

CHAPTER I

INTRODUCTION

1.1 Background

With the increasing mobility of people from villages to cities each year, Jakarta, as the capital city and economic centre of Indonesia with a population of around 11,075,000, faces ever growing challenges of increasingly complex city management. Population growth, crowded roads, heavy pollution, greater use of electrical energy, waste management and other impacts that come along with urbanization, it is essential for Jakarta's city development and construction to need to grow – most importantly in various aspects of public services. In order to develop a better city management to face the said problems, various cities around the world have developed and implemented the concept of smart city.

According to Anthopoulos, Janssen and Weerakkody, smart city is an innovative city that uses information and communication technology to improve people's quality of life and the efficiency of the urban area sectors. Jakarta first adopted the concept of smart city in 2014, initiated by the governor at the time, Basuki Tjahaya (Ahok), built on six pillars: smart governance (transparent, informative and responsive government), smart living (realizing a healthy and liveable city), smart mobility (providing a transportation system and

infrastructure), smart economy (growing productivity with entrepreneurship and a spirit of innovation), smart environment (environmentally friendly natural resource management) and smart people (improving the quality of human resources and decent living facilities). At its core, the Smart City 4.0 Framework consists of the central two objectives, to be an innovative city and to create a window of happiness for the people.

Since one of the aspects of smart city is also the digitalization of the city, at the beginning of the smart city program, the DKI Jakarta Provincial Government in collaboration with Rama Aditya developed QLUE, an application intended to accommodate citizen reports. With this application, people could report their problems by uploading photos of, for example, crime scenes to the app in real time and accurately with the guidance of GPS on their phones. The reports will then be followed up to the relevant division by *Unit Pelaksana* (UP) of Jakarta Smart City. Through this application, the follow-ups of those reports could be observed directly by the informant or filer. According to Rahmawati and Firman (2017), QLUE is a new breakthrough of the DKI Jakarta Provincial Government as a forum for the community to report any kinds of problems such as traffic, waste, floods, violations, fires, damaged roads, beggars, illegal street vendors, crimes, broken street lights, fallen trees, public facilities, illegal parking, violation in building permits, non-smoking areas and other kinds of troubles.

Overall, QLUE has succeeded in creating a safe space for the citizen to connect with the government. The app has

fulfilled five values in order to be called as a public sphere, namely e-government, advocacy/activist domain, civic forums, para-political domain and journalism domain (Sari, 208). However, it was reported that in 2017, the number of reports filed by the citizens has significantly decreased by 50%. This could be due to some problems with the app that has yet to be addressed by the government including the fact that the citizen is not given enough authority to suggest solutions to the government in order to solve their problems – QLUE merely serves as a medium for the citizens to file reports. This means that the government still serves as the holder of authority as all decisions and solutions come from them and does not involve the public.

After

Ahok's era ended, Anies Baswedan was elected to be the next governor. In Anies's era, he launched Jakarta Kini (JAKI), a super app designed to create a smart city that efficiently and effectively makes Jakarta a better and liveable city. The basis of JAKI's establishment is to provide to the needs of the large number population of DKI Jakarta, being more than 11 million people. The main thing that differentiates JAKI from QLUE is that this app does not only allow citizens to report the incidents around them, but also offers a variety of other features. There are at least ten kinds of services which could be handled by JAKI, including JakLapor which allows citizens to report their problems, JakRespons which allows reports to be filed to be monitored for the follow-up process, JakWarta which notifies residents if they are around incident area, JakPangan which allows citizens to access the

lit of market commodity prices, JakApps which allows citizens to access all of the DKI Jakarta Provincial Government’s online services, JakSurvei which provides an evaluation room for residents who wish to assess the performance of public services, JakPenda is a feature for checking information and payments regarding Motor Vehicle Tax (PKB), Land and Building Tax (PBB), Land and Building Tax (PBB), Regional Taxes and E-Levy, JakWifi which provides free WiFi access points from the DKI Jakarta Provincial Government, Pantau Banjir which provides information on the location of flood points and water levels in various river flows in Jakarta, Akun Digital Warga which makes it easier for the public to access information on personalized social assistance, such as KJP and KJMU as well as other assistance, JakLingko which provides route information for various modes of public transportation available in Jakarta and JakSehat where people can queue up for online health facilities, call an ambulance, find PMI locations to donate blood, mental health consultations, risk screening for Non-Communicable Diseases (PTM), and access integrated HIV/AIDS services in Jakarta.

Table 1. 1

Total Number of Reports Filed, Reporters, Estimated Time of Reports Solved and Total Number of Reports Solved in JAKI

	2021	2022	2023	2024
Total Reports	79.668	111.132	158.374	31.591
Total Reporters	21.674	27.072	32,424	10,277

Estimated Time of Reports Solved	8 days	9 days	8 days	4 days
Total Reports Solved	79.664	110.924	156.974	27.705

source: crm.jakarta.go.id, March 2024

The table above showed the total number of reports, total number of reporters, estimated time of reports solved and total number of reports solved for three consecutive years of 2021, 2022 and 2023. In 2021, there were 79.668 number of total reports filed, 21.674 total number of reporters, an estimated time of 8 days of reports solved and a total number of 79.630 number of reports solved. In 2022, there were 111.133 total number of total reports filed, 27.072 total number of reports, an estimated time of 9 days of reports solved and a total number of 110.593 number of reports solved. In 2023, there were 101.775 total number of reports filed, 23.068 total number of reporters, an estimated time of 6 days of reports solved and a total number of 97.792 of reports solved. In 2024, per 15th March 2024, there were a total number of 31.591 filed, total number of 10.277 reporters , an estimated time of 4 days of reports and a total number of 27.705 reports solved. The data showed there is a significant increase of each category from 2021 to 2022, however showed a decrease in numbers from 2022 to 2023. Per 15th March 2024, the data that JakLapor showed of the total

number of reports filed and total number of reporters are quite promising noting that it is only the 3rd month of the year.

Table 1. 2

Top 3 Report Categories in JakLapor

2021	2022	2023	2024
Road: 9.041	Road: 14.459	Road: 12.013	Road: 4.641
Civil Disturbance: 9.436	Civil Disturbance: 11.592	Trees: 9.166	Trees: 3.585
Trees: 6.764	Trees: 10.398	Illegal Parking: 7.943	Illegal Parking: 3.275

source: crm.jakarta.go.id, March 2024

The second table above showed the top 3 report category for 4 consecutive years of 2021, 2022, 2023 and 2024 (per 15th March 2024). In 2021, there were a total number of 9.041 reports in the road category, 9.436 reports in the civil disturbance category and 6.764 reports in the trees category. In 2022, there were a total number of 14.459 reports in the road category, 11.592 reports in the civil disturbance category and 10.398 reports in the trees category. In 2023, there were a total number of 12.013 in the road category, 9.166 reports in the trees category and 7.943 reports in the illegal parking category. In 2024, there were a total number of reports of 4.641 in the road category, 3.585 in the trees category and 3.275 in the illegal parking category. Similar to Table.1.1, this table also showed the significant increase in the same category from 2021 to 2022, and showed a change in the top 3

report category from civil disturbance to illegal parking in 2023 and 2024.

Although JakLapor, likewise with QLUE, generally succeeded in creating a channel for the citizens to express their complaints, several problems occur with the app including (not limited to) the slow response from the operators of the app towards the complaint submitted and the possibility of leaked identity of the person who files a report.

However, figuratively speaking the numbers of reports filed to JakLapor increase each year, in its implementation JakLapor has several issues including (not limited to) the slow response from the operators of the app towards the complaint submitted and the possibility of leaked identity of the users who file reports. Therefore, addressing these issues, this study aims to determine the extent of JakLapor's succession as a public complaint service.

1.2 Research Question

Based on the consideration of the background of the problem, the research question that the researcher focuses on is, to what extent of succession has JakLapor's implementation reached?

1.3 Research Purpose

Based on the research question and background above, the researcher has concluded that the purpose of this research is to analyse the implementation of JakLapor as a digital public complaint service.

1.4 Research Benefit

1.4.1 Theoretical Benefit

The researcher hopes that this research will aid in increasing the literature knowledge of Indonesia in the field of social and politics as a literary material and/or reference in the impact of JakLapor on the quality of public services in DKI Jakarta.

1.4.2 Practical Benefit

The researcher also hopes that this research may be used as a reflection for the academic world, specifically for public government actors as an evaluation in providing a better public service for the citizens of DKI Jakarta. This research may also be useful as a channel for readers to increase their understanding and knowledge about the public service in DKI Jakarta.

1.5 Literature Review

1.5.1 Previous Research

- a. Ananda Shavira, Rudiana, Aditya Candra Lesmana (2021), “Implementasi Electronic Government pada Penggunaan Aplikasi QLUE sebagai Upaya Penerapan Jakarta Smart City di Dinas Komunikasi Informatika dan Statistik Provinsi DKI Jakarta Tahun 2020”

This research reveals that in the implementation of Jakarta Smart City through the Qlue application as one of the media for complaints about community problems in DKI Jakarta Province, it cannot be separated from the existence of strengths (strong), weaknesses (weaknesses), opportunities (opportunities) and threats (threats). In this study, the researcher describes a SWOT analysis based on the results of an analysis based on the theory of

studies and research from Harvard JFK School regarding the 3 Elements of Successful E-Government Development which include: support (clear legal regulations, socialization carried out by UPT Jakarta Smart City, allocation of supporting resources); capacity (financial resources, infrastructure & technology, competent human resources); and value (benefits of the Qlue application, namely the convenience for the community to report complaints from the surrounding environment). However, since this app is no longer the main app used for reports, many reports that are filed are often not responded to.

The similarity between previous research and what will be written is the discussion of the effect of the implementation of a digital complaint service towards the condition of public service in the DKI Jakarta. This is because the research that will be written discusses the implementation of JakLapor in efforts to realize Jakarta Smart City and how it improves the quality of public service in DKI Jakarta.

The research above aligns with the discussion of JakLapor and its connection to various public service innovation theories. There are three common themes in the previous research and the research to be done: 1) technology-driven public service: both JAKI and QLUE represent efforts to leverage technology for enhanced public service delivery. Both apps aim to make government services more accessible, convenient and citizen-centric; 2) smart city initiatives: both initiatives are part of broader Jakarta Smart City efforts, aiming to utilize technology and data to improve urban

governance and citizen well-being; 3) citizen engagement: both platforms strive to engage citizens and involve them in the service delivery process. JakLapor's personalization and QLUE's two-way communication features highlight this focus.

The difference in the previous research is the objectives, research focus and the theory used. The research that will be written will discuss how JakLapor help in the improvement of public services in Jakarta whereas the previous research analysed the strengths, weakness, opportunities and threats of the implementation of Qlue as a digital public complaint service in Jakarta. There are 3 basic key differences in the previous research and the research that will be written which are: 1) scope: JakLapor is a comprehensive platform encompassing a wide range of public services, while the research focuses on QLUE's specific application in reporting and addressing public issues; 2) implementation context: the previous research analyses QLUE's implementation in 2020 while the research that will be written will discuss JakLapor's development and ongoing implementation span a broader timeframe; and 3) theoretical framework: the previous research employs a specific e-government implementation framework, while the discussion of JakLapor draws upon multiple public service innovation theories.

In conclusion, both JakLapor and QLUE-focused research demonstrate potential of technology to transform public service delivery and align with the goals of smart city initiatives. They underscore the importance of citizen engagement, data-driven decision-making, and continuous

improvement in implementing such initiatives. In terms of making room for improvement, the research that will be written can address several things such as prioritizing a user-centred design, ensuring effective communication and training, and promoting data integration and collaboration across government departments.

b. Deri Alpha Wiratama (2022), “Penerapan Aplikasi JakLapor dalam Meningkatkan Pelayanan Masyarakat Berbasis Elektronik oleh Dinas Komunikasi Informatika dan Statistik Provinsi DKI Jakarta”

Based on the results of the Public Complaints Service Survey of the DKI Jakarta Provincial Communication, Informatics and Statistics Office in 2021, 73% of Jakarta residents already have a good sensibility to the problems around them. Of the 73% of people who are aware of the problem, 79% have reported it through the available complaint channels. Although the level of sensibility owned by Jakarta residents is relatively high, the number or intensity of reporting it through online complaint channels is still relatively low. This is seen from 82% of residents who only reported 3 times in the span of one year. There is a big difference with residents who report 3-5 times in one year, which is only 14%. Meanwhile, residents who are categorized as frequent or reporting more than 5 times are only 4%. It is concluded in this research that there are two reasons why the citizens are still hesitant on submitting reports to the app because: 1) the lack of socialization and 2) the identity of the reporter is not guaranteed to be kept secret.

Similar with the previous research, the research that will be written will also discuss how JakLapor affects the quality of public service in Jakarta. There are 3 common themes with the previous research and the research that will be written: 1) technology enhanced citizen reporting: both research discuss the JakLapor app which utilize mobile technology to provide citizens with a platform to report issues and concerns to the government; 2) improved service delivery: the goal of the JakLapor app discussed in both research is to enhance public service delivery by addressing citizen-reported issues promptly and effectively; and 3) data-driven governance: both research discuss the JakLapor app that aims to collect and analyse citizen-generated data to inform decision-making and improve service delivery.

The difference lies in the theory used and research method. The previous research used the theory of digitalization of the community sector (Indrajit, 2006) support, capacity, and value with the existence of a theory it will be supported by a legal basis meanwhile the research that will be written will focus on the theory of implementation accompanied by several other theories such as the public innovation theory, public service innovation theory and the public management and e-government theory.

Overall, both the previous research and the research that will be written demonstrate the potential of technology to empower citizens and improve government responsiveness. They highlight the importance of effective communication, data management, and collaboration between

government agencies and citizens. In terms of room for improvement, the research that will be written will highlight the implementation of JakLapor in several aspect such as: 1) ensuring high-level support for JakLapor within the government; 2) implementing effective communication strategies to reach all citizens; 3) maintaining a user-friendly and accessible app interface; 4) providing timely and transparent feedback on reported issues.

c. Farhan Andaru Daffa, Setya Budi Nugraha (2021), “Utilization of JAKI Application in Improving Public Services in DKI Jakarta”

This study aims to analyse the utilization of the JAKI application to improve public services in DKI Jakarta. There are at least 10 kinds of services which could be handled by JAKI, including JakLapor, JakRespons, JakISPU, JakSiaga, JakPenda. Results from this research revealed that among the five municipalities, South Jakarta is the municipality with the most users while North Jakarta is the municipality with the least number of users. The varying conditions of using the JAKI application shows that disseminating information is still not evenly distributed and the possibility of differences in digital literacy skills of residents in each municipal area (ex: South Jakarta has the highest HDI score compared to North Jakarta which has the lowest HDI score). This research also revealed that the JAKI application is acknowledged to be useful by more than half of the public with JakWIFI as the most favorite feature in the application.

The similarity between previous research and the research that will be written is the discussion of how JAKI works in improving the quality of

public services in DKI Jakarta. The previous research analysed how each feature in JAKI functions and how it affects the implementation of a digital public complain service.

The difference between the previous research and the research that will be written can be seen from the theory and research method used. The previous research used quantitative research method by spreading a questionnaire to JAKI users in 5 municipalities of DKI Jakarta in order to analyse the utilization of the JAKI application to improve public services in DKI Jakarta whereas the research that will be written will adopt a qualitative research method in which an interview will be done to acquire the necessary data for research results and will use a theory of implementation, in which the research that will be written will discuss two main aspects of content of policy and context of implementation.

In terms of room of improvement, the research that will be done will discuss in a more detail manner of the implementation of JAKI, more specifically JakLapor, and how it has impacted the quality of public services in DKI Jakarta. The previous research has given helpful insight on how helpful the citizens have found JAKI in different areas like submitting reports, finding public facilities or accessing government services which are all valuable information for understanding how well the JAKI application is meeting the needs of citizens of DKI Jakarta.

From the 3 research results above, with a comparison of the differences in the new research conducted, it can be seen in the object of

research focus, namely “Implementation of JakLapor as a Digital Public Complaint Service on the Quality of Public Services in DKI Jakarta”. Here, the focus of the research is in the area of DKI Jakarta. JakLapor has started operations since 2020, and it has functioned quite well. However, taking into account several critics about JakLapor, this research aims to investigate to what extent JakLapor’s succession has reached.

This research can also be a recommendation because it examines the impact of JakLapor on the quality of the public services in Jakarta and whether or not JakLapor succeeds in bridging aspirations between the citizens and the government.

1.6 Theoretical Foundation

1.6.1 Public Service

Public service is very important to the public, so it is necessary how to measure the quality of public services. Normatively, based on the Law on Public Service Number 25 Year 2009 is a law that regulates the principles of good governance which is the effectiveness of the functions of government itself. Public services by effective government or coordination can strengthen democracy and human rights, promote economic prosperity, social cohesion, reduce poverty, improve environmental protection, be wise in the use of natural resources, and deepen the trust in government and public administration.

The successful performance of good public services is largely determined by the involvement and synergy of the three main actors –

government, society and the private sector. In the administration of government, government apparatus is one of the important actors in control of the process of good governance and excellent experience with bureaucracy and government bureaucracy management.

According to Leon Duguit, public service is “every activity of general interest which is of such an importance to the entire collectivity that those in authority are under a duty to insure its accomplishment in an absolutely continuous manner, even by the use of force.” Those in authority are thus under a duty to insure without interruption the operation of the public services, because they are, as members of the society like all the rest, subject to the social discipline which obliges them to act in conformity to their condition and means of action. The core tenets of Duguit’s public service theory are: 1) social solidarity meaning that Duguit argues that the state exists to serve the social needs of its citizens, emphasizing cooperation and interdependence, JAKI exemplifies this by offering various services that cater to the collective well-being of citizens of DKI Jakarta; 2) government as service providers in which Duguit views governments as groups of people engaged in public services, not as sovereign entities which JakLapor reflects by acting as a platform for delivering essential services directly to citizens; and 3) rule of law based on social necessity meaning Duguit emphasizes laws derived from social needs, not the authority of the state. JakLapor’s services are perfected during the COVID-19 pandemic in order to address the needs of the citizens of a digital public service platform.

There are 3 correlations of Duguit's public service theory with JakLapor which are: 1) Duguit's focus on social needs aligns with JakLapor's personalized approach by tailoring services to individual needs, reflecting the concept of the government serving the public good; 2) JakLapor leverages data from user interactions to inform future services and policies which aligns with idea of laws being based on social necessities, as data can reveal emerging needs and areas for improvement; and 3) JakLapor's services can be seen as transparent tools that address public concerns which aligns with Duguit's emphasis of openness.

1.6.2 Public Service Innovation

According to Hansen and Wakonen (1997), innovation is regarded as doing things differently. In the public sector, Mulgan and Albury (2003) define successful public innovation as the creation and implementation of new processes, products, services and methods of delivery in providing public services. It then results in significant improvements in outcomes, efficiency and effectiveness or public service quality. In this research, the public service innovation is defined as the implementation of a new idea or modification of idea that has been used in another context to improve public service performance.

The app JakLapor itself is an innovative approach to service delivery, offering convenience and potentially reaching a wider audience than traditional methods. JakLapor aligns with Mulgan and Albury's public innovation theory in 3 aspects: 1) improved outcomes in which JakLapor's

personalized services and data-driven approach aim to improve citizens' well-being and address their needs more effectively; 2) enhanced efficiency with JakLapor being a digital platform potentially streamlining service delivery, reducing wait times and administrative costs; and 3) increased effectiveness in which JakLapor allows for targeted interventions and potentially improves the success rate of government programs by reaching the right people with the right services.

From another perspective, Lembaga Administrasi Negara (2014) defines public sector innovation to designate the public sector in Indonesia as a process by which public institutions implement policies for public good characterized by its originality and outcome-based. Lembaga Administrasi Negara states several principles in the aspect of public service innovation such as improved outcomes, efficiency, effectiveness and sustainability. This also corroborates to the Indonesian Minister of Administrative Reform Regulation Number 30/2014, which states innovation as a breakthrough and creative process and it is not always something new. The public service innovation can also be a modification of an existing innovation to improve public service delivery either directly or indirectly.

Related to this, JakLapor is a modification or improvement of an existing app which is QLUE. Different from QLUE, JAKI, in which JakLapor acts as one of features, does not only allow citizens to file reports but also offer a variety of feature which all enable citizens to navigate around

Jakarta with ease. JakLapor exemplifies several public service innovation principles according to Lembaga Administrasi Negara which are: 1) improved outcomes with JakLapor's personalization and data driven approach aiming to better target citizen needs, potentially leading to improved public well-being; 2) efficiency by streamlining service delivery, potentially reducing wait times and administrative costs for both citizens and the government; 3) effectiveness in which JakLapor allows for targeted interventions and reaching the right people with the right services, potentially improving program success rates; and 4) sustainability meaning while ongoing maintenance is needed, JakLapor's digital platform can potentially be more sustainable than traditional methods in the long run.

1.6.3 Public Management and E-Government

The term New Public Management was first used by Christopher Hood in 1990. New public management (NPM) is known as an approach of reform in public sector management in 1980s. NPM was surfaced to improve public sector or government by importing private business concepts, techniques and values. According to Dunleavy et al. (2006), NPM has three main components, which are incentivization, competition and disaggregation. Incentivization emphasized in performance-based pay systems and mandate contracts. Incentivization also has correlation with meritocracy, as a way of distributing income, power, wealth, opportunity, honour and social recognition based on what they deserve (Sandel, 2021). The second component is competition, which is implying competition within

internal markets in public sector and contracting out to the private sector. The third one is disaggregation, which refers to a separation of provision and production (Lapuente & de Walle, 2020). Indonesia has implemented NPM since 1999, supported by the implementation of Performance-Based Budgeting, that is known as Results-Oriented Government, which became one of the best practices developed in principles of NPM according to Osborne & Gaebler (1992).

NPM provides a major set of ideas on which so much of current e-government initiatives are based. Since the diffusion of Internet-based technologies, ICT were perceived as a tool to introduce a process of rationalization of public offices and customization of public services (Cordella 2007). In order to transform into e-government, a government has to meet certain conditions. These conditions refer to ways for realizing applications to actually improve the relation between government and citizens/companies. Some of the initiatives taken by governments in shaping the conditions for realizing e-government has been: 1) the provision of access to laws and regulations; 2) the streamlining of basic data; 3) the securing of confidential transactions; 4) the creation of ICT awareness and the development of ICT skills; and 5) the establishment of an e-government support organization for the implementation and coordination of the initiatives. Indonesia itself has implemented an electronic-based government system (SPBE) since 2003 through Presidential Instruction number 3 of 2003 and strengthened by Presidential Regulation of the Republic of Indonesia

Number 95 of 2018. (Recently, United Nations E-Government Survey 2022 revealed Indonesia ranked 77th from previously being 88th in 2020).

In the aspect of NPM, JakLapor has adopted several principles: 1) business orientation by adopting a business-like approach by streamlining services and potentially reducing administrative costs. The app can be seen as a “one-stop shop” for various public services, similar to how a business strive for customer convenience; 2) performance measurement in which JakLapor can be used to collect data on user interactions and service usage. This data can be analysed to measure the app’s performance and identify areas for improvement, aligning with NPM’s focus on data-driven decision-making; 3) citizen focus by personalizing services to user needs, reflecting the NPM emphasis on citizen satisfaction and responsiveness. The app aims to provide a more convenient and user-friendly experience for interacting with the government; and 4) decentralization and marketization by empowering citizens to have more control over how they access services.

1.6.4 Effectiveness of Policy Implementation

Policy implementation has mean as translation process of rules into action. In fact policy implementation is a complex process and this complexity is exacerbated when implementers struggle to understand intentions and plan accordingly.

According to Grindle (1980), the successful implementation of public policies is influenced by two fundamental variables, namely the content of the policy and the context of implementation. The contents of this

policy include: 1) interest affected, the extent to which the interests of the target groups contained in the policy context; 2) type of benefits, the types of benefits received by the target groups; 3) extent of change envisioned, the extent to which the envisioned changes from a policy; 4) site of decision making, whether the location of a program is right; 5) implementer program, whether a policy has mentioned the implementer in detail; 6) resources committed, whether a program is supported by adequate resources.

Grindle's policy implementation model called Implementation as a Political and Administrative Process illustrates the decision-making process carried out by various actors based on the program that has been achieved or the interaction of decision makers in the administrative political context (Grindle, 1980). The characteristic of implementing this policy is the interaction between policy makers, policy implementers and policy users in an interactive model.

Grindle (1980) reminds policy makers and implementers about the possibility of a gap between the objectives of the measures taken and results achieved in the field 'Implementation policy has captured their attention because it is evident that a wide of factors – from the availability of sufficient resources to the structure of intergovernmental relations, from the commitment of lower level officials to reporting mechanism within the bureaucracy, from political leverage of opponents of the policy to accidents of timing, luck and seemingly unrelated events – can and do frequently

intervene between the statement of policy goals and their actual achievement in the society.”

Regarding the contents of policy, Grindle (1980) said: “Theodore Lowi has pointed out that the kind of policy being made will have a considerable impact on the kind of political activity stimulated by the policymaking process. This observation can be applied with equal validity to the implementation process, encouraging consideration of the “implement ability” of various programs. A distinction can also be made between programs providing collective benefits, which encourage categorical demand making, and those providing benefits that are divisible, which may mobilize more particularistic kinds of demands at the implementation stage”.

1.7 Operationalization

Concept operationalization is a set of measuring tools that can describe the researcher's efforts or activities to empirically answer what is described in the concept (Eriyanto, 2011, p.177). In this research, the researcher will use several indicators to make discussion and research easier so that the research results will be clearer.

Based on consideration of the understanding of the theories put forward by experts in the literature review, the researcher uses components with a policy implementation system model to determine the success of an implementation through operationalized research concepts, namely as follows:

A. Content of Policy

Merilee S. Grindle emphasizes the importance of the content of public policies and programs as a determinant of outcome in implementing a policy, namely how the role of public administrators as implementing actors can pay attention to the environment that can affect the implementation of policies and or programs.

1) Interest affected

Interest affected relates to the various interests of those affected by a policy implementation, namely those who are the target of a policy. In the case of JakLapor, the interest affected are citizens of DKI Jakarta as JakLapor was built under the President Instruction No.3 of 2003 and the Presidential Regulation No.95 of 2019 to ease citizens in accessing various public services digitally.

2) Type of benefits

Availability of integrated public complaint services, effective and easy to reach by the public. The type of benefits criteria concerns on whether or not the implementation of JakLapor has indeed eased the citizens and improve the quality of public services.

3) Extent of change envision

A public complaint service that is effective and easy to reach and use by the public and satisfy public complaints. extent of change envision includes indicators of what factors of change has JakLapor's establishment contributed to ranging from citizen participation to enhanced service delivery.

4) Site of decision making

Site of decision making discusses the basis of the position and the site of decision making in which JakLapor was formed which is crucial to its implementation. The position and location of decision making that can influence the implementation of the JakLapor which is implemented is based on binding law.

5) Programme implementer

Policy Supervisors and Policy Implementers coordinate. Policy Supervisors provide assessments on policy implementation, take corrective action on policy implementation. Supervisors and Implementers provide action in reports provided by the public. Supervisors and policy implementers carry out their respective roles according to their functions. The program implementer criteria discusses the parties acting as the program implementer of JakLapor which are the regional apparatus organization as the program implementer and the Bureau of Government as the program supervisor.

6) Resources committed

The resources committed criteria discusses the resources that are used and/or committed to the implementation of JakLapor. The number of staff who are productive in carrying out JakLapor complaints services. Adequate staff expertise to support program sustainability. The supporting facilities include JakLapor itself, JakWarta, JakRespons,

JakPangan, JakSurvei, JakPenda, JakWIFI, Pantau Banjir, Akun Digital Warga, JakLingko dan JakSehat.

B. Context of Implementation

Grindle (1980: 3) suggests that implementation is related to several factors, including intergovernmental relations, commitment to bureaucracy and reporting mechanisms. Grindle states that the general implementation process can begin when goals and objectives have been specified, follow-up programs have been designed and allocated funds to achieve goals. These three things are the basic conditions for executing a public policy.

1) Power, interest, and strategy of actors involved

Involvement of third parties in program implementation. The importance of third party collaboration is for the community, the strategy used in implementing the program. The power, interest and strategy of actors involved criteria discusses the involvement of stakeholders and or actors crucial to the implementation of JakLapor which are the DKI Jakarta Provincial Government, private sectors and the citizens of DKI Jakarta

2) Institution and regime characteristics

The institution communicates openly regarding public criticism, provides guidance on the public complaint service, regulates public complaint service, provides supervision and controls public complaint service. In terms of JakLapor, the institution and regime characteristics

discusses regional apparatus organization as the implementing agent and the Bureau of Government as the supervising agent.

3) Compliance and responsiveness

Program implementation is guided by the Standard Operating Procedures (SOP) regulated in the Decree of the Regional Secretary No.99 of 2022.

The community provided input to the organizers of the public complaint service. The DKI Jakarta Provincial Communication, Information and Statistics Department responded quickly in a short period of time.

1.8 Research Method

1.8.1 Focus and Type of Research

This research uses a qualitative research with a case study method in order to examine the succession of JakLapor's implementation as a digital public complaint service in DKI Jakarta. Qualitative research involves the studied use and collection of a variety of empirical materials – case study, personal experience, introspective, life story, interview, observational, historical, interactional, and visual texts – that describe routine and problematic moments and meanings in individuals' lives (Denzin and Lincoln 2005:2). Meanwhile case study, according to Zaidal Zainal (2007), enables a researcher to closely examine the data within a specific context. Case studies, in their true essence, explore and investigate contemporary real-life phenomenon through detailed contextual analysis of a limited number of events or conditions and their relationships. Yin (1984:23) defines the case study research method as “an empirical inquiry that investigates a

contemporary phenomenon within its real-life context; when the boundaries between phenomenon and context are not clearly evident; and in which multiple sources of evidence are used”.

1.8.2 Research Location

This research takes place in DKI Jakarta, involving both the Jakarta Smart City department of DISKOMINFO (Dinas Komunikasi, Informatika dan Statistika) because JAKI as a public service is maintained and run by Diskominfo and the citizens of DKI Jakarta.

The data sources used in this research are primary data and secondary data. Primary data is the main research data obtained through interviews and observations in the field while secondary data is research supporting data obtained through literature such as books, journals, previous theses, websites and newspapers.

1.8.3 Research Subject

The subjects of this research are the operators of JakLapor and the citizens of DKI Jakarta.

1. Staffs of Jakarta Smart City (4 persons)
2. Citizens of DKI Jakarta who has reported to JakLapor (5 persons)

1.8.4 Data Source and Type

1.8.4.1 Primary Data

According to Sugiyono (2009: 153), primary data source is source of data which is related to the subject of this research that is taken through the researcher directly. This primary data is obtained from the explanations of

the subjects involved in the research. In this research the primary data is obtained from interview with the subjects of this research. The respondents as the subject of the research are the staffs of Jakarta Smart City in charge of operating JakLapor and the citizens of DKI Jakarta who has at least once reported to JakLapor.

1.8.4.2 Secondary Data

As for the secondary data of this research is obtained from literature study to further aid in the completion and clarity of the phenomenon discussed. The secondary data used in this research is collected from published journals, books and articles in relations to the topic of this research.

1.8.5 Data Collection Technique

Data collection techniques are a way of researchers to collect, as well as obtain data. The main goal is to obtain data in a credible and accountable manner. In this research, the author combines interview techniques, document analysis and documentation.

1.8.5.1 Interview

An interview is a qualitative research method that relies on asking questions in order to collect data. Interviews involve two or more people, one of whom is the interviewer asking the questions. There are several types of interviews: structured interviews have predetermined questions asked in a predetermined order; unstructured interviews have open-ended questions that are asked in an unset order based on the participants' previous answers;

and semi-structured interviews which is a blend of structured and unstructured interviews. In this research, the author opts to use semi-structured interview to give flexibility but still follow a predetermined thematic framework.

The interview technique that will be used in this research is in the form of asking questions in relations to the topic of the research to the involved parties. The respondents of the interview consists of:

1. Reisa Siva Nandika (Product Analyst Jakarta Smart City)
2. Bayu Ahmadi (Senior Operational Product and Trainer Jakarta Smart City)
3. Andini Sekar (Business and Government Relation Jakarta Smart City)
4. Martini Melissa (Assistant Manager Operational Product and Service Jakarta Smart City)
5. Harandhy M. Ardhava (citizen of East Jakarta, 22)
6. Fahad Fachrizal (citizen of South Jakarta, 25)
7. Daniel Giovanni Latumahina (citizen of Central Jakarta, 28)
8. Naomi Almira Kholik (citizen of West Jakarta, 75)
9. Andri Saputra (citizen of North Jakarta, 54).

The citizens chosen as the respondents of the interview are carefully curated in the sense of representing each region of DKI Jakarta and ranging from the ages of 22 - 69 in order to have a fair collection of data.

1.8.5.2 Documentation

Documentation is the last technique of data collection. Documentation is the combining collection of the data the researcher has obtained from interviews and document analysis consisting of papers, books, journals and articles. With this technique, data collection is carried out through sources of information in the form of written or recorded materials (Faesal, 2002).

1.8.6 Data Processing Technique

Data processing technique in qualitative research uses inductive analysis, namely analysing the data obtained. The steps that must be taken in this technique are as follow: data reduction, data display, and conclusion drawing or verification.

1. Data Reduction

Data reduction aims to sharpen, select, focus, organize data obtained either through interview, observation and documentation in such a way that final conclusion from research can be made and verified (Subroto, 1999).

2. Data Display

Data display is a stage used to present reduced data in qualitative research through narrative text. The aim is to facilitate understanding of the research data presented.

3. Conclusion

After completing data reduction and data display, the next step to be taken is drawing conclusion. Conclusions must be based on valid and consistent evidence when research is conducted.