

CHAPTER III

ANALYSIS AND DATA INTERPRETATION

In this chapter, the writer tries to explain about the Performance of Information and Complaints Service Unit (UPIK) Yogyakarta City to Improve The Quality of Responsiveness Public Complaints based e-government. In order to determine whether the Performance of UPIK going well, the writer will explain using indicators Organizational Responsiveness and Factors Included in implementing e-government as explained before in definition operational.

3.1 Organizational Responsiveness of Information and Complaints Service Unit (UPIK)

According to Davidow (2000), there are five different dimensions of organizational responses to complaints (timeliness, facilitation, redress, apology, credibility) that affect complaint customer behavior.

3.1.1 Timeless

Information and Complaints Service on Information Services and Complaints Unit (UPIK) Yogyakarta was established with the the Mayor of Yogyakarta Regulation Number 77 Year 2009 about Information and Complaints Service on Information Services and Complaints Unit (UPIK) Yogyakarta . With the appearance of the mayoral regulation, then regulation Decree (SK) number 86 Years 2003 are not applicable . Regulation of the mayor Number 77 year 2009 regulates the establishment of institutional and service mechanisms on UPIK.

To measure the performance of UPIK in improving the quality of responsiveness to handle complaints and public information, the object of performance measurement is on Human Resources in UPIK itself. Institutionally, the parties responsible for UPIK services are UPIK admin, UPIK operator, and head SKPD or work unit. Each party has its own responsibilities and authority as follows:

- a. The responsibility of the UPIK admin is to receive information (questions, complaints, news, suggestions), verify, distribute and remind relevant agencies to respond promptly to information requiring coordination of relevant agencies to SKPD/work unit.
- b. UPIK operators are responsible for receiving information (inquiries, complaints, news, suggestions) and responding/replying to clients within a specified time, either directly or through UPIK media.
- c. Head of SKPD/work unit is responsible for response given to information from client. In improving information and complaints services, sub-districts are also required to establish UPIK sub-districts that serve information and complaints of the community in the district. This is governed by a separate mayoral regulation.

To set technically the implementation of UPIK service mechanism, the Public Relations and Information Section make standard operating procedure (SOP) as guidance for the parties involved in handling UPIK. SOP Number 05/SOP/ HI/ 2011 has arranged 15 stages to follow up the information or complaints of the community. From these 15 stages, can be divided into three groups:

- 1) the receiving, identification, and resume of messages by the UPIK admin to the operator, with a total time of 10 minutes each message.
- 2) follow up step by operator UPIK with total time 15 minutes each message.
- 3) reporting step by admin UPIK with total time 5 days 4 hours 27 minutes.

While in the Mayor Regulation number 77 Year 2009 about Information Services and Complaints on Information Services and Complaints Unit (UPIK) of Yogyakarta is set about the deadline of Response. Deadline for admin UPIK to forward information in the form of news, complaints, questions, and complaints or suggestions to SKPD, work unit or relevant agencies is within 1 x 24 hours. Meanwhile, the deadline for SKPD or work unit to respond to news, complaints, questions, and suggestions to its instances is 2 x 24 hours from the time the information is received. For problems requiring follow-up coordination and involving multiple SKPDs, the deadline for response is 6 x 24 hours from the time the information is received.

1) Admin of UPIK

According Mayor Regulation number 77 Year 2009 about Information Services and Complaints on Information Services and Complaints Unit (UPIK), In SOP Number 05/SOP/HI/2011 the Deadline for Admin Upik to forward information in the form of news, complaints, inquiries, complaints of suggestions to SKPD, Work Unit or relevant Agencies is within 1 x 24 hours. To find out the performance of UPIK admin, there are several indicators that are assessed, such as the speed of time to forward messages from the public to the

operator, message accuracy, and UPIK admin response in response to the problems faced by UPIK operators. The speed of time concerning the length of time admin continue the message from the public to the operator UPIK in SKPD or work unit. Regulatively, this is done a maximum of 1x24 hours.

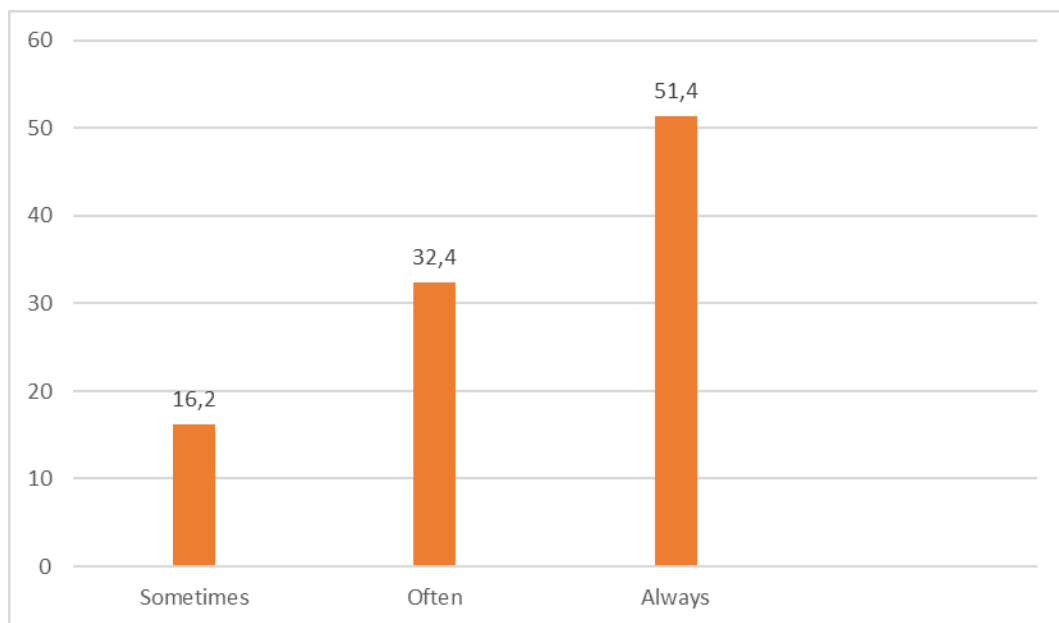


Diagram 1. Percentage Opinion of UPIK Operator about Admin UPIK Continue Message To (Operator) SKPD Maximum 1x24 Hours After Message Received by Admin UPIK

Source :UPIK, 2016.

Based on the above diagram shows that the intensity of Admin UPIK in forwarding messages to the Operator SKPD within a maximum period of 1x24 quite timely. Intensity Admin UPIK almost always forward the message within the period in accordance with the SOP that has been determined, that is equal to 51, 4%. There is no operator who says that Admin UPIK never continue the message from the public.

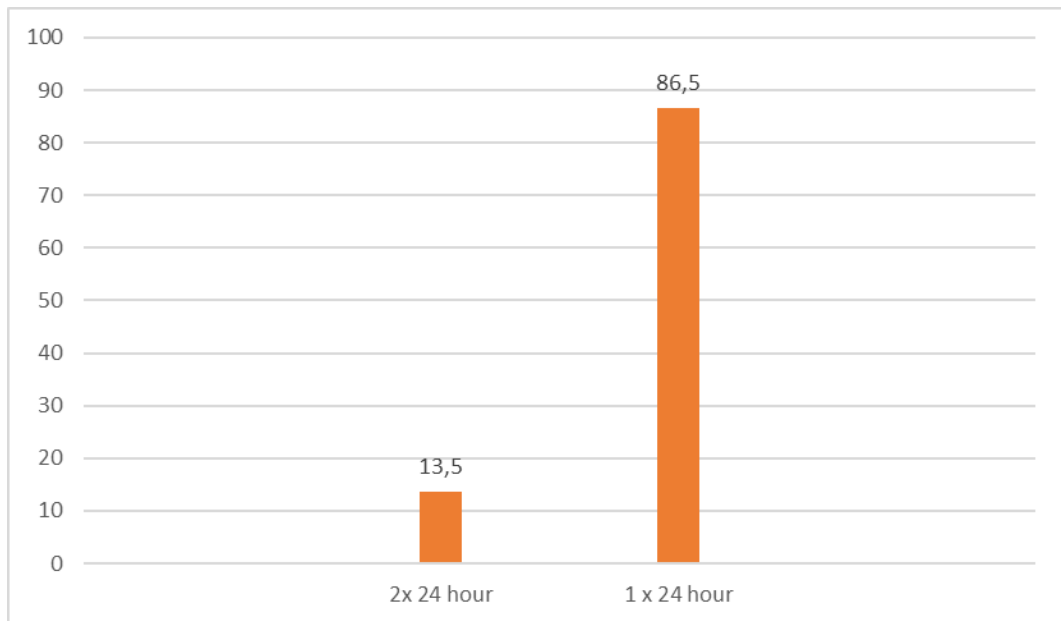


Diagram 2. Percentage of Opinion Operator UPIK about the length of time the Admin continue the message to (Operator) SKPD after Message Received by Admin UPIK

Source : UPIK, 2016.

Diagram 2. shows the distribution of data about the length of time Admin most often continue or forward the message to the Operator. The variable is also used to measure the time speed indicator in response. Based on data of 86, 5% Admin UPIK in forwarding messages within a maximum of 1 x 24 hours after the message received. It is as expected in the service technical standard (SOP), that Admin must forward messages no more than 1 x 24 hours In terms of the speed of time continuing the message the researchers conducted an interview with UPIK Admin that is Mr. Hageng.

"We always try to continue or forward the message to the operator on time if there is an incoming message, unless there are technical things that can not be avoided such as electrical problem or there is interference in the

internet network that can cause it to forward messages more than the time specified"

So in terms of the speed of time made by Admin to every Operator in SKPD can be assessed maximally in performance, only sometimes constrained technical problems that can not be avoided such as electricity problems and disruption of the Internet network.

2). Operators of UPIK

Based on Mayor Regulation number 77 Year 2009 about Information Services and Complaints on Information Services and Complaints Unit (UPIK), In SOP Number 05/SOP/HI/2011 Operators of UPIK in SKPD or Unit Work are responsible for receiving information (inquiries, complaints, news, suggestions) from Admin of UPIK and responding/replying to clients within a specified time through UPIK media.

Need correct understanding related to UPIK Operator position. In response to complaints, UPIK operators only provide and report on answers or explanations from related SKPD regarding complaints from the public to the Admin UPIK. In this case it appears that the operators are not directly related to the delivery of information back to the community. who is more responsible in giving a direct answer to the community is the head of related SKPD.

In the implementation of UPIK services, there are two form filling procedures that must be done by the UPIK operator, there are the response form to the community and the follow-up reporting form. Both forms are important to fill in as a benchmark of the Public Relations and Information Section in

providing an assessment to the SKPD or work unit when responding to information or complaints. Operators judge that the procedure of filling the two forms is easy. However, as submitted by the UPIK admin, there are still some operators who forgot to fill out the follow-up form.

The unfilled form will assume that the message has not been resolved by the SKPD or work unit. If the form is not filled completely, it will not be recorded on the system by admin UPIK although there has been follow-up. According to the operator, this is because in the application, the filling stages of the two forms are different pages so that the operator sometimes forgets to enter in the next stage. Procedurally, the applicable SOP No. 05/SOP/HI/2011 has not yet accommodated the additional form filling procedure that must be done by the UPIK operator, as well as the latest application system development.

Table 3. Statistics of incoming messages by message type
(1st January 2016 - 31th December 2016)

NO	TYPE OF MESSAGE	AMOUNT	%
1	COMPLAINTS	390	10
2	QUESTIONS	1281	31
3	INFORMATION	1838	45
4	SUGGESTIONS	573	14
TOTAL		4082	100

Source : Divison Public Relations and Information Yogyakarta City, 2016.

Based on data from the Divison Public Relations and Information Division of the Regional Secretariat Yogyakarta City in year 2016, there were 4082 messages entered into UPIK which were divided into several categories of

messages. types of complaints were 390 messages, question were 1281 messages, information were 1838 and advice or were 573 messages.

Table 4. Statistics messages based on Follow-up

NO.	STATUS REPORT	AMOUNT	%
1	Not Yet Follow-up	2142	52
2	In The Stage of Survey	0	0
3	In The Stage of Process	0	0
4	Done	1943	48
5	Done with note	0	0
TOTAL		4085	100

Source : Divison Public Relations and Information Yogyakarta City,2016.

Based on data obtained during interviews with the Secretariat of UPIK and one of the UPIK admin can be seen that there are 2142 messages that have not been followed up or 52% of messages coming into UPIK. Messages that go into categories have not been followed up does not mean have not received answers or responses from UPIK or SKPD or related work units but admin and operator UPIK who have not filled out the follow-up reporting form. Not followed up does not mean the message is ignored, the message has been responded/answered but not written in the follow-up menu in the system by operator UPIK.

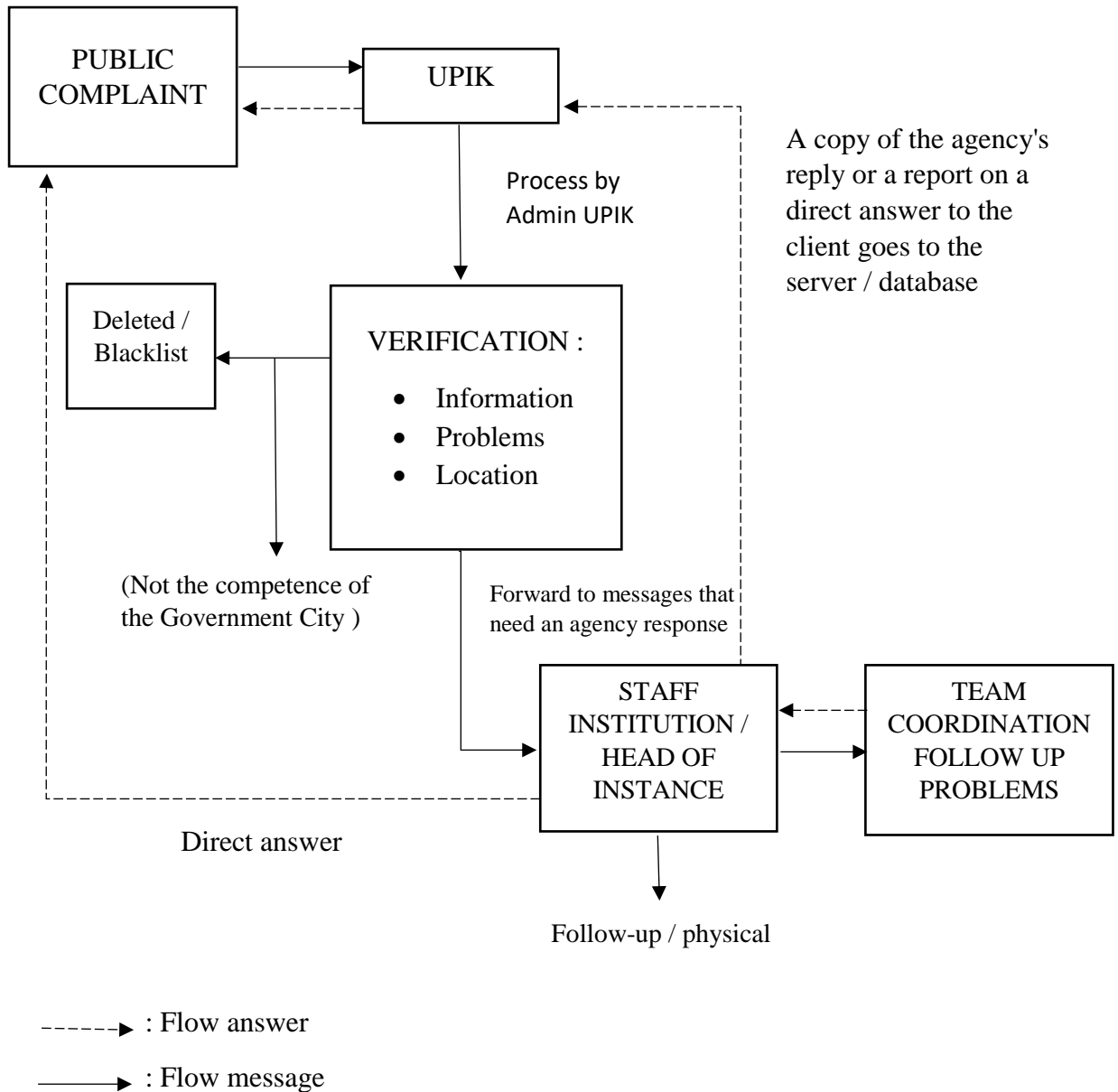
Important issues that arise in the implementation of UPIK services so far is related to follow-up. Based on Public Relations and Information Information of Yogyakarta City Secretariat, the authority of UPIK admin is only limited to know whether the message of the community has been responded or not by

SKPD or unit of work addressed through UPIK application system. UPIK administrators and operators have a duty to fill out the response form to the community and follow up reporting form as described previously. Both forms are very important to be filled as a benchmark of the Public Relations and Information Division in providing an assessment to the SKPD or work unit when responding to information or public complaints. Operators judge that the procedure of filling the two forms is easy. It's just, as submitted by admin UPIK, but in the implementation until now there are some operators who forgot to fill out the follow-up form. The unfilled form will assume that the message has not been resolved by the SKPD or work unit. If the form is not filled completely, it will not be recorded by the admin UPIK although there has been follow-up.

3). Head of SKPD or Unit Work

The Regulation of Mayor Number 77 Year 2009 stated that the head of SKPD/work unit is a determinant of answers and follow-up on information and complaints of the community. The Regulation also explains how the mechanism of Information and Complaints Service Unit works, in which the Head of SKPD or Work Unit is responsible for providing answers directly to the complaints submitted by the community.

Table 1. Complaint flow through UPIK



Based on the flow of UPIK service mechanisms listed in the Mayor Regulation Number 77 Year 2009. Public messages in the form of information or complaints to UPIK are received, processed, and verified by admin UPIK. Based on the verification result, it can be seen that the message is competence

and not the competence of Yogyakarta City Government. Messages that are not competence of Yogyakarta City Government will be deleted or blacklisted. Meanwhile, the message that is the competence of Yogyakarta City Government will be submitted or forwarded to the relevant agencies. In each agency, the message will be received by the operator UPIK and then followed up by each agency. It is the agency or SKPD that has the authority to send a reply or answer to the public. Technically, this is done by UPIK operators. Replies or answers are also logged into the server or database. Relevant agencies have the responsibility to follow up on the information or complaints of the community, especially those related to physical follow-up. Important issues that arise in the implementation of UPIK services so far is related to follow-up by related SKPD.

Table 5. Statistics messages based on the status of the reply

NO.	STATUS REPORT	AMOUNT	%
1	SEND THROUGH SMS / EMAIL	3951	97
2	WRONG ADDRESS	75	2
3	HAVE NOT RESPONDED	56	1
TOTAL		4082	100

Source : Divison Public Relations and Information Yogyakarta City, 2016.

Based on statistical data of messages according to the reply status, the UPIK has responded to messages received by UPIK. operator UPIK has given answers to 3951 messages or 97% of the total incoming messages which are 4082 messages, the answer is sent via email or SMS with the record of the answer has been received by the sender or the message is already in the finished category which is recorded in the system UPIK . In addition there is a message

that is wrong address or location of the contents of the wrong message addressed or even not addressed within the scope of the Government of Yogyakarta. In this case Message returned by operator in work unit to Admin UPIK because not according to duty and principal of function SKPD or location of incident, recorded as many as 75 messages returned to admin UPIK because wrong address. There are 56 or 1% of messages coming to UPIK during 2016 that have not been responded, not because the performance of UPIK admin does not respond but more to the SKPD or Work Unit has not provided answers to the inputs sent to UPIK. This is what affects the responsiveness of the UPIK service itself because of the lack of responsiveness from some SKPD in providing answers to the community.

Whereas in the Regulation of Mayor Number 77 Year 2009 stated that SKPD/work unit is a determinant of answers and follow-up on information and complaints of the community. The absence of regulations or sanctions that regulate SKPD to more responsible in responding to the community phase to the weak responsiveness in response to complaints from the community which will also impact on the less responsive assessment of the performance of UPIK itself, whereas the performance of UPIK is limited to receiving, responding in accordance with the field which is known, proceeding to the relevant SKPD. Furthermore the response time depends on the SKPD concerned.

Public Relation and Information Section as the agency responsible for UPIK management makes rating on SKPD or work unit performance in response to public information or complaints. This ranking is based on responds time. In the period 1 July - 30 September 2016 in the UPIK quarter III meeting top ten of SKPD or work units rated not yet responsive are as follows:

Table 2. Top ten SKPD not yet responsive

No	Agencies	Load	Responds time
1	Gondokusuman Sub district	3	279:31:40
2	Department of Tourism	18	226:00:29
3	Inspectorate	6	220:19:59
4	UPT Malioboro	48	199:17:04
5	Department of Land and Spatial Planning	1	195:18:16
6	Department of Public Works	86	130:00:09
7	Gedongtengen Sub district	1	120:17:41
8	Department of Agriculture and Food	3	119:02:48
9	Satuan Polisi Pamong Praja	33	107:09:18
10	Badan Pengelolaan Keuangan dan Aset Daerah	29	103:00:19

Source : Divison Public Relations and Information Yogyakarta City, 2016.

This can not be separated from the mechanism set forth in Mayor Regulation Number 77 Year 2009. The existing mechanism can not monitor the follow-up done by each SKPD or work unit to overcome the problems raised by the community through UPIK. As stated by the Head of Public Relations and Information, UPIK can be said only as a container of information or complaints, while the follow-up becomes the responsibility of each SKPD or work unit. Public Relations and Information as the party managing UPIK does not have the capacity or authority to monitor it. Limited coordination sections headed by the

assistant secretary of the region or sometimes by the direct regional secretary, who gives a warning to SKPD or work units considered unresponsive.

The limited coordination meeting can be said to be effective enough to encourage each SKPD or work unit to be more responsive. As mentioned by some heads of work units, they will give priority to handling information or complaints through UPIK as this is related to the SKPD performance assessment or work unit that can be easily monitored.

Meanwhile, the handling of follow-up by SKPD or work unit complained by operator UPIK. Almost all UPIK operators are not employees who are in strategic decision-making positions. They should coordinate with relevant officials and or heads of agencies to respond to public information and complaints, especially the follow-up. The coordination that should be done by the team - as mentioned in the Mayor Regulation Number 77 Year 2009 - has not been effective.

3.1.2 Facilitation

The facilities needed to support the running of the Information and Complaint Service are divided into Physical Facilities, Non-physical Facilities, and Involvement .

a. Physical Facilities

The element of infrastructure and technology in UPIK is very important. Physical infrastructure is one of supporting UPIK in providing services to the community effectively and efficiently. In the Public Relations and Information

section, Sub Division of Information and Communication Technology has adequate physical infrastructure that is 13 units of computers and 3 units of Laptop and supported by smartphones to operate UPIK outside the office. This was reinforced by an interview conducted with Mr. Tio in the Public Relations and Information Section.

"Public Relations and Information already has 13 units of computers and 3 units of Laptops in doing information services and complaints, in addition to optimizing services, there are admins who respond to messages directly through the application on the smartphone so it can respond outside working hours. But there are obstacles that can not be avoided if there is a power outage ".

Constraints are sometimes still perceived by admin UPIK in operate system UPIK among others is dependence with electric power, because to operate computer in program UPIK require electrical energy. If there is a power outage, it will inhibit UPIK in providing response and distribution to the relevant SKPD.

b. Non-physical Facilities

In support of the implementation of the program Information Services and Complaints with optimal, there are non-physical facilities needed there are application feature, network, availability financial resources and Human Resources .

1). Application features

Application features become one of the variables to measure the facilities used Admin and Operator UPIK in providing services UPIK. In general, UPIK application features meet the expectations of UPIK operators in Yogyakarta City Government. The application feature is rated as expected because it makes

it easy for the Operator to fill in several forms, as shown by 81.1% (figure 1)
 The operator states that the application features are as expected. But there are also some operators say that the application of form filling is less effective and takes quite a bit longer because it requires precision and caution only by 8.1%.

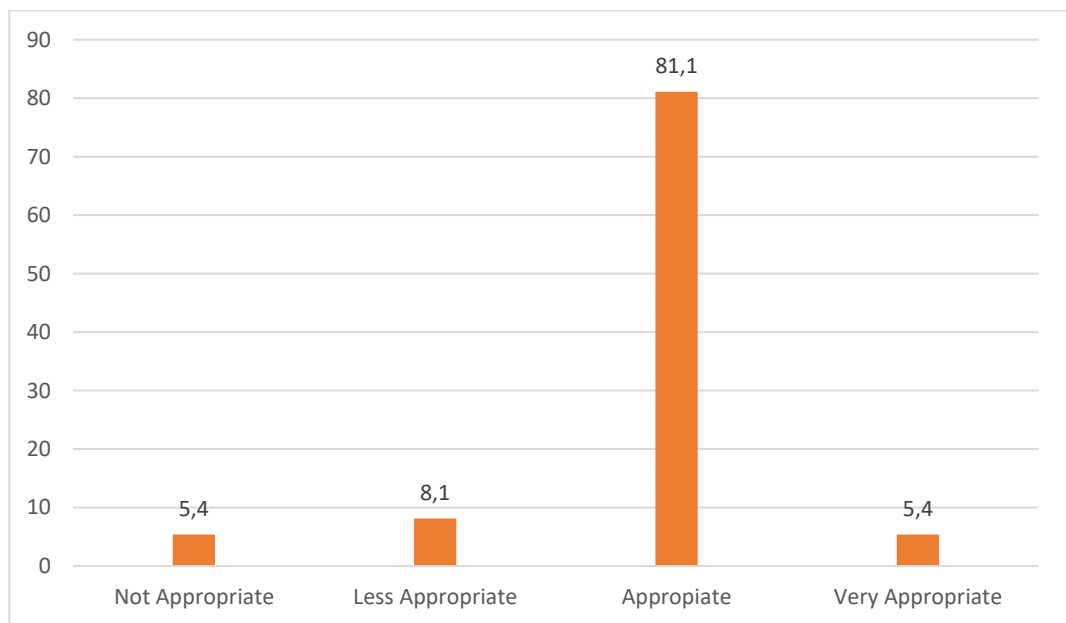


Figure 1. Percentage opinion of Operator UPIK toward Application Features

Source :UPIK, 2016.

Based on the data above show that application feature in sytem UPIK appropriate according Admin and Operator UPIK. Overall application features on UPIK have been classified well in facilitate admin and operator UPIK perform its function.

2). Network

In addition to application features, network variables also reflect the ability and quality in supporting UPIK application systems. One indication is the speed of the system in responding to user requests, interruptions when opening one menu, and so forth. 75.7% of operators say that during the rare occurrence of network-related disturbances, operators can access UPIK smoothly. This is not apart from efforts to improve the quality and improvements made by the Public Relations and Information Section of the previous year.

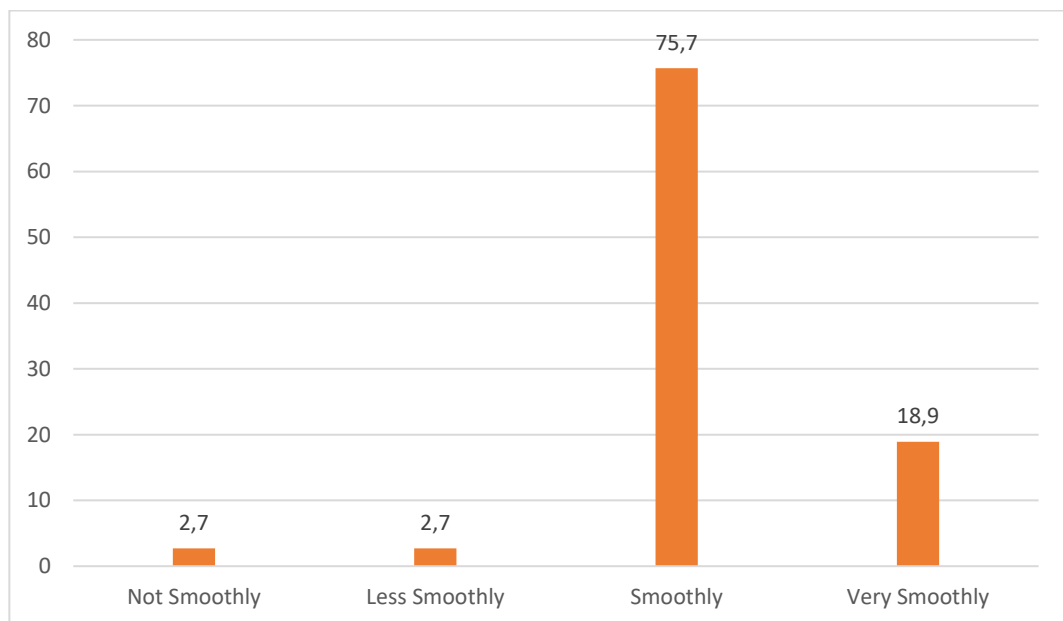


Figure 2. Percentage opinion of UPIK Operator on Network Smoothness

Source :UPIK, 2016.

The speed of the system in responding to requests from service users is also reinforced by interviews with Mr. Pratio as Operator

"So far, the existing network for the operation of UPIK services very smoothly, no serious constraints ever faced. Existing network is very fast to access the application UPIK ".

Beside application feature and network that support the implementation the other non-physical facilities that are needed is the financial resources and Human Resources in its implementation.

3). Availability of Financial Resources

Budget funds are very crucial in an implementation of a program or policy. In implementing UPIK itself has sufficient financial resources to run service information and complaint that is Rp 302.074.465. The budget is sufficient because it is only allocated for counseling or socialization to the community and study appeal to other cities that have the same program in order to improve the performance of human resources in UPIK itself.

Meanwhile, for the procurement of physical facilities such as computers, laptops, and internet networks to propose procurement to the Department of Procurement Goods and Services Government. This is reinforced by interview with Mr. Yulianto from Sub Division of Information and Complaints Management.

"UPIK itself has a budget of Rp. 302.074.465 which is used for the needs of socialization, counseling, and study appeal. As for other facilities such as computers, laptops, and internet networks, UPIK submitted to the Department of Procurement Goods and Services Government "

In the case of counseling and socialization UPIK done every 3 months between each operator UPIK in SKPD and district and the existence of study

appeal to other cities for extension UPIK. Financial needs are very influential in the realization of public services, thus it can be concluded that the availability of financial resources are sufficient and proportional to implement the program UPIK.

4). Availability of Human Resources

Availability of human resources referred to in the unit of information and communication services is Admin of UPIK and operators of UPIK in each Unit or SKPD. The number of UPIK admin is 3 persons where admin UPIK has the task of receiving information (questions, complaints, news and suggestions), verifying, distributing and reminding relevant agencies to immediately respond to information requiring coordination of related institutions to SKPD/Work Unit. The number of human resources as admin is sufficient in the implementation of UPIK, in the context of UPIK itself the amount is said to be sufficient because the task admin UPIK assessed easy in input data through existing systems.

While the Availability of Resources Operator itself there are at least 1 person Operator and assisted its personnel in every work unit or SKPD. The UPIK operator is an important role actor in responding to information/complaints from the public. The UPIK operators have been employees of SKPD/work units that have certain positions in their respective institutions. Among the operators are the general administrative staff, the head of the information and complaint services section, the head of the public and employment sub-division, the coordinator of the empowerment and promotion division, staffing officers, accounting and reporting staff, development research

staff, and other positions. That is, there are no employees in the SKPD / work unit that specifically handles UPIK. Although relatively easy in its tasks, but operator UPIK not maximal in its implementation because of overlap of tasks owned by operator in other words Operator in UPIK concurrently occupy other positions in SKPD or Unit Work.

c. Involvement

Involvement is organizational values that support members of an organization gain a sense of responsibility, and commitment in the organization through their involvement in an organization's activities.

1). Partnership

In the beginning, Yogyakarta City Government collaborated with a several of external parties that helped introduce innovative communication channels to the public sector. Partnerships with the private and non-private sectors in 2002 and 2003 encouraged the introduction of information and complaints services, UPIK. An important part in the birth of the idea of UPIK is Swisscontact, an international development organization. The organization aims to strengthen local capacity and "change the way governments work and interact with their constituents" by working to reduce interaction barriers through complaints mechanisms (Swisscontact, 2009). The intended beneficiaries include local government, small businesses and citizens. Swisscontact provides technical assistance and helps procure the required software.

Commitment to always improve the quality of public services, which also accommodates the community's complaints, the Yogyakarta City Government is working with PT Exindo, a local information technology company providing operational and training systems for local government staff on how to operate communications and complaints systems. When built in 2003, the system supports popular technologies, such as short messaging (SMS), fax, e-mail and phone communications. In mid-2003, the city government collaborated with Telkomsel, one of the largest mobile service providers, to launch SMS Hotline, 2740.

Local non-governmental organizations (NGOs) are also mobilized to provide assistance. They involve the Society for the Assessment and Development of Community Economics (PKPEK), Partnerships for Governance Reform in Indonesia, and Sustainable Equity Business Partnership Movement (Gatra Tribrata). These organizations play a role in designing UPIK service systems and methods, establishing institutional oversight, introducing service ethics and monitoring the effectiveness of UPIK. Apparently public interest to submit complaints and complaints via SMS so great. People who used to use hotline service to local government of Jogja city finally no longer familiar with telephone number of cable, mobile phone, and website address UPIK.

In the next development, there are access barriers felt by the community because the two numbers provided by UPIK are limited to Simpati card users and Halo cards. Mobile users outside of these two

operators would find it difficult to access the complaints system provided. Therefore, in cooperation with the institute of consultancy at the university that is Gama Techno, the network is expanded so that all mobile operators can be reached by UPIK services. Finally, almost all mobile phone users from operators in Indonesia can access UPIK, including card users Mentari, IM3, Pro-XL, and Telkom Flexi. SMS becomes a very easy and efficient means to convey information or complaints, just type from the phone and send it to the access number UPIK.

2). Responsibility

In Mayor Regulation No. 77 of 2009 has been listed details of duties and functions of Information Services and Complaints Unit in running information services and complaints. The responsibility of UPIK itself can be seen from the output generated so far. The real output that contributes to the success of this initiative is the Yogyakarta City Government already has a communication channel to accommodate the aspirations of the people. the following are the benefits that can be learned from the responsiveness of Jogja city government with UPIK:

1. Increased ability of city government to recognize community needs
2. Ease of organizing agenda and priority scale
3. Development of programs according to the aspirations and needs of the community
4. Increased responsibility for the services provided

5. Increased commitment of officials in serving the community.

The benefits that can be gained from the effectiveness of communication with the help of the UPIK system seems simple. But when viewed seriously, it can be understood that the seriousness to respond to public complaints will have important implications. For example, the ease of setting up the agenda and priority scale would be greatly assisted by the local government officials to follow up complaints to UPIK seriously. The local government of Jogja has determined that the UPIK report submitted to the Follow-Up Team is used as a monthly report to the Mayor and at the same time as input to Bappeda. Another example, in terms of responsibility for the services provided, the UPIK system clearly proves the role of information technology in improving the responsibilities of the City Government and the performance of the Municipal Government's own services (Kumorotomo,2008).

Database Incoming messages can be used by relevant agencies to determine the agenda and priorities of work. Data on incoming complaints and answers from relevant agencies are recorded in the database. The data is an important information that can be used by relevant agencies to know the needs of the community that will be filled with the preparation of its activities according to the priority scale. For example, when many residents enthusiastically report on street lighting and illegal roadside traders, one can conclude that the community expects adequate infrastructure and community order. Information from these citizens is also very useful for the

head of the region to conduct supervision in order to improve the performance of related institutions.

The thing that still becomes an obstacle for UPIK in the problem of responsibility is because of the authority of UPIK and the existing mechanism does not have room for the handling of public complaints that are cross-governmental. Information/complaints of people who are not the authority of Yogyakarta City government will be deleted. This shows that although it is considered a problem by the community, not so with the Yogyakarta City Government.

3.1.3 Redress

The clear complaints mechanisms listed in the Mayor's Regulation Number 77 of 2009 and on the implementation of UPIK in accordance with what has been stipulated in the Regulation increase the credibility of UPIK in the eyes of the community. The community is satisfied with the service in UPIK and believes that the UPIK Service itself guarantees the confidentiality of the user's identity.

The variables used to measure benefits and credibility are the level of service user satisfaction and the level of trust of the service user against the UPIK. In general, in Year 2016 service users evaluate satisfaction with service of UPIK by 55,1%. They were satisfied to get a response to the complaints and some were satisfied because there was a follow-up on the complaint. Meanwhile,

those who felt less satisfied by 34.0% were caused by no response, no responses to complaints made, or most wait the answers too long .

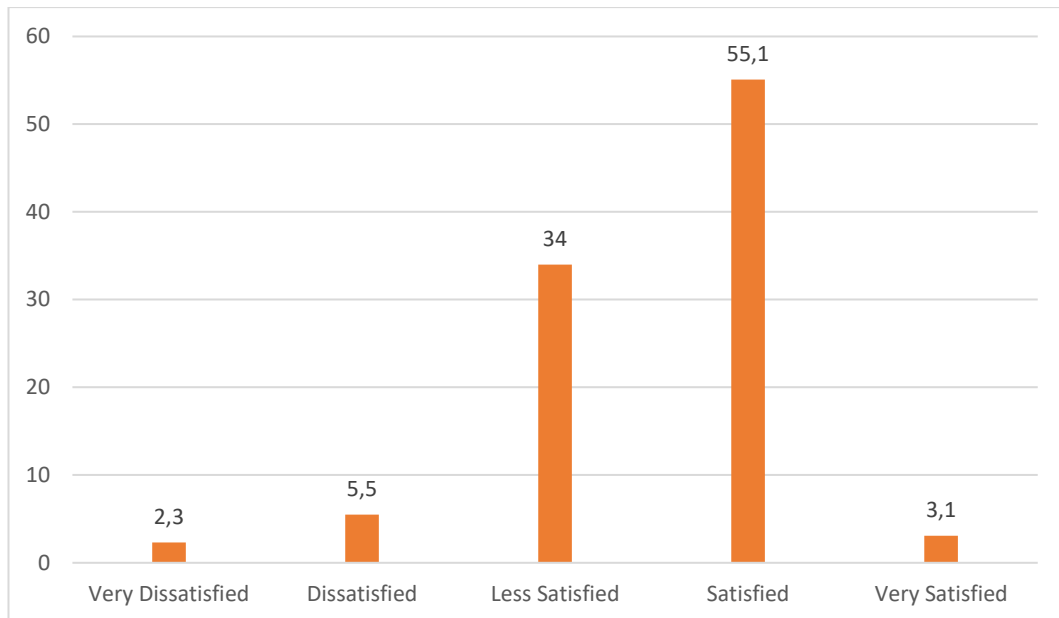


Figure 3. Percentage Opinion of User Service toward Service Satisfaction Level
Source : UPIK, 2016.

Credibility of UPIK itself can be seen from the results of responses received by customers from organizations in response to these complaints, one of which is their confidence in the confidentiality of the identity of UPIK service users. The increase in confidentiality guarantee indicators from year to year shows a good indication. Because people have increasingly believed toward their confidentiality when conveying the aspirations through UPIK. These indicators are compiled based on the assessment of identity secrecy assured.

The following chart shows an assessment of confidentiality assurance by service users that 78.9% of people believe that their identity confidentiality will be maintained and 18.7% feel unsure. The level of public belief has increased

from year to year which shows that the performance of UPIK can be trusted by the community.

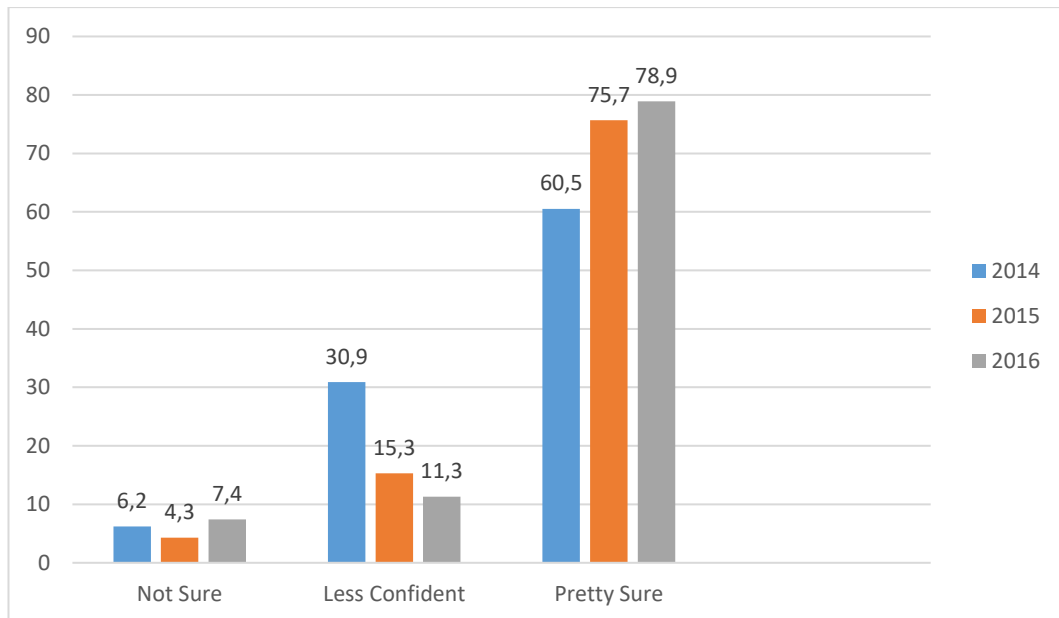


Figure 4. Percentage opinion of User Services toward the Indicator of Privacy Guarantee

Source : UPIK, 2016.

The increasing the public belief level toward their privacy guarantee. However it is also interpreted as increasing the credibility of UPIK itself, because the existing UPIK mechanism has been run as determined. But, this is still a concern for the Public Relations and Information Section so that service users can remain confident when filing complaints, suggestions, information on the implementation of public services in the city of Yogyakarta. Service users need a sense of security and trust to voice their aspirations. With greater assurance from the Government of Yogyakarta, then UPIK will be a medium for channeling effective and efficient community aspirations.

Community will get Socialization from UPIK as one of strategy to achieve the complaints and information services, that have the aims to introduce to all people of Yogyakarta what is UPIK are. Counseling and Socialization UPIK is done not only for the community but also for the Operator of each SKPD to be more responsive in responding complaints, one example is through ‘Study Banding’ to big cities every three months. While Socialization to the public is through stickers or pamphlets distributed and posted in every district of Yogyakarta City that aims to let the public know that UPIK as a container for complaints towards the public service in Yogyakarta.

Figure 7 Example of UPIK Socialization Sticker



Source : Divison Public Relations and Information Yogyakarta City, 2016.

One of the strategies that will be made this year that the Public Relations and Information Department plans to make applications UPIK DROID for android phone holder. This is as one response of the Public Relations and Information Section to facilitate the public in reporting complaints through applications that are downloaded by the public through their smartphones. However, in the implementation of the strategy through the pamphlet is considered less effective because not all people get stickers, should be related advertising UPIK Service installed on billboards or bulletin boards or billboards in public places.

3.1.4 Attitude and Apology

Ethics and attitude is necessary in the practice of public administration to be guided, referenced, guidance on what the policy provider or government should do. In addition, the bureaucracy's behavior will affect the credibility of the institution and the people it serves. The public hopes for the guarantee that bureaucrats in running public policies and providing public services financed by public funds are always based on ethical values that are in harmony with their positions.

Ethics in Providing Services in UPIK has been regulated in Mayor Regulation Number 77 Year 2009 on Article 11. In providing information and complaints services, both admin and operator UPIK, must be polite, accurate, and fast according to the type of information submitted by the community, being neutral, maintaining the confidentiality of the identity of the service user,

maintaining the dignity and dignity of the Yogyakarta City Government, not using any complaints or complaints for personal gain in any form, does not alter the content of information, complaints, inquiries, suggestions made by public. In addition UPIK Admin and operators must have knowledge about the main tasks and functions of each SKPD within the Government of Yogyakarta, and has the ability to compose answers representing the Government of Yogyakarta as stated in the SOP UPIK. In the UPIK system itself has a system where the parties from UPIK will send a message "thank you for using UPIK service", it already shows good attitude from UPIK itself.

The operator should also have good communication skills, while performing internal coordination for the implementation of follow-up problems, digging data and good language (using good and correct Indonesian rules based on enhanced spellings / EYD) at the time of replying. The language that operators use to respond to ethical and technical messages is expected to give satisfaction to the sender of the message.

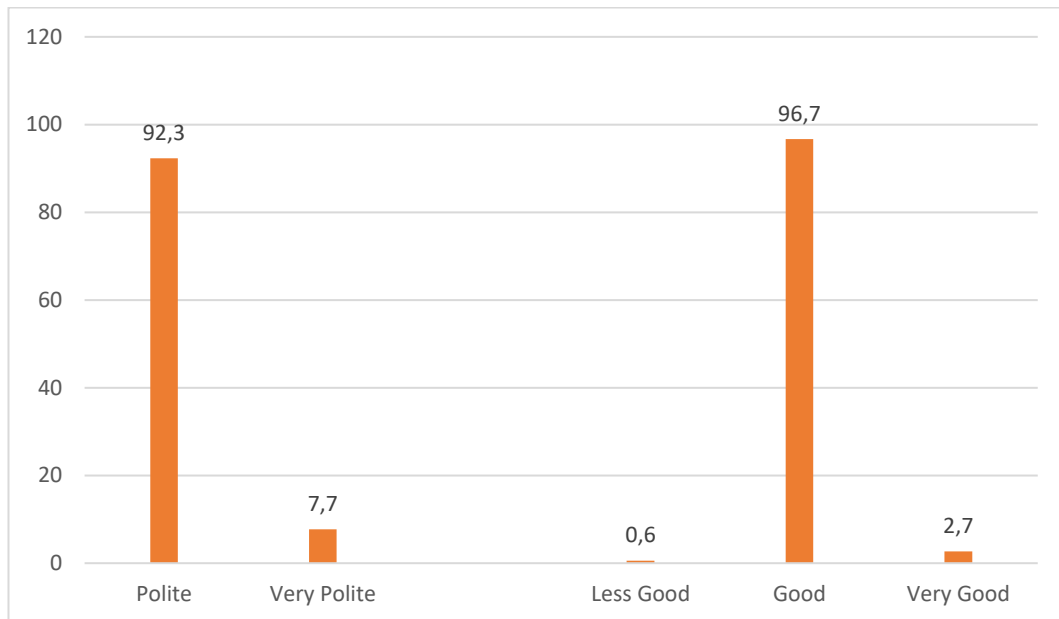


Figure 5. Courtesy of contents answers and the use of “ Bahasa Indonesia yang Baik dan Benar”

Source : UPIK, 2016.

Courtesy of UPIK answer can be seen in Figure 5, where the public assess the answers from UPIK courtesy are 92.3% and 7.7% even expressed very polite. Assessment related to courtesy answer given by the UPIK can be seen from the use of good and correct Indonesian. Overall the answers from UPIK are already using good Indonesian. This condition should be maintained, even needs to be improved.

It can be concluded that the performance of UPIK in providing information services and complaints to the community is considered to have good ethics and attitude in the service. although the service is online-based not directly to the community but UPIK has rules how ethics in providing services

and in its implementation also in accordance with what has been regulated in the relevant Regulation.

3.1.5 Credibility

a. Commitment

The continuous utilization of UPIK relies not only on the commitment of city leaders, but also on system institutional and continuous improvement that has been carried out for many years. A number of regulations have been issued since the establishment of UPIK in 2003 to ensure a supportive environment for the operation and sustainability of the Information and Complaints Service Unit.

In the beginning, UPIK was formed based on Mayor's Decree No.86 Year 2003 dated 16 November 2003 which in subsequent development of UPIK is covered by Mayor's Decree No. 125/KEP/2005 on UPIK Hotline Coordination Team, Mayor Regulation No.77 Year 2009 on Information Services and Complaints on Information and Complaints Service Unit (UPIK) and Mayor's Decree No. Yogyakarta. 133/KEP/2010 Concerning Establishment of UPIK Management Team of Yogyakarta City and Standard Operating Procedures (No.05/SOP/HI/2011) regulates the provision of Information and complaint services through UPIK issued by the Public Relations and Information Division of the Municipal Secretariat. This legal umbrella of UPIK is basically a form of implementation development from Presidential Instruction No. 3 Year 2003 on National Policy and Strategy of e-Government

development, then in its activities this work unit operates in accordance with Law no. 14 Year 2008 on the Openness of Public Information. The commitment of Yogyakarta City Government itself has been seen from the seriousness in strengthening the legal umbrella of UPIK in order to continue and become the mainstay program of Yogyakarta City Government.

These regulations create a strong legal foundation for UPIK and many decisions that support its internal management and operation. On a larger scale, these regulations ensure open and transparent government practices and greater citizens' contribution to policy formation and planning.

There is also evidence of internal initiatives to improve UPIK. For example, when UPIK was first launched in 2003, the hotline service for complaints and information was operated through a mobile phone handled by a staff member. With the high number of calls and SMS sent every day, the phone lines are interrupted and the callers have to wait their turn to be served. In addition, information and complaints are still recorded manually. Realizing that the hotline is not yet supported by good hardware and software internal settings, the system is then upgraded. As a result, incoming calls, messages and e-mail are managed through a more modern and computerized system. UPIK users are also beginning to receive automated responses and ticket numbers so that they can track their complaint status.

In 2013, the city government realized that further improvements were needed due to frequent system breakdowns. Web-based UPIK is launched with

automatic management of incoming messages. Better systems allow for more effective processing of complaints and information requests. The benefit of having a centralized system is that the public does not need to have in-depth knowledge of the functions of government units but can submit a complaint through a platform.

The municipal government also works to ensure that the Local Government Work Units (SKPD) are capable and responsive to answer questions and complaints coming through UPIK. The operators are placed in each SKPD so that the information is delivered smoothly. There are two reasons: First, by placing the operator in each SKPD allows the mayor to monitor the effectiveness and performance of each unit. Second, a better internet network allows community members and government agencies to access UPIK services as a mention in the Mayor Regulation No.77 year 2009.

But in the implementation now there are still obstacles perceived by UPIK is about the absence of rules that regulate SKPD in order to increase responsibility in responding complaints in a fast period. UPIK service mechanism can not monitor follow-up done by each SKPD/work unit. Public Relations and Information section, in this case UPIK admin, only know whether the information/complaint of society have been responded/answered by SKPD/related work unit, but not until follow up.

b. Bureaucracy

1). Regulations

Information service and public complaints on Service Unit and Complaint (UPIK) of Yogyakarta City as a form of information transparency has been arranged by the Government of Yogyakarta City based on the Decree of the Mayor of Yogyakarta Number 86 Year 2003 on the Establishment of One Stop Service Unit of Yogyakarta City. In 2009, the Decree was not valid with the issuance of Regulation of Mayor of Yogyakarta Number 77 Year 2009 concerning Information Service and Complaint on Information and Complaint Service Unit (UPIK) of Yogyakarta City. The scope of the Mayor Regulation is the establishment of institutional and service mechanisms on UPIK.

Types of public information relating to governance and community service may be information, criticism or complaints, questions or suggestions. Article 9 states that the information media of UPIK consists of telephone and facsimile (0274-555242), short messages (SMS) (08122780001 or 2740), internet (<http://upik.jogjakota.go.id>), email (upik@jogjakota.go.id), or directly come or face to face with Admin UPIK, or by letter to the City Government through Admin UPIK. The currently used phone number is 0274-561270 and the number used for current short message media (SMS) is 08122780001.

This Mayor Regulation also regulates the ethics of UPIK Admin and Operator in providing information service and public complaints. Ethics in

providing services has been regulated in Article 11. Both Admin and UPIK Operators in providing information services and complaints must be polite, accurate, and fast according to the type of information submitted by the public. They should be neutral and maintain the confidentiality of the user's identity, and not to change the content of the information, complaints, questions, suggestions made publicly. In addition, UPIK Admin and Operators shall not use complaints or complaints information for personal benefit and must maintain the dignity and prestige of the Yogyakarta City Government.

The mechanism of information service through each media is regulated in Article 12. The article regulates telephony and direct or face-to-face mechanisms through SMS, internet (website and email), and facsimile, as well as mail or facsimile mechanisms. Deadline for Admin UPIK to forward information in the form of news, complaints, questions, complaints of suggestions to SKPD or Work Unit or related agencies within 1 x 24 hours. Meanwhile, the deadline for UPIK Operators in SKPD or Work Unit to respond to news, complaints, inquiries, complaints of suggestions to the agency is 2 x 24 hours since the information received. For problems requiring follow-up coordination and involving several SKPDs, the deadline for response is 6 x 24 hours from the time the information is received. For UPIK service outside working hours, Admin UPIK immediately convey information to the Head of SKPD or Work Unit through personal phone number or mobile phone Head SKPD and include

phone number of client. Head of SKPD/Work Unit must respond to incoming messages and deliver to clients.

The parties responsible for information from the public are UPIK Admin, Operator UPIK, and Head of SKPD or Unit of Work. UPIK Admin's responsibility is to receive information (questions, complaints, news and suggestions), verify, distribute and remind relevant agencies to respond immediately to information requiring coordination of relevant Institution to SKPD or Work Unit. The responsibility of UPIK Operator is to receive information (questions, complaints, news and suggestions) and provide response or answer to the client within specified time either directly or through UPIK media. Head of SKPD or Work Unit is responsible for the response given to the information from the client.

In improving the service of information and complaints, District besides as operator UPIK in SKPD/Work Unit is obliged to form UPIK sub district which serve information and complaint of society in sub district area.

So it is clear that UPIK itself has a legal umbrella through the regulations described above and the mechanism of service has also been described in the regulations that govern it so that the program can be accounted for and running from year to year. As described in the previous section, to set technically the implementation of UPIK service mechanism, the Public Relations and Information Section make standard operating procedure (SOP) as guidance for the parties involved in handling UPIK. SOP Number 05/SOP/ HI/2011.

However, there are weaknesses in the SOPs when viewed from the parties in the overall mechanism of UPIK services, this SOP has not specified the time limit of SKPD head or work unit as the party involved in UPIK service mechanism, especially at the response stage and follow up. Whereas in the mayor Regulation Number 77 Year 2009 stated that the head of SKPD or work unit is a determinant of answers and follow-up on information and complaints of the community. The exclusion of the deadline for responding SKPD heads or work units in the SOP stages can have an impact on the lack of responsiveness in response to complaints from the community which will also impact on the less responsive assessment of the performance of UPIK itself, whereas the performance of UPIK is limited to receiving, responding accordingly with a known field, forwarding to the relevant SKPD. Furthermore the response time depends on the SKPD concerned.

2). Organization Hierarchy/ structure

Based on the Yogyakarta City Local Regulation Number 8 Year 2008 regarding the Formation, Arrangement, Position and Main Duty of the Secretariat of DPRD. The Public Relations and Information Division of the Yogyakarta City Secretariat is under the General Administration Assistant of the Yogyakarta City Secretariat. Public Relations and Information Division consists of three subsections, there are Public Relations Sub

Division, Sub Division of Promotion and Publication, and Sub Division of Information and Complaints Management.

The functions and duties of Public Relations and Information Division have been arranged in Mayor Regulation number 23 year 2011 about function, Job Details and Working Procedures of Yogyakarta City Secretariat. The Public Relations and Information Section has the function of organizing public relations and information. One of the tasks of the Public Relations and Information Section is to collect, process data and information, inventory problems, and implement problem solving related to public relations and information.

Based on the existing institutional structure, according Kumorotomo (2008) the problem that will confront further UPIK development is the absence of a clear legal umbrella regarding responses to complaints coming from the community. The provisions on UPIK media and its follow-up are still guided by the Mayor's Decree. Therefore, there is no guarantee now that the policy on UPIK will continue to run if its Walikota officials experience a change. Some parties have suggested that the management of UPIK be formalized to be implemented by a structural official at Echelon IV level so that the achievement of unit performance targets can be improved and supervised. The provisions on the real response to incoming complaints are also not always taken into account. There is still a general impression among employees that if each complaint has been responded via SMS autoreply or orally, then the UPIK manager's job. In many cases, what

is needed by society is a real action in the form of improvement in accordance with the expectations of the community.

3). Coordination (vertical and horizontal)

Mayor Regulation Number 24 Year 2011 about the Amendment of Mayor Regulation Number 100 Year 2009 regarding the coordination pattern of Regional Device or Vertical Institution in Yogyakarta Government set the coordination pattern of vertical institution in Yogyakarta City Government, one of them is Public Relations and Information Division. According to the Regulation of the Mayor, particularly in article 5 it is mentioned that the Public Relations and Information section is structurally under the coordination of the General Administrative Assistant. However, in the implementation of duties and functions under the coordination of the Assistant for Economy and Development.

Coordination Meeting is one form of Horizontal Coordination. On the agenda, coordination meetings are held regularly by the Public Relations and Information Division every three months. Coordination meetings are needed in order to improve the provision of UPIK services. Coordination meetings are conducted quarterly or four times a year by each SKPD. This is done to evaluate performance and give new ideas for UPIK in the future, strengthened by interview with Mr. Hageng.

"We have a Quarterly Meeting between UPIK operators as internal coordination of UPIK, Quarterly Meetings are needed to evaluate

performance and provide ideas for UPIK in the future". (Mr Hageng Operator UPIK)

For coordination meetings have been done once every three months to improve UPIK service itself.

c. Adaptability

1). Transparency

In the case of transparency is very closely related to stakeholders, it is because stakeholders must have a container to access and know the information or the status of an ongoing project to be freely accessible. In the observations made by researchers have seen the transparency of UPIK concerning public complaints data can be seen on UPIK Website that can access by the community. With these actions show that the transparency of data has been run well. It is also reinforced by the interview with Mr. Hageng.

"For transparency of data can be seen on UPIK Website, all data of public complaints from year to year, from the types of complaints submitted are complete listed on the website that can be accessed by the public".

In the case of transparency indicators concerning data from complaints of UPIK has been implemented by the responsible party that is the Information and Complaints Management Division.

2). Organizational learning

Organizational learning deals with the improvement or improvement of quality in the existing system from time to time. Organizational learning deals with the development of skills and knowledge and applications in the

Information Services and Complaints Unit. first launched in 2003, the hotline service for complaints and information is operated through a mobile phone handled by a staff member. With the high number of calls and SMS sent every day, the phone lines are interrupted and the callers have to wait their turn to be served. In addition, information and complaints are still recorded manually. Realizing that the hotline is not yet supported by good hardware and software internal settings, the system is then upgraded. As a result, incoming calls, messages and e-mail are managed through a more modern and computerized system. UPIK users are also beginning to receive automated responses and ticket numbers so that they can track their complaint status.

In Year 2013, the Yogyakarta city government realized that further improvements were needed due to frequent system breakdowns. Web-based UPIK is launched with automatic management of incoming messages. Better systems allow for more effective processing of complaints and information requests. The benefit of having a centralized system is that the public does not need to have in-depth knowledge of the functions of government units but can submit a complaint through a platform.

The Yogyakarta city government also works to ensure that the Local Government Work Units (SKPD) are capable and responsive to answer questions and complaints coming through UPIK. The operators are placed in each SKPD so that the information is delivered smoothly. There are two reasons: First, by placing operators in each SKPD allows the mayor to

monitor the effectiveness and performance of each unit. Second, a better internet network allows community members and government agencies to access UPIK services.

To help oversee the responsiveness of each SKPD, monthly reports are prepared by showing data analysis of the length of time to respond to inquiries, information and complaints that already mention in Regulation. It makes it easier for the mayor, deputy mayor, regional secretary and assistant secretary of the region to compare SKPD performance against established standards.

The latest innovation to be released by UPIK is UPIK DROID or what is meant by UPIK for Android users. This is as one response of the Public Relations and Information Section to facilitate the public in reporting complaints through applications that are downloaded by the public through their smartphones.

The crucial issues related responsiveness of UPIK is the timeliness in responds the information and complaints from the Public. There are three parties who have responsible toward the public information and complaints, Admin of UPIK, Operator UPIK and SKPD/Work Units. Which is the duty and deadline of response each party constrained in Mayor Regulations No. 77 Year 2009 about Information and Complaints Service on UPIK and Standard Operating Procedures No 05/SOP/HI/2011. The finding data shown that there are 2142 messages that have not been followed up or 52% of messages coming into UPIK.

Table 4. Statistics messages based on Follow-up

NO.	STATUS REPORT	AMOUNT	%
1	Not Yet Follow-up	2142	52
2	In The Stage of Survey	0	0
3	In The Stage of Process	0	0
4	Done	1943	48
5	Done with note	0	0
	TOTAL	4085	100

Messages that go into categories have not been followed up does not mean have not received answers or responses from UPIK or SKPD or related work units but admin and operator UPIK who have not filled out the follow-up reporting form. Not followed up does not mean the message is ignored, the message has been responded/answered but not written in the follow-up menu in the system by operator UPIK. Procedurally, the applicable SOP No. 05/SOP/HI/2011 has not yet accommodated the additional form filling procedure that must be done by the UPIK operator.

Meanwhile, SKPD/work unit is a determinant of answers and follow-up on information and complaints of the community. But in the implementation there are still 56 or 1% of messages coming to UPIK during 2016 that have not been responded by SKPD, there are also SKPD which is categorize not yet responsive according Public Relation and Information Section. This can not be separated from the mechanism set forth in Mayor Regulation Number 77 Year 2009. The existing mechanism can not monitor the follow-up done by each SKPD or work unit to overcome the problems raised by the community through UPIK. As stated by the Head of Public Relations and Information, UPIK can be said only as a container of

information or complaints, while the follow-up becomes the responsibility of each SKPD or work unit. Public Relations and Information as the party managing UPIK does not have the capacity or authority to monitor it.