely (a) the absence of SKPD head or work unit as a significant party in the formulation of answers and follow-up on information or complaints and (b) the exclusion of specific time allocations to coordinate SKPD or work units in response to public information or complaints. Judging from the problems that arise in the management of UPIK as well as the public assessment of UPIK services, it can be concluded that the responsiveness of the Government of Yogyakarta City is still weak, seen from the speed of government in providing answers to the

community can be said to have been good. Most receive answers less than 3x24 hours. But still found people who receive answers more than 3x24 hours, and some are not receiving answers. Appropriate accuracy seen from the content of the answers with information or complaints submitted. Regarding this matter, some respondents judged to have been good. But there are still some who feel less or not satisfied with the answers given. The clarity seen from the contents of the answer is clear and understandable. This indicator is considered good by the community.

Based on the results of research on previous research, found the same research context with research to be conducted by researchers. The difference of research conducted by Setyaningrum is in the context of the object studied, in previous research by Setyaningrum object of research or focus which made the research is society, how big level of society satisfaction to performance of UPIK own. While research that will be done by the researcher focused on the object of study is Performance of UPIK regarding responsiveness to public complaints.

## **1.6 Theoretical Framework**

The basic outline of the theory is the part that describes the variable-variables and relationships between variables based on certain concepts or definitions. In this section are presented the theories which are the reference for the research conducted. Thus this theory in the research that will be presented are as follows:

### **1.6.1 Concept of Performance**

Mahsum (2006) define that performance is a reflection of the level of achievement of the implementation of an activity or program in realizing the goal, purpose, vision, and mission of an organization are contained in the strategic plan of an organization ( strategic planning). The term is often used to describe performance achievements or success rate of individuals or groups of individuals. Performance can be known if the individual or group of individuals that have had success criteria that have been established in the form of a specific target or goal to achieve.

Performance can be defined as the level of achievement of results or the degree of accomplishment category or in other words, the performance is the level of achievement of the objectives of the organization. The higher performance of the organisas, it will be the higher the achievement of the objectives of the organization.

Performance is the result of work that can be achieved by a person or group of people within an organization in accordance with the authority and responsibility of each in the framework of efforts to achieve the objectives of the organization concerned is legally non-violent and ethical.

From several definitions above the performance can be defined as an activity that has been planned and will be implemented by a public service organization where it is implemented to achieve the objectives of the program that has been created from an organization. Each individual or group within an organization is given responsibility, it is given to

individuals or groups not to violate the law in accordance with moral or ethical.

### **1.6.1.1 Performance Measurement**

Performance measurement can be done by using something that is used as performance measuring tool or achieved result called performance indicator. Performance indicators are quantitative and qualitative measures that describe the level of achievement of a defined activity and objectives. The performance indicators provide an explanation, both quantitatively and qualitatively, of what is being measured to determine whether the objectives have been achieved.

According to Gibson, Ivancecich and Donnelly (2005), to see the success of an organization's performance can be seen from the following aspects:

1. Satisfaction is how far the organization can meet the needs of its members.
2. Efficiency is the best comparison between output and input.
3. Production is a measure showing the organization's ability to produce what is needed by the environment.
4. Adaptability is a measure that indicates the ability of the organization to catch changes in the environment.
5. Development is a measure that reflects the ability and responsibility of the organization in enlarging its capacity and potential for growth.

Clay Wescott (1999) proposes criteria from other perspectives: inputs, outputs, outcomes (including impacts) and processes.

1. Input, is a resource used to provide public services, such as equipment, money and human resources.
2. Output, is the ratio between resources or inputs with outputs assessed by unit cost.
3. Outcome, is the goal or direct result of the attainment of output, such as the decrease in poverty.
4. Process, is to show the way input is processed, output generated and outcome achieved. A good process consists of adherence to rules and integrity.

The outcome parameter is actually no different from the parameters put forward by other authors. Only Wescott suggests another criterion that is the process, which indicates the extent to which the delivery of public services in accordance with standard procedures. In addition it is understood that the parameters proposed by Wescott is more referring to the success indicators of a program.

Agus Dwiyanto (2012) measure the performance of public bureaucracy based on the indicator described as follows:

### **a. Productivity**

That is a concept that not only measures the level of efficiency, but also the effectiveness of the service. Productivity is generally understood as the ratio between input and output. The concept of productivity is too narrow and then the General Accounting Office (GAO) tries to develop a broader productivity measure by including how much public service has the expected results as an important performance indicator.

### **b. Aspects of service quality**

The issue of service quality is increasingly important in explaining the performance of public service organizations. Many of the negative views formed about public organizations arose from public dissatisfaction with the quality of service received from public organizations. The main advantage of using community satisfaction as a performance indicator is that information about community satisfaction is often available easily and inexpensively. Information on satisfaction with service quality can often be obtained from mass media or public discuss. As a result of access to information about the satisfaction of the community on the quality of relative services is very high, it can be a measure of the performance of public organizations that are easy and cheap to use. Community satisfaction can also be a parameter to assess the performance of public organizations.

### **c. Responsiveness**

Responsiveness is the ability of the organization to recognize the needs of the community, set the agenda and priorities of services, develop public service programs in accordance with the needs and aspirations of the community. Briefly, responsiveness refers to the harmony between programs and service activities with the needs and aspirations of the people. Responsiveness is included as a performance indicator because responsiveness directly illustrates the ability of public organizations to carry out their missions and objectives, especially to meet the needs of the community. Low responsiveness is indicated by the dissonance between service and community needs. It clearly shows the failure of the organization in realizing the mission and objectives of the public organization. Organizations that have low responsiveness by themselves have a poor performance as well.

### **d. Responsibility**

Responsibilities explain whether the implementation of the activities of the public organization was conducted in accordance with the principles of administration that is correct or in accordance with the policy organization, both explicit and implicit. Therefore, responsibility may at times conflict with responsiveness.

#### **e. Accountability**

Public accountability refers to how much the policies and activities of public organizations are subject to officials elected by the people. The assumption is that these political officials are elected by the people, by themselves will always represent the interests of the people.

In this context, the basic concepts of public accountability can be used to see how much the policies and activities of the public organization are consistent with the will of the community at large. The performance of public organizations can not only be seen from internal measures developed by public or government organizations, such as the achievement of targets. Performance should be assessed from external measures, such as the values and norms applicable in society. An activity of public organization has a high accountability if the activity is considered correct and in accordance with the values and norms that developed in the community.

As can be observed in several indicators for measuring performance, the performance indicators vary widely. But of the many performance measurement indicators, the researcher chose to use performance measurement indicator proposed by Agus Dwiyanto. The authors chose to use the theory of performance measurement proposed by Agus Dwiyanto because it is considered appropriate, more precise and better able to measure the performance of Information and Complaints Service Unit (UPIK)



towards the public complaints response in improving the quality of public services based on e-government.

Dimensions Performance measurement proposed by Dwiyanto (2006) includes five dimensions, there are productivity, service quality, responsiveness, responsibilitas, and accountability. Regarding responsiveness, Dwiyanto (2006) argues that responsiveness is the ability of the organization to recognize the needs of the community, set the agenda and priorities of service, develop public service programs in accordance with the needs and aspirations of the community. Responsiveness itself is a reflection of the ability of public organizations to recognize the problems that society is facing and formulate alternative solutions to the problem, as well as take follow-up steps to solve the problem. Based on Muallidin (2014) in Concept, Thinking and Value Framework of E-government and E-services explain that responsiveness can be important aspect for public service improvement, responsiveness also main drivers for evaluating the effectiveness of public organizations.

Responsiveness in the implementation of information services and complaints is a form of responsiveness of the Government of Yogyakarta City in improving the public service system and recognize the needs of the community.

## **1.6.2 Concept of Responsiveness**

Agus Dwiyanto (2006: 148) defines responsiveness as an organizational ability to identify community needs, prioritize needs, and develop them into various service programs. Responsiveness measures the organization's responsiveness to expectations, desires and aspirations, as well as the demands of citizens of service users.

Responsiveness according to (Nuralam Budikusumah 2016: 25) is the responsiveness of service providers to the expectations, desires, aspirations, and demands of service users. Meanwhile, according to Zeithaml, Parasuraman & Berry in Agus Dwiyanto (2006: 145). Responsiveness is a willingness to help service users and to provide service sincerely.

Responsiveness is the ability of the provider to recognize the needs of the community, set the agenda and priorities of service, and develop service programs in accordance with the needs and aspirations of the community. In short, it can be said that this responsiveness measures the provider's responsiveness to the expectations, desires and aspirations and demands of customers (Ratminto & Winarsih, 2005: 180-181).

According to Hassel Nogi S. Tangkilisan (2005: 177) Responsiveness is the ability of the bureaucracy to recognize the needs of the community, set the agenda and priorities of service, and develop service programs in accordance with the needs and aspirations of the community.

Briefly, responsiveness refers to the harmony between programs and service activities with the needs and aspirations of the people.

From some opinions on responsiveness it can be concluded that responsiveness is a form of responsiveness and answers from service providers in helping provide relief and grievance to the community in the form of services. The bureaucracy in bringing about service to the community needs efforts to recognize what the community needs and listen to people's complaints. Then identification of the needs and complaints of the community should be an important agenda and evaluation for the government of public service providers to develop and improve service delivery, so that the community can feel satisfied with the services provided.

#### **1.6.2.1 Indicators of Responsiveness**

Agus Dwiyanto (2008) argues that the indicators of responsiveness are as follows:

- a. Whether or not complaints from service users during the past year.
- b. The attitude of the bureaucratic apparatus in responding to complaints from service users.
- c. The use of complaints from service users as a reference for the improvement of service delivery in the future.
- d. Various actions bureaucratic apparatus to provide service satisfaction to service users.

- e. Placement of service users by bureaucratic apparatus in the prevailing service system.

According Zeithaml (2011) explain that Responsiveness is spelled out into several indicators, such as:

- a. Respond to any customer/applicant seeking service. These indicators include attitudes and good communication from service providers.
- b. Officers/apparatus perform services quickly. This rapid service is concerned with the readiness and sincerity of service providers in answering questions and meeting customer demands.
- c. Officers/apparatus perform services appropriately. That is not a mistake in serving, meaning that the services provided in accordance with the wishes of the community so that no one feels disadvantaged for the services he gets.
- d. Officers/servants perform careful service. Means that service providers should always focus and seriously in providing services to the community.
- e. Officers/apparatus perform services with the right time. The right time means the implementation of the service to the community can be completed within a predetermined time so as to provide certainty of service to the community.
- f. All customer complaints are responded by the officer. That every service provider should provide access to the public to be able to

complain and find the best solution. (Ziethaml, et al in Hardiyansyah, 2011: 46).

### **1.6.2.2 Organizational Responses Public Complaint**

According to Davidow (2000), there are six different dimensions of organizational responses to complaints (timeliness, facilitation, redress, apology, credibility, and attentiveness) that affect postcomplaint customer behavior. His model, which was empirically tested, succeeded in empirically differentiating between the six organizational response dimensions, satisfaction, and the postcomplaint customer behaviors (such as repurchase and word-of-mouth activity). He presented a specific framework for understanding why customers behave the way that they do when presented with a specific organizational response to their complaint.

A brief description of the organizational response dimensions follows:

- **Timeliness.** The perceived speed with which an organization responds to or handles a complaint.
- **Facilitation.** The policies, procedures, and structure that a company has in place to support customers engaging in complaints and communications.
- **Redress.** The benefits or response outcome that a customer receives from the organization in response to the complaint.
- **Apology.** An acknowledgement by the organization of the complainant's distress.

- Credibility. The organization's willingness to present an explanation or account for the problem.
- Attentiveness. The interpersonal communication and interaction between the organizational representative and the customer.

### **1.6.3 Concept of E-government**

E-government is the use of information technology by the government to provide information and services for its citizens, business affairs, and other matters pertaining to government. E-government can be applied to legislative, judicial, or public administration, to improve internal efficiency, deliver public services, or democratic governance processes. The most expected benefits of e-government are improved efficiency, convenience, and better accessibility of public services.

Tapscott and Caston (in Haque, 2012) argue that ICT has led to a "paradigm shift" from the bureaucratic system towards e-government. This paradigm shift in public sector organization led to Flexibility, organizational networking, vertical / horizontal integration, innovative entrepreneurship, organizational learning, accelerating service delivery strategies, and customers driven to replace the traditional bureaucratic paradigm characterized by Modernization of Public Sector Organizations: Improved Coordination and Communication by e-Government Technology applications, internal productive efficiency of functional rationality, departmentalization, hierarchical control, and IT-based management rules. The new paradigm, shifting the e-government paradigm emphasizes building coordinated networks, external collaboration, and customer service.

According World Bank (2004), stated that E-government refers to use by government agencies of informaton technologies that have the ability to transform relations with citizens, business, and other arms of government. These technology can serve a variety of diffrent ends: better delivery of government services to citizens, improved interactions with business and industry, citizen empowerment throught access to information, or more efficent government management. The resulting benefit can be less corruption, increased transparency, greater convenience, revenue growth, and/ or cost reduction.

According to World Bank's definition of E-government is the use of information technology by governments (such as: Wide Area Network, Internet and mobile computing) that enable governments to transform relationships with communities, businesses and interested parties (Worldbank, 2004).

E-government is a way for governments to use new technologies to better serve citizens access to information and government services, to improve service quality and to provide greater opportunities for participation in democratic processes and institutions.

E-Government does not mean putting more computers on the desks of government officials and more than just a government website on the Internet. Political, social, economic and technological aspects determine e-Government. It establishes the relationship between government officials and citizens. e-Government is also known as the digital government, and government online. Here refers to the use of government ICTs to exchange information and services with

citizens, businesses, and other arms of government (World Bank, 1991). The following table shows the shift in the paradigm of public service from the bureaucratic paradigm to the e-government paradigm in public sector organizations.

**Table 3. Paradigm shift from bureaucratic to E-Government**

	<b>Bureaucratic Paradigm</b>	<b>E-Government Paradigm</b>
<b>Orientation</b>	Production cost efficiency	User satisfaction and control, Flexibility
<b>Process Organization</b>	Functional rationality, departmentalization, vertical hierarchy of control	Horizontal hierarchy, network organization, information sharin
<b>Management Principle</b>	Management by rule and Mandate	Flexible management, interdepartmental teamwork, with central coordination
<b>Leadership Style</b>	Command and control	Facilitation and coordination, innovative entrepreneurship
<b>Internal Communication</b>	Top down, hierarchical	Multidirectional network, with central coordination, direct communication
<b>External Communication</b>	Centralized, formal, limited Channels	Formal and informal direct and fast feedback, multiple channels
<b>Mode of Service Delivery</b>	Documentary mode and interpersonal interaction.	Electronic exchange, none face-to-face interaction
<b>Principles of Service Delivery</b>	Standardization, impartiality, Equity.	User customization, Personalization

Source : Huque, 2012.

In essence E-government is the use of technology that can improve the relationship between government and other parties. The use of this information technology then generates a new form of relationship as described above, there are:



G2G (Government to Government), G2B (Government to Business), and G2C (Government to Citizens) (Indrajit, 2002: 41).

### 1. Government to Government (G2G)

In the era of globalization there is a need for countries to communicate with each other intensively from day to day. The need to interact with each other is not only about matters relating to diplomatic matters, but further to facilitate cooperation between countries and cooperation among state entities (society, industry, companies, etc.)

### 2. Government to Business (G2B)

One of the main tasks of a government is to establish a conducive business environment in order for the economy of a country to run properly. In conducting its daily activities, business entities such as private companies require a lot of data and information owned by the government. The need for good relationships between government and business people in addition to aims to accelerate business practitioners in facilitating the company's wheels, but also many things that can benefit the government if created a good and effective interaction relationship with the private sector.

### 3. Government to Citizen (G2C)

This type of G2C is the most common e-government application in which the government builds and implements various information technology portfolios with the primary aim of improving interaction with the community. In other words, the main purpose of this G2C application is

to bring the government closer to the people through different access channels so that people can easily reach the government for the fulfillment of various daily service needs.

Indrajit (2002) argues that in the implementation of e-government there are indicators related to various infrastructures and supporting strategies, where the implementation of e-government includes:

- a. Infrastructure data, including system management, documentation, and on-site work processes to provide quantity and quality of data that support the implementation of e-government;
- b. Legal, legal and regulatory infrastructure including licensing to support towards e-government;
- c. Institutional infrastructure, embodied with governmental institutions consciously and existentially conducts and focuses its objectives in the application of e-government;
- d. Human infrastructure, reliable human resources are essential to be prepared in the implementation of e-government;
- e. Infrastructure technology, e-government application is based largely on the existence of adequate technological infrastructure;
- f. Leaders' thinking strategy, e-government application is in dire need of leaders who bring e-government vision into their agenda and have thought strategies to make it happen.

### **1.6.3.1 The benefits of E-government**

E-government has many benefits in supporting the effectiveness and public service. There are three dimensions in seeing the benefits of the application of E-government, namely economic, social and government dimensions (Miscuraca, 2007: 57-58)

#### 1. Economic dimension

In terms of economics, the benefits of e-government include reducing transaction costs for better capacity with service targets, increasing coverage and quality of service delivery, increasing response capacity in addressing issues of poverty and increasing revenue.

#### 2. Social dimension

In social terms, the benefits of E-government vary considerably from job creation in the third sector, improvement of the founding and health systems, better targeting of government services, capacity building in the provision of safety and security. In many cases these benefits can be evaluated in political terms and can be quantified in financial terms

#### 3. The dimensions of government

In terms of governance, the benefits of E-government can improve the achievement of good governance in terms of increasing transparency, accountability or democracy compared to conventional governments. E-

government can also increase community participation so as to strengthen the existing democratic system.

Satriyadi, (2006) describes several benefits of e-government include:

- a. Improving the quality of public services a government performance, especially in terms of effectiveness and efficiency of various areas of state.
- b. Improving transparency, control, and accountability of governmental administration in order to implement the concept of Good Governance and Clean Government.
- c. Significantly reduce total administrative costs, relationships and government-issued interactions for daily activities.
- d. Providing government opportunities to gain new sources of revenue through interaction with interested parties.
- e. Creating a new community environment that can quickly and appropriately answer a variety of public and global issues.
- f. Empowering communities as government partners in an equitable and democratic public policy process.

#### **1.6.3.2. Organizational Barriers in Implementation of E-government**

E-government is considered an effective means of improving the efficiency of government administration and providing services to citizens, businesses and other entities. The intention to implement e-government

projects by government organizations is increasing as people demand for better services. Citizen demand is due to the experience of benefiting the application of information technology in private organizations that have resulted in similar profit expectations from government organizations such as local governments (P. Beynon, 2004). As a result, the implementation of information technology in local government organizations needs to accommodate these expectations and demands. In other words, local governments are confronted with the needs of stakeholders, such as citizens, corporations, and high-level government institutions, to apply information technology in delivering better services and products.

However, e-government adoption and implementation is a challenging issue for many governments, especially at local level, since many factors impede the implementations. These impeding factors includes technological , financial, and organizational constraints. These barriers have hindered the successful implementation of 85% of e-government systems, particularly in developing countries. Several e-government studies indicate that there are many barriers related to the organizational constraints; for example unclear vision and strategy , ambiguous missions and goals, lack of coordination, lack of partnership, organizational structure , and inappropriate change management. These aspects have mainly been addressed in general terms without identifying how the barriers influence the adoption and implementation of e-government at organizational level,

particularly at local government levels where the central governments might dictate the adoption and implementation process (Nurdin, 2011).

According Nurdin (2011) have summarized Organizational barriers in adoption and implementation of e-government below :

- a. Lack of participation – citizens, political and internal government users participation.
- b. Low commitment – government leaders and employees commitment.
- c. Lack of partnership/collaboration – partnership or collaboration among local governments, inter-departments and among employees.
- d. Lack of responsibility – responsibility of government Leaders, officials and ICT management.
- e. Inadequate or no change of management Strategy – change management strategy according to new way of doing government business.
- f. Lack of transparency – transparency in management, decision making and administration.
- g. Lack of trust - trust between employees and government institutions.
- h. Lack of organizational/employees learning – governments do not learn from other governments' experience and do not provide

training for employees. Employees do not have skills to use technology.

- i. Unclear mission and visions – mission and visions are unclear or not stated before e-government implementation.
- j. Conflict or unclear of goals – goals to implement e-government are unclear, not stated or they conflict with central government (local government goals) or with other government projects implementation.
- k. Lack of implementation strategy – strategy formulation does not include planning and strategy to align front office with back office of e-government.
- l. Restrictive law and regulations – no formal rules and regulations to regulate e-transactions or data sharing.
- m. Rigid organization structure/hierarchy – organization structure and hierarchy are not reformed and impede service integration and administrative processes as well as delaying services.
- n. Weak coordination – coordination between central and local government, between departments and employees.

### **1.7 Conceptual Definition**

Conceptual Definition is an attempt to explain the limitation of understanding between one concept with another concept in order to avoid misunderstanding or overthrow in understanding the concept which will be presented. Conceptual definitions of this research include :

1. Performance is the work achieved by a person or group of persons within an organization in accordance with their respective powers and responsibilities, in an effort to achieve the objectives of the organization concerned legally, unlawful and in accordance with ethical morals. To measure the performance need to use aspects of performance measurement there are: aspect of productivity, service quality, responsiveness, responsibilitas and accountability.
2. The responsiveness of the public service is the response of the service provider to the feedback given by the community regarding the service received. Responsiveness needs to be improved in the public service, given in assessing the quality of service provided, the government should hear the needs and complaints of citizens who are provided services as an evaluation material. Problems and complaints are then responded appropriately and as quickly as possible.
3. E-government is use of information technology in public organizations or by government even though the aim that the effectiveness, efficiency or performance of the organization as a whole can be improved. E-government is considered capable of improving the quality of government services to its stakeholders, such as society, business and industry.



## 1.8 Operational definition

Operational definition is a research aspect that provides information on how to view, use and measure variables so that the research is really well directed and clear. The operational definition used in this research:

A more detailed description of the variables, indicators and parameters can be seen in the table below :

**Table 4. Indicators Organizational Responsiveness**

<b>Variable</b>	<b>Indicators</b>	<b>Parameters</b>
Responsiveness	1. Timeliness	a. Speed organization responds: <ul style="list-style-type: none"> <li>• Admin UPIK</li> <li>• Operator UPIK</li> <li>• SKPD</li> </ul>
	2. Facilitation	a. Physical Facilitation b. Non-physical : <ul style="list-style-type: none"> <li>• Application features</li> <li>• Network</li> <li>• Financial Resources</li> <li>• Human Resources</li> </ul> c. Involvement : <ul style="list-style-type: none"> <li>• Partnership</li> <li>• Responsibility</li> </ul>
	3. Redress	a. Satisfaction Level b. Privacy Guarantee
	4. Apology	a. Attitude or acknowledgement of organization related courtesy
	5. Credibility	a. Commitment b. Bureaucracy : <ul style="list-style-type: none"> <li>• Regulations</li> <li>• Organization Hierarchy</li> <li>• Coordination ( vertical and horizontal )</li> </ul>

		c. Adaptability : <ul style="list-style-type: none"> <li>• Transparency</li> <li>• Organizational learning</li> </ul>
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## 1.9 Research Methods

Understanding the method according to Winarno Surachmad was the main way used to achieve a goal. Using techniques of data and tools. The main ways that investigators obtained after taking account of or reviewed the investigator as well as of an investigator.

### 1.9.1 Types of Research

Type of this research is a descriptive qualitative research. The research conducted to understand social phenomena from the view of the correspondent, by trying to describe clearly and detailed about things or research studies based on data collected in the field and strengthened with literature studies. So can the correct conclusion drawn as final answer over principal issues.

While according to Hadari Nawawi Descriptive method as a problem-solving procedure investigated by describing and describing the state of research subjects (a person, institution, group or community) based on the visible or as it is. The purpose of this study is to make description, picture, painting in a systematic , factual and actual facts, and the relationship between phenomena.

### 1.9.2 Data types

Based on how they were taken, the data is divided into several types, there are follows:

#### a) Primary data

Primary data is data extracted from a data source directly by researchers or represent it, in which researchers conduct their own measurements. The data for example data questionnaire, data measurement of height or weight, where the researchers conducting the measurements themselves. The primary data can use is such as interview member of Public Relations and Information Section of the Regional Secretariat Yogyakarta City, Operator of UPIK at SKPD, and regional information (BID) as a unit of work or party that does the management of complaints through UPIK.

**Table 1.4 Primary Data Research**

No	Name of Data	Source Data	Methods
1	Community Satisfaction Index Report on UPIK in 2016	Public Relations and Information Section of the Regional Secretariat Yogyakarta City	Interview
2	Standard Operating Procedure No. 5/SOP/PIK/VII/2011	Public Relations and Information Section of the Regional Secretariat Yogyakarta City	Interview
3	Meeting Triwulan III UPIK report	Public Relations and Information Section of the Regional Secretariat Yogyakarta City	Interview

<b>4</b>	UPIK UNPSA	Public Relations and Information Section of the Regional Secretariat Yogyakarta City	Interview
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#### b) Secondary data

Secondary data is data that is not taken from original source directly. For example, data obtained from the book, from a document, or from the results of a questionnaire that had been done by other researchers. such as :

1. Regional Regulation Number 8 Year 2008 on the Establishment, Arrangement, Position and Main Duty of the Regional Secretariat.
2. Mayor Regulation of Yogyakarta City Number 77 Year 2009 about Information and Complaints Services on Information and Complaints Services Unit ( UPIK) Yogyakarta City.

### **1.9.3 Data collection technique**

There are several ways that can be used to collect data in a case study study. In this research will be conducted two data collection techniques that is by way of interviews and documents that can be used as a tool to complete this research.

#### a. Interview

Interview is the process of obtaining information for the purpose of research conducted by way of question and answer in a face-to-face manner between researchers with respondents, using interview guides. The

interview was conducted by two parties, namely the interviewer (interviewer) who asked questions, and the interviewee (interviewee) who provide answers to these questions. This research uses interviews with Public Relations and Information Section of the Regional Secretariat Yogyakarta City, Operator of UPIK at SKPD, and Regional Information Agency (BID) as a unit of work or party that does the management of complaints through UPIK. This method aims to find out the implementation of handling public complaints through UPIK.

**Table 1.5 Research Interviewees**

<b>No</b>	<b>Name</b>	<b>Job Position</b>
<b>1</b>	Bapak Hageng	Admin of UPIK
<b>2</b>	Bapak Priyo	Operator of UPIK at SKPD
<b>3</b>	Bapak Anang P	Head of Sub Division of Information and Complaints
<b>4</b>	Ibu Ika	Arsip Section of UPIK

b. Documentation

Documentation is a method undertaken by researchers by investigating written objects such as books, magazines, documents, regulations, photos, meeting minutes, diaries, and so on. Researchers will explore the report made by the Organizer UPIK, records and statistics in case of UPIK, as well as government policies regarding UPIK, regulations concerning UPIK. Including previous research regarding UPIK, there are :

1. Regional Regulation Number 8 Year 2008 on the Establishment, Arrangement, Position and Main Duty of the Regional Secretariat.

2. Mayor Regulation of Yogyakarta City Number 77 Year 2009 about Information and Complaints Services on Information and Complaints Services Unit (UPIK) Yogyakarta City.
3. Meeting Report of UPIK Triwulan III Period 2016-2017.

#### **1.9.4 Data Analysis Technique**

Qualitative data analysis is an effort done by working with data, organizing data, sorting it into manageable units, synthesizing it, finding and finding patterns, finding patterns, finding what is important and what is learned, and deciding what can be told to others (Bogdan and Biklen, 1992). According to Nasution (2001), the stages through which analyze this data are :

1. Data collection, related search data on field research conducted by researchers by interview method
2. Data Reduction, related the selection process, focusing attention on simplification and transformation of rough data obtained in the field.
3. Presentation of data, related description of collated information collection that allows to make inference of conclusions and taking action.
4. Conclusion and verification, from the data collection process, the researcher searches for the meaning of each of the symptoms obtained in the field, noting the regularity or pattern of possible

explanations, the causal flow, and the proposition. The data obtained will be drawn a valid conclusion based on the data source.

### **1.9.5 Unit Analysis**

In these research, the unit of analysis can be an individual or can also a group. The unit of analysis in this research is Information and Complaints Service Unit (UPIK) Yogyakarta City and Division of Public Relations and Information Yogyakarta City Government.