

CHAPTER I

INTRODUCTION

1.1 Background

The right to obtain information is a human right, and openness of public information is one of the important characteristics of a democratic country that protects the sovereignty of the people and creates good governance. A country where public information is not disclosed is not a democratic country. Because democracy requires participation, and participation can be born from openness of information. The right to information, in a democratic country, is an absolute right that must be owned by every citizen. Indonesia as a democratic country has guaranteed this right in Article 28F of the 1945 Constitution. And in order to implement the right to information, Law Number 14 of 2008 concerning Openness of Public Information (UU KIP) has been stipulated.

This law was born when discussing good governance or a good government system. The realization of good governance cannot be separated from the aspect of transparency carried out by the government to the public. The regulation on KIP is interpreted as an effort by the Public Agency to present information related to the implementation of public services to the wider community. This law emphasizes that information is a basic need for everyone for personal development and their social environment and is an important part of national resilience.

The realization of institutional governance can be achieved through a responsive public service process in meeting the needs of the community. The process of fulfilling community needs must be two-way between the government (service provider) and the community (service recipient) because it is in line with the demands of increasingly dynamic developments. The process of community participation in governance is also important to be carried out in decision-making and to carry out existing management functions, one of which is the role of the community in carrying out supervision which acts as social control (Alfarez 2024).

According to UNDP, One of the characteristics of good governance is responsiveness. Responsiveness is a logical consequence of the existence of information transparency, where every element involved in the process of governance is required to be responsive to the needs, aspirations, and complaints of the community as stakeholders. Responsive governance shows an awareness that public service is not only an administrative obligation, but a real form of respect for the rights of citizens. When government agencies are quick and precise in responding to public needs, public trust in the government will increase, thereby strengthening the legitimacy and effectiveness of the government itself.

The importance of responsive governance lies in its ability to create a healthy reciprocal relationship between the government and the community. In the context of increasingly complex social dynamics, the government is required

to be able to adapt and respond quickly to changes and public demands. Responsiveness in the provision of public services not only reflects the professionalism of the bureaucracy, but also becomes an indicator of the success of democratic governance. An unresponsive government risks losing active community participation, weakening the function of social oversight, and ultimately moving away from the principle of good governance itself. Building a responsive government system is an important prerequisite for ensuring the fulfillment of the right to information and the creation of inclusive, adaptive, and sustainable public services.

Responsive government is the hope of all levels of society to support the principle of good governance where the government here has an obligation to serve the community through an effective, efficient, accountable, and responsive public service process. In terms of effective public service related to the process of achieving goals can be realized. The efficiency aspect itself is the ability to complete tasks through existing resources. Accountable can be interpreted as the public service process must be accountable. Finally, responsive means that the public service process must have optimal responsiveness in seeing problems in society.

The government in the principle of Responsive Governance also plays a role as an actor in the decision-making process where the decision is implemented, so governance analysis is focused on formal and informal factors involved in decision-making and its implementation as well as formal and

informal structures that are designed to bring about the implementation of decisions. Governance can be used in several contexts such as corporate governance, international governance, national governance and local governance. Ideally, responsive governance emphasizes the role of government as a public servant, not as a controller. The government must be responsive to the needs and interests of citizens, not just oriented towards efficiency and results.

One form of responsive governance in the implementation of state administration is responsive service that is directly addressed to the community (Kartini, Mahsyar, & Ma'ruf, 2020). Responsiveness in this case focuses on the government's ability to provide programs and services that answer the needs that have been aspired to by the wider community. In this regard, the quality of responsive bureaucratic implementation can be measured from the suitability of the implementation of programs and activities with the aspirations or responses obtained from the community. Of course, the government in supporting this has various tools, especially in the current era in responding to the needs of its people by utilizing existing technology and digital transformation. (Audrey et al. 2024).

Digital transformation creates opportunities and challenges for the bureaucracy in Indonesia. The provision of public services and decision-making in the digital era requires the bureaucracy to always be up to date in providing both information and services effectively and efficiently through existing electronic channels. Openness of information, public participation, and

transparency in the modern era require a complex system in its creation for the government in serving what its people need. Of course, the government in this case must not be silent and must always be ready to face digital changes as a form of responsive governance that is responsive in serving its people.

The Information and Documentation Management Officer (PPID) is an extension of a public agency that has an important task in realizing information transparency in government agencies. The existence of PPID is the main means of bridging the information needs of the community with the provision of data and documents by the government. With a strong legal basis from Law Number 14 of 2008 concerning Public Information Transparency, every public agency, both central and regional, is required to appoint and operate PPID in carrying out the function of providing information services to the public in a transparent, accountable, and fast manner.

In practice, PPID provides various types of public information services, such as requests for information, filing objections, to handling public complaints about government agency services. To support easy access and service efficiency, currently almost all PPIDs in the government environment have utilized digital technology through official websites, public information service portals, and online-based applications. Through this digital system, the public can submit requests for information or submit complaints without having to come directly to the agency office, simply through a device connected to the

internet. This not only speeds up the service process, but is also part of the government's efforts to form a modern and adaptive bureaucracy to the times.

One example of the implementation of PPID that follows the development of digitalization is PPID at the Transportation Department. The Transportation Department as a technical agency that plays a role in managing and supervising the transportation sector, is a public body that is very close to the daily activities of the community. Therefore, the provision of information and responses to complaints from the public are crucial aspects. Along with this, the Central Java Provincial Transportation Department formed PPID as a unit responsible for providing fast and open public information services, especially through the digital platform that has been provided.

As a regional government transportation Department, the Central Java Provincial Transportation Department plays an important role in providing safe, comfortable, and efficient public transportation services. To fulfill the principles of open information and responsive service, the Central Java Transportation Department has formed the Information and Documentation Management Officer (PPID). PPID has an internet-based digital service that allows the public to access information and submit complaints directly through the available system.

The PPID website includes various information from the Central Java Provincial Transportation Department such as programs and activities, budget and finance, public information, and public complaints. The Central Java

Provincial Transportation Department also offers a complaint booth that can be accessed via a web portal and SMS service. The public can use this facility to submit complaints or seek further information about policies and programs being implemented.

As a concrete manifestation of commitment to public information transparency, the PPID Implementer within the Central Java Provincial Transportation Department has established a Standard Operating Procedure (SOP) that includes organizational structure, obligations, and work mechanisms. This SOP serves as a guideline in carrying out public information service functions professionally and accountably. The organizational structure and work procedures are regulated through a decision of the head of the Department and serve as the basis for managing information within the Transportation Department. The PPID Implementer has a number of main obligations, including providing public information that is fast, timely, accurate, and easily accessible to the public, except for information that is excluded. In addition, the PPID is required to build a neat and integrated public information storage and documentation system, as well as provide written considerations for every policy related to public information.

The working mechanism of PPID Dishub Jateng includes a number of important standards, starting from the procedure for requesting public information, filing objections, resolving information disputes, to documenting and classifying excluded information. This SOP also regulates service standards

for people with disabilities and public complaint services. With the existence of this structured system, PPID Dishub Jateng should be able to carry out its responsive function optimally in responding to information needs and public complaints. However, implementation in the field still faces a number of challenges, including in terms of responsiveness to incoming complaints, as will be discussed in the next section.

To support the implementation of the SOP, the PPID of the Central Java Provincial Transportation Department also provides service procedures that are easy for the public to understand. This procedure is designed so that information applicants can know the steps that must be taken, both directly and online, starting from submitting an application, the verification process, to providing information. The existence of a clear service flow is expected to increase public participation in accessing information and strengthen the principles of transparency and accountability of public services.

The description of the flow of requests for public information shows that the PPID of the Central Java Transportation Department has provided an open and systematic access path for information.

In order to improve accessibility and ease for the public in conveying aspirations, complaints, and requests for information, the Central Java Provincial Transportation Department through the Information and Documentation Management Officer (PPID) provides various communication channels. The platforms provided include LaporGub, WhatsApp, SP4N-LAPOR, Twitter,

Instagram, and other social media. The diversity of these channels is intended to reach people from various digital backgrounds and communication preferences.

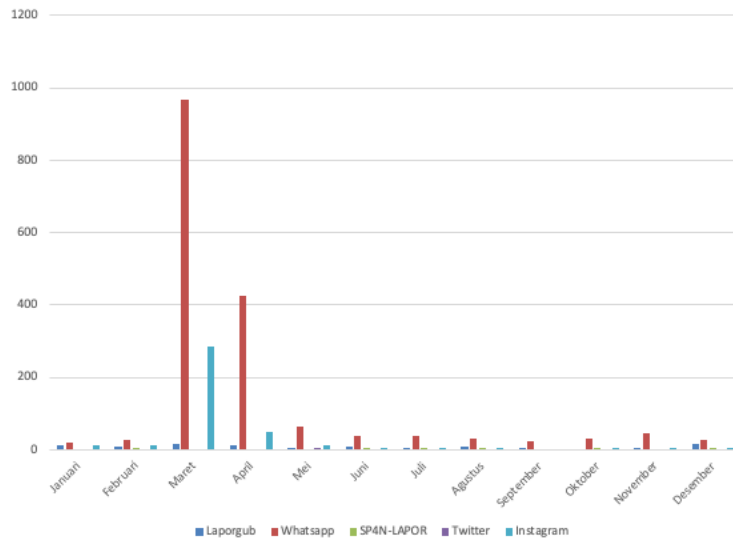


Figure 1. 1 Public Complaint Platform Chart During 2024.
Source : PPID Perhubungan Jatengprov (2024)

Based on the graph above, it can be seen that of all the available complaint channels, WhatsApp is the media most widely used by the public in submitting complaints or requests for information. This high number allows that the public prefers channels that are direct and easily accessible.

In addition to looking at the number of complaints based on the channels used, it is also important to understand the types of problems that are most often complained about by the public. This classification helps PPID identify which areas need more attention, and supports more targeted decision-making in improving public services.



Figure 1. 2 Classification of Complaints During 2024
Source : PPID Perhubungan Jatengprov

The PPID of the Central Java Provincial Transportation Department receives complaints from various fields that are part of the organizational structure of the department, such as traffic, transportation, shipping, transportation centers, and the secretariat. In addition, there are also complaints that are categorized outside the authority of the department. As seen in the diagram, the most complaints came from the transportation sector during 2024 compared to other sectors.

Furthermore, in the context of responsive public services, openness to public complaints must be followed by concrete ability in responding to each report received. During 2024, the Central Java Provincial Transportation Department has recorded the number of complaints received each month and provided an initial response to all of these reports, as shown in the following table.

| No. | Month | Number of Complaints | Number of Responses | Number of Follow Ups |
|--------------|-----------|----------------------|---------------------|----------------------|
| 1. | January | 49 | 49 | 7 |
| 2. | February | 53 | 53 | 0 |
| 3. | March | 1272 | 1272 | 62 |
| 4. | April | 488 | 488 | 0 |
| 5. | May | 78 | 78 | 4 |
| 6. | June | 54 | 54 | 5 |
| 7. | July | 42 | 42 | 3 |
| 8. | August | 44 | 44 | 14 |
| 9. | September | 26 | 26 | 6 |
| 10. | October | 35 | 35 | 6 |
| 11. | November | 57 | 57 | 6 |
| 12. | December | 45 | 45 | 1 |
| TOTAL | | 2243 | 2243 | 114 |

Table 1. 1 Number of complaints during 2024

Source : PPID Perhubungan Jatengprov's Website, Processed by researcher (2025)

The table above shows that the PPID of the Central Java Provincial Transportation Department consistently responded to and responded to all complaints received in 2024. Every month, no complaints were missed by the PPID of the Central Java Provincial Transportation Department to be responded to. However, in reality, even though all complaints have been responded to by the PPID of the Central Java Transportation Department, there is still a GAP in the form of challenges in the substantial follow-up process to the contents of the complaint. Not all complaints that are responded to are automatically followed up to completion.

| REKAP MEDIA SOSIAL BULAN JUNI 2024 | | | | | | | |
|------------------------------------|-------------------|----------|---|--|---|---------------|------------------|
| NO | TANGGAL DAN WAKTU | MEDIA | ISI ADUAN | TANGGAL DAN WAKTU TANGGAPAN DAN TINDAKLANJUT | TANGGAPAN | Tindak Lanjut | Klasifikasi |
| 1 | 03/06/2024 14.46 | Laporgub | izin melaporkan, Lampu PJU di Ruas Jl. Provinsi "MATTI". Lokasi tepatnya di Jembatan Banmati, Kec. Sukoharjo, Kab. Sukoharjo, Jawa Tengah. Mohon segera diperbaiki dikarenakan membahayakan pengendara. Lampu mati karena "KABEL PUTUS" tepat di jembatan sebanyak -/+ 6 titik lampu. | 03/06/2024 15.23 | Terima kasih akan segera kami tindaklanjuti | | Lalu Lintas |
| 2 | 10/06/2024 10.05 | Laporgub | Melanjutkan dari point sebelumnya tentang larangan putar balik. 1. Pemutar balik tetap banyak seperti tanda panah biru yang saya sematkan di foto (itu foto diambil di bukan jam padat, bayangkan jika di jam padat traffic), mau mobil motor truck bikin macet dan repot dan BERBAHAYA yang mau masuk ke grogol indah 2. Supeltas jg malah mengarahkan putar balik dan hanya menerima uang saja dr pelaku pelanggaran rambu lalu lintas 3. Sudah sebulan lebih tapi tidak ada hasil selain plang yg hilang sudah terpasang, laporan yang tersemat di foto menurut PERDA PROV JATENG larangan tersebut tetap berlaku dan dishub akan koordinasi dengan polres akan tetapi tidak terlihat ditangani dengan serius problemnya mohon ditindak lanjuti dengan serius. Jika rambu tersebut berkekuatan hukum maka pasti ada sanksi pindaan maupun denda bagi sang pelanggar Silahkan dilakukan sesuai PERDA yang berlaku, sekian dan terimakasih | 10/06/2024 11.27 | Terimakasih atas info dan masukannya. Karena yang memiliki kewenangan penindakan pelanggaran lalu lintas di jalan adl petugas polri maka akan dikoordinasi kan dgn polres sukoharjo. Maturnuwun | | bukan kewenangan |
| | 20/06/2024 08.56 | Laporgub | Saya baru saja tadi sekitar jam 20.00 kurang, hani ini, minggu, 9 juni 2024 dipepet oleh bus trans jateng no. 06, di daerah perhutani dr. cipto. saya padahal ga menyalangi/nyebrang tp bis dr belakang yg masih jauh sdh klakson2 dan kayak sengaja ngejar saya, trus begitu dekat saya, sopirnya langsung beraura "Ihaaaaaa", maksudnya apa kayak gitu?? Padahal | 24/06/2024 15.14 | Mohon maaf atas kejadian yang tidak mengenakan tersebut. Kami kroscek dan tindaklanjuti kepada crew yang bertugas saat kejadian. | | Balai trans |

Figure 1. 3 Example of GAP in complaint

Source : PPID Perhubungan Jatengprov's Website (2024)

The examples of public complaints above show that although each report has been given an initial response, but only a small portion has been followed up further. There are even follow-up responses that are only temporary as shown in the image above.

Although there have been many studies discussing the openness of public information and services by public agencies from a responsive governance perspective, there has been no study that specifically highlights the responsiveness of the PPID at the Central Java Provincial Transportation Office in following up on requests for information and public complaints. In fact, the low level of follow-up to these complaints can reflect the weak implementation of the responsive governance principle in public service practices. Therefore, this study is important to fill this gap and provide a deeper understanding of the

quality of public information services from a government responsiveness perspective.

1.2 Problem Identification

Based on the background above, the researcher can identify the following problems:

1. There is a gap between response and follow-up process of complaints number. Where in reality, PPID responds to all complaints from the public that come in, but not all complaints are followed up optimally.
2. Lack of clear transparency over the follow-up process. PPID does not give updates or clear information over the follow-up process that will be carried out, this might cause confusion for the public who submitted the complaint.

1.3 Problem Formulation

1. How is the implementation of the service for requests for information and public complaints handling at the PPID of the Central Java Provincial Transportation Department from a Responsive Governance perspective?
2. What are the driving and inhibiting factors that can influence responsive governance values in information request and public complaint services at the PPID of the Central Java Provincial Transportation Department?

1.4 Research Objectives

This research was designed to answer the research questions above, so the objectives of this research are as follows :

1. Knowing and describing how the service for requests for information and public complaints at the PPID of the Central Java Provincial Transportation Department from a Responsive Governance perspective.
2. To analyze and identify the driving and inhibiting factors that can influence responsive governance values in information request and public complaint services at the PPID of the Central Java Provincial Transportation Department.

1.5 Uses of Research

1.5.1 Theoretical Uses

This research is expected to increase insight into the study of public information disclosure, especially in understanding the implementation of a service and public complaints in government agencies.

1.5.2 Practical Uses

The results of this study can be used as evaluation material for the Central Java Provincial Transportation Department in improving PPID operations, especially in improving its implementation from a Responsive Governance perspective.

1.6 Literature Review

1.6.1 Previous Studies

| No | Research Title | Purpose | Theoretical basis | Methods | Result | Differences with the Author's Research |
|----|--|---|--|-------------------------|--|---|
| 1. | <i>“Analisis Penerapan Responsive Governance Pada Aplikasi Kanal Aduan Sapa Mbak Ita Di Kota Semarang”</i> <i>(Dhani et al. 2025)</i> | Analyzing the implementation of responsive governance through the Sapa Mbak Ita Complaints Channel Application in Semarang City regarding complaints received from the public and analyzing the supporting and inhibiting factors for the implementation of responsive governance through the Sapa Mbak Ita Complaints Channel Application in responding to complaints and suggestions from the public. | (D’Osborne, 2003) argues that Responsive Governance is making the various demands of citizens’ needs a top priority and providing better public service capacity for citizens. | Qualitative Descriptive | The Sapa Mbak Ita application can facilitate coordination, but dependence on popular media such as Instagram and popular channels such as the Sapa Mbak Ita application risks reducing the use of other channels. Technical constraints such as errors and photo limitations need to be fixed to support more efficient reporting. | The difference between this study and the author lies in the theoretical study used. In the study by Dhani et.al (2025), the responsive governance theory used in the theoretical study focuses on the theory according to UNDP and the driving factors of responsive governance according to Hood & Margetts (2017). |
| 2. | <i>“Responsive Governance Dalam Realisasi Layanan Aduan Masyarakat (Studi Penelitian Sp4n Laporan! Oleh Dinas Komunikasi</i> | To analyze the implementation of SP4N Laporan! Klaten Regency Government in accordance with complaint | Responsive governance describes the importance of responding quickly, efficiently and | Qualitative Descriptive | The implementation of SP4N Laporan! Klaten Regency Government has not been running in accordance | The difference between this research and the author's research lies in the theoretical study, namely that this |

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|----|--|---|---|--------------------------------|---|---|
| | <p><i>Dan Informatika Kabupaten Klaten Tahun 2023)</i>"</p> <p>(Amelia et al. 2023)</p> | <p>management and analyze the presence of SP4N Lapor! in realizing responsive governance in Klaten Regency.</p> | <p>effectively to the real needs of society.</p> | | <p>with complaint management and the presence of SP4N Lapor! as a complaint service has not been able to realize responsive governance.</p> | <p>research uses the complaint management theory and the problem formulation is also about complaint management.</p> |
| 3. | <p><i>"Responsivitas Penyelenggaraan Pelayanan Publik di Dinas Kependudukan dan Pencatatan Sipil Kabupaten Bone"</i></p> <p>(Rasdiana dan Ramadani 2021)</p> | <p>This study aims to explain the responsiveness of public service delivery at the Population and Civil Registration Service of Bone Regency.</p> | <p>Responsiveness theory and responsiveness indicators according to Zeithaml et al. in Rismawati et al. (2015)</p> | <p>Qualitative Descriptive</p> | <p>The responsiveness of public service delivery at the Population and Civil Registration Service of Bone Regency is good when assessed based on six responsiveness indicators according to zeithaml.</p> | <p>Even though it uses the same theory, the difference between this research and the researcher's research is that the media used in this research is almost entirely still done manually, whereas in practice the researcher's research is almost always done using full technological implementation.</p> |
| 4. | <p><i>"Analisis Fitur E-Wadul Dewan Di Sekretariat DPRD Provinsi Jawa Tengah Dalam Perspektif Responsive Governance"</i></p> <p>(Alfarez 2024)</p> | <p>This study aims to determine the form of implementation of the E-Wadul feature of the Central Java Provincial DPRD Secretariat Council from a responsive governance perspective.</p> | <p>Furthermore, the research analysis uses the responsive governance framework from Vij & Gil-Garcia (2017) and Maksimovska & Stojkov (2019).</p> | <p>Qualitative Descriptive</p> | <p>The results of this study are that in preparing the action plan to be carried out, it must be structured and integrated in order to provide an appropriate response to the existing situation. However, it is necessary to increase the capacity of the Public Relations</p> | <p>The difference between this research and the author's research is the locus of the government agency and the subject of the research, namely the Secretariat of the Central Java Provincial DPRD.</p> |

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|----|---|---|--|-------------------------|---|--|
| | | | | | Section staff of the Central Java Provincial DPRD Secretariat. | |
| 5. | <p><i>“Responsive Governance Aplikasi Sistem Administrasi Kendaraan Pajak Online (SAKPOLE) SAMSAT Kota Semarang II”</i></p> <p>(Fernanda, 2023)</p> | <p>The purpose of this study is to analyze the responsive governance of SAMSAT Kota Semarang II in providing digital public services and to identify inhibiting and supporting factors in its implementation.</p> | <p>This study uses the theory of seven key components in responsive governance according to the United Nations (2015), namely: 1. Access to information, 2. Innovation in governance, 3. Combining global and local, 4. Quality, relevance, and proximity of local data, 5. Horizontal and top-down involvement.</p> | Qualitative Descriptive | <p>The results of the study indicate that SAMSAT Kota Semarang II has implemented the concept of responsive governance through the SAKPOLE application in responding to public complaint reports in a responsive manner to improve the responsiveness of public services. There are several obstacles in it, such as the resolution of complaints which is relatively long.</p> | <p>Fernanda's research (2023) focuses on the responsiveness of digital services through the SAKPOLE application at SAMSAT Semarang City II, by assessing the implementation of seven components of responsive governance from PBB, while my research focuses on the analysis of the responsiveness of the PPID of the Central Java Provincial Transportation Service to public complaints,</p> |
| 6. | <p>“Magnetic effect of government responsiveness on public participation: An empirical analysis based on the provincial Leadership Message Board in China “</p> | <p>The purpose of this study is to systematically investigate the influence of government responsiveness on public participation in China.</p> | <p>The author uses a combined theory according to experts (Burnstein 2014; Ramussen et al., 2018; Wlezien 2017) regarding the policy nexus,</p> | Quantitative | <p>Government responsiveness has a magnetic effect on public participation, and response efficiency, response actors, and response discourse have different effects</p> | <p>The difference between this research and the author's research is that Chang's (2023) research uses a quantitative approach with the policy nexus theory to analyze the relationship</p> |

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| | (Chang, 2023) | | which contains that public opinion has a strong relationship in the public policy-making process. | | on public participation in China. | between government responsiveness and public participation through data from the Leadership Message Board in China, with a focus on the reciprocal influence between public opinion and policy. |
| 7. | “Responsive Governance in PPP Projects to manage uncertainty” (Dewulf dan Garvin 2020) | Explains how governance strategies can address uncertainty in PPP projects, especially during the operations phase. | This study uses the Responsive Governance theory. | Qualitative Descriptive | Responsive Governance in the implementation of the Public Private Partnership project has been carried out well. Partnership and responsiveness in building cooperation have been carried out well between all parties. | This study uses a descriptive qualitative approach with Responsive Governance theory to analyze governance strategies in dealing with uncertainty in Public Private Partnership (PPP) projects. |
| 8. | “Government Responsiveness in Developing Countries” (Grossman and Slough 2022) | The aim of this research is to review and develop an understanding of how and when governments in developing countries respond to citizens' preferences in the provision of public goods and services, | Electoral Accountability theory and Constituency Service Theory | Quantitative | Government responsiveness is more accurately explained through the simultaneous interaction of politicians–bureaucrats–citizens, not just the relationship between two actors, thus strengthening the understanding and | This article is a conceptual literature review of government responsiveness in general in developing countries, while the researcher's research is a specific empirical study that analyzes the responsiveness of complaint services and information requests at the PPID |

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|-----|---|--|---|-------------------------|--|---|
| | | emphasizing the interactions between politicians, bureaucrats, and citizens as key to responsiveness and accountability. | | | improvement of public service policies. | of The Central Java Transportation Department. |
| 9. | “Social Media Mentoring: Responsive Governance in the Shadow of Surveillance?” (Bekkers n.d.) | The purpose of this study is to conduct further studies on the strategic role of social media in monitoring governance in order to realize responsive governance. | The author uses the theory of three approaches to monitoring through social media according to Habermas (1984), namely: Instrumental rational approach; Communicative approach; Strategic political approach. | Qualitative Descriptive | The results of the study show that in ‘Social media monitoring’, a group led by Victor Bekkers from Erasmus University Rotterdam (2013) noted that social media is rapidly penetrating modern information society. | Bekkers et al.'s (2013) research used a descriptive qualitative approach and the theory of three approaches to monitoring through social media according to Habermas (1984) to examine the strategic role of social media in realizing responsive governance, |
| 10. | “Government Responsiveness under Majoritarian and (within) Proportional Electoral Systems” (Ferland, 2020) | The purpose of this research is to contribute a better understanding of how political institutions, and especially electoral systems, influence levels of government responsiveness. | Theory used in this research is government responsiveness theory by Brooks and Manza 2006, Kang and Powell 2010, Mcdonald and Budge 2005. | Quantitative | The result of this study shows that governments under majoritarian systems appear to adjust their social spending according to changes in the position of the citizen that are away from governments. | These research differences show that political institutions play an important role in determining how responsive a government is to its citizens' preferences, especially in social spending policies. |

Table 1. 2 Previous Research Findings

Source : Processed by Researcher (2025)

Based on various previous studies on the application of responsive governance in public complaint services, it can be concluded that although various digital channels have been utilized by government agencies to bridge communication with the public, the effectiveness of responses and follow-ups is still a major challenge in realizing ideal responsiveness. Research by Dhani (2025) and Amelia (2024) shows the importance of speed and efficiency in responding to complaints, while Alfarez (2024) and Annisa et al. (2023) emphasize the need to increase the capacity of human resources and systems to support responsive complaint management. In the context of this study, similar problems were also found in the information request and complaint services at the PPID of the Central Java Provincial Transportation Department, where although all complaints were responded to administratively, not all were followed up comprehensively, which is relevant to be studied further to see the extent to which the principles of responsive governance are truly implemented and meet public expectations in public services.

1.6.2 Theoretical Framework

1.6.2.1 Public Administration

Administration based on etymology comes from Latin which consists of ad + ministrare, which operationally means to serve, help and fulfill. In its original language, it is formed by the noun administration and the adjective administrativus. While in English it becomes administration and in Indonesian it becomes administration. (Hadari, 1994: 23)

Public administration is a field of study and practice that focuses on the management and implementation of public policy by the government. This field includes various activities carried out by government agencies to provide services to the community and achieve social and economic goals. As a discipline, public administration involves the study of theories and practices related to the management of public organizations, interactions between government and society, and policy implementation mechanisms. According to Joko Sutanto (2020), public administration plays an important role in creating a just and prosperous society through effective public services.

The scope of public administration is very broad, covering various aspects such as planning, organizing, implementing, and supervising public policies. In this context, public administration is not only related to internal government activities, but also interactions between the government and various stakeholders. Public administration also focuses on innovation and efficiency in delivering services to the community, as well as ensuring accountability and transparency in the decision-making process. Therefore, public administration is very relevant in facing complex social and economic challenges in this era of globalization.

The objectives of public administration cover various aspects that aim to improve efficiency, effectiveness, and accountability in public services. Here are some of the main objectives of public administration :

- a. Realizing Social Justice

Realizing social justice is the main goal of public administration, because it reflects the government's commitment to creating a just and equitable society. Social justice includes efforts to address social, economic, and political inequalities that often occur in society. In this context, public administration is responsible for designing and implementing policies that take into account the interests of all groups, especially the marginalized. As expressed by Kettunen and Kallio (2020), the importance of social justice in public administration lies in its ability to build public trust in the government.

b. Improving the Quality of Public Services

Improving the quality of public services is the main goal of public administration which aims to meet the needs and expectations of the community. Quality public services not only increase public satisfaction but also create trust in the government. In this effort, public administration must continue to innovate and improve the service system and process. According to Stoker (2021), the quality of public services is an important measure in assessing the effectiveness of government and influences the legitimacy of public institutions in the eyes of the public.

c. Encouraging Public Participation

Encouraging public participation is a primary goal of public administration, which serves to involve citizens in decision-making processes that affect their lives. Public participation can strengthen

democracy and create policies that are more responsive to local needs. In addition, by involving the public, public administration can build greater trust and legitimacy in government institutions. As stated by Fung (2019), public participation in administration creates better communication channels between the government and the public, so that the resulting policies are more relevant and effective.

d. Ensuring Transparency and Accountability

Ensuring transparency and accountability is the main objective of public administration which aims to build public trust in the government. Transparency includes the openness of information regarding policies, budgets, and decision-making processes carried out by the government. In this context, accountability ensures that public officials are responsible for their actions and decisions, and can be held accountable by the public. According to Bovens et al. (2019), transparency and accountability are important pillars in public administration that contribute to the legitimacy and public trust in government institutions.

The public administration paradigm is a framework of thought that functions to understand and manage the dynamics of government and public services. This paradigm not only covers technical aspects in resource management, but also involves ethical and leadership values that influence public policy. According to Mardiasmo (2020), public administration must be

able to adapt to changing times and the needs of society to improve performance and accountability.

Public Administration Paradigm

In Greek, paradigm refers to a pattern or example that underlies a discipline regarding what should be studied. Friedrichs (1970), as cited by Bowman et al., 2001, pp. 194–205, defines a paradigm as a fundamental view of a discipline regarding the subject matter that should be studied. Meanwhile, Ritzer (2011) defines a paradigm as a fundamental view of a discipline regarding the subject matter within a particular branch of science. A public administration paradigm is a model or pattern that determines the focus and locus (position) of public administration. According to Nicholas Henry, as cited by Tresiana & Duadji, 2018, the development of public administration paradigms is a fundamental view in the field of public administration that has evolved over time. The following is Henry's definition of the paradigm :

a. **The Politics-Administration Dichotomy Paradigm (1900-1926)**

This paradigm views public administration as having two roles: politics and administration. Public administration is considered the implementation of political policies. The focus is on the close relationship between politics and public administration, with Leonard D. White as one of its main pioneers.

b. **The Principles of Administration Paradigm (1927-1937)**

This paradigm emphasizes the application of administrative principles, such as efficiency, effectiveness, productivity, discipline, cooperation, and coordination, in public administration. Its primary focus is on the management aspects of public administration, with F.W. Taylor as one of its key figures.

c. The Public Administration as Political Science Paradigm (1950-1970)

In this paradigm, public administration is considered part of political science and the executive branch of politics. Public administration cannot be separated from political values and can be influenced by the political context. Figures such as Chester I. Barnard, Dwight Waldo, and Herbert Simon are important representatives of this paradigm.

d. Paradigm of Public Administration as an Administrative Science (1956-1970)

This paradigm restores the focus to the administrative aspects of public administration. Public administration is linked to organizational and management theory. This paradigm eliminates the distinction between public administration and business administration, with Herbert Simon, Keith Henderson, and James March as its leaders.

e. The Public Administration Paradigm as Public Administration (1970-Present)

This paradigm maintains public administration as a distinct discipline with the application of administrative principles and functions. This paradigm

combines organizational theory, public management, political economics, and public policy analysis in the development of public administration.

f. The Governance Paradigm (1990-Present)

This latest paradigm creates an integration between the previous paradigms. The governance paradigm emphasizes the importance of government, the private sector, and society in creating good governance. The concept of "governance" replaces the concept of "government" to achieve stable and effective governance by involving the private sector and society.

1.6.2.2 Good Governance

Governance refers to the processes and structures used to manage and direct an organization or society. This concept encompasses a variety of mechanisms, including policies, rules, and practices that ensure accountability and transparency in decision-making. According to Bason (2020), governance is a process that involves various actors and mechanisms in creating public value and ensuring the sustainability of the organization. Thus, governance is not only about management, but also about creating and maintaining trust between the parties involved.

In a broader context, good governance also includes social and political dimensions, such as community participation in the decision-making process. This shows that the success of good governance depends on the ability to integrate various perspectives and interests. Societies that have good governance

structures tend to be better able to overcome challenges and achieve collective goals. Thus, the importance of good governance lies in its ability to create a fair, inclusive, and effective system in realizing shared prosperity.

Some of the main characteristics of good governance in public administration according to UNDP in the Good Governance Textbook (Karso 2022) :

a. Participation

Every citizen has the right and obligation to take part in the process of state, government and society, either directly or through the intermediation of legitimate institutions that represent their interests. This citizen participation is carried out not only at the implementation stage, but comprehensively starting from the stages of policy formulation, implementation, evaluation, and its results. Rule of law: The legal and legislative framework must be fair, enforced, and complied with in its entirety, especially the legal rules on human rights.

b. Transparency

Transparency is one of the characteristics of good governance in the era of the information revolution. Transparency covers all aspects of activities that concern all public interests. Transparency is one of the characteristics of good governance. Transparency must be built within the framework of freedom of information flow. Various processes, institutions, and information must be freely accessible to those who need them.

c. Responsiveness

Responsiveness is a logical consequence of openness. Every component involved in the process of building good governance needs to be responsive to the desires and complaints of every stakeholder.

d. Consensus orientations

Act as a mediator for various different interests to reach a consensus or it is also possible to apply various policies and procedures to be determined by the government.

e. Fairness

Good governance will provide equal opportunities for both men and women in their efforts to improve and maintain their quality of life.

f. Effectiveness and Efficiency

Every activity and institutional process is directed to produce something that truly meets needs through the best possible use of various available resources.

g. Accountability

Decision makers in public sector (government), private and civil society organizations have accountability to the public, as well as to the owners (stakeholders).

h. Strategic vision

Leaders and communities have a broad and long-term perspective on good governance and human development.

1.6.2.3 Public Management

Public Management is a relatively new specialty, but it is rooted in a normative approach. Woodrow Wilson, author of "The Study of Administration" in 1887 (Wilson in Shafritz and Hyde, 1997), was a pioneer. This school of thought focuses on public management. In his writings, Wilson urged public administration to immediately focus on a more businesslike orientation, improving the quality of government personnel, and adopting organizational and governance methods. The focus of this call was to improve executive function within government, which was deemed to have gone beyond reasonable limits due to widespread corruption, collusion, and nepotism, by adopting business management principles. Wilson laid out four basic principles for the study of public administration that still characterize public management today:

1. Government as the primary organizational setting;
2. Executive function as the primary focus;
3. The search for more effective management principles and techniques as the key to developing administrative competence; and
4. The comparative method as a method of study and the development field of public administration (Perry & Kraemer, 1991: 5-6).

What Wilson conveyed actually greatly influenced efforts to develop public management until now. The development of his paradigm also followed the development of public administration (Henry, 1995), such as the administration-politics dichotomy (first paradigm, period 1900-1926), principles

of administration (second paradigm, period 1926-1937), political science (third paradigm, period 1950-1970), administrative science (fourth paradigm, period 1956-1970).

The nuances of public management can be seen in each paradigm. For example, in the "first paradigm," the government was encouraged to develop a better system for employee recruitment, civil service examinations, job classification, promotion, discipline, and retirement. Management of human resources and goods/services must be made more accountable to achieve national goals. In the "second paradigm," management principles, often claimed to be universal, were developed, often known as POSDCORB, a major work by Luther Gullick and Lyndall Urwick in 1937. These principles were later criticized by Herbert Simon in his work, "Administrative Behavior," which urged experts not only to base themselves on normative aspects as taught in rationality but also to examine the reality that occurs in one of the important management functions, decision-making. This criticism paved the way for the decline in the development of public management functions at that time, as political scientists eventually viewed public administration and public management as political activities, or rather as part of political science. This is the essence of the "third paradigm." Therefore, management functions do not need to be taught normatively, nor do they need to be viewed as something universal.

After rejecting criticism from political scientists, the concept of management continued to develop, as in the "fourth paradigm," with the establishment of the School of Business and Public Administration and the journal *Administrative Science Quarterly* at Cornell University, United States. The school and journal have introduced management functions, especially human relations, communication, organizational behavior, operations research, applied statistics, etc., widely to various universities not only in the United States but also to European countries. Since the development of this paradigm, knowledge, techniques and methods, as well as managerial skills have continued to be developed and studied in universities as a separate discipline. Academically, this is certainly very challenging, and in fact has attracted the attention of many experts to contribute their thoughts, such as David Garson and E. Samuel Overman (1983; 1991) in the PAFHRIER model, Douglas Yates, Jr. (1985) who emphasized the differences between management in public organizations and in private organizations, and also Cole Blease Graham Jr and Steven W. Hays (1986) who tried to see POSDCORB as a basic model that continues to be refined.

1.6.2.4 Responsive Governance

According to Dwiyanto (2017), responsiveness is the ability of bureaucracy to recognize community needs, set service agendas and priorities, and develop service programs according to community needs and aspirations. Zeithaml, et al. (in Hardiyansyah, 2011: 47) stated that responsiveness is the

willingness to help consumers and be responsible for the quality of services provided. Dwiyanto (2017) added that responsiveness can be used as a measure of public organization performance because it directly reflects the ability of public organizations to achieve their missions and goals, especially in meeting community needs (Setianingrum and Tsalatsa 2016).

The government is increasingly required to be more responsive to the needs of its citizens so that citizens will be able to have a direct influence on public administration and policy (Bingham, Nabatchi, and O'Leary, 2005) (Sjoberg, Mellon, and Peixoto, 2017) (FrankR. Baumgartner, 2010) argues that responsiveness is the extent to which policy makers can change public administration and public policy by considering various changes in needs, desires, and citizens. (D'Osborne, 2003) argues that Responsive Governance is making the main priority of various demands of citizen needs and providing better public service capacity for citizens.

One of the main causes of the hampered responsiveness of the government is the slow flow of communication and information that can be obtained from the government itself for the benefit of citizens (Eom, Hwang, and Kim, 2018). Often, the information is late to arrive, due to communication patterns that are too long-winded or have to go through many bureaucratic barriers (Kenneth J. Meier, 2006).

Fast and efficient response from the government (Responsive Governance) to various complaints, input, and suggestions from the community

for public services is one important aspect in improving public services. Responsive governance aims to provide an effective and efficient response to the needs of the community. Responsive Governance requires collaboration between the government and the community to achieve common goals. In this concept, the government must be responsive and responsive to the needs of the community. In addition, the government must also create mechanisms that allow citizen involvement in the decision-making process. This requires courage in implementing existing policies, programs, strategies, activities, and resources, taking into account various community expectations, while paying attention to public values in particular (Vigoda, 2002).

The use of social media and the internet as a new channel of communication between citizens and the government, this communication pattern also has a major influence on citizens and the government. Regardless of age, gender, race, and income, citizens have the right to have the same opportunity to express their opinions through social media or special spaces. They can discuss and criticize public policies in this new “public space” or ask for information and assistance from the government. Their dissatisfaction and connectivity will be able to put pressure on the government's pattern, because "uncontrolled" public opinion can sometimes turn into a collective action that is certainly potentially threatening. Therefore, online expression increases the pressure from below for the government to respond. On the other hand, the government also considers it as part of a more efficient, convenient and cheap

way to respond to complaints from its citizens with social media or via the internet (Su and Meng, 2016).

Responsiveness Dimensions

Zeithaml, et al. (in Rasdiana, et al. 2021:249-265) explain in detail and state that responsiveness is included in one of the dimensions of public service quality, where responsiveness itself consists of several dimensions, namely :

1. Ability to Respond: Every society has different characters, therefore as a service officer you must know how to behave and communicate well and politely towards the community.
2. Speed of Service: Fast service means the alertness and sincerity of officers in answering questions or requests from the public.
3. Accuracy of Service: Accurate service means that in providing service there should be no mistakes either in terms of work or conversation, in this sense the service provided by officers must be in accordance with the wishes of the community.
4. Accuracy in Serving: Accuracy in providing services needs to be considered so that there are no mistakes that can harm the community. Accurate service means that officers are always focused and serious in delivering services and in serving the needs of the community.
5. Timeliness of Service: The meaning of service with the right time is that officers in serving the community are expected to complete their services within the specified time period.

6. Ability to Respond to Complaints: Every leader of a public service unit is required to resolve every report or complaint or public complaint regarding dissatisfaction in the provision of services in accordance with their authority. This is done so that customers can obtain certainty about the time of service they will receive.

Responsiveness of public services is very necessary, because it is proof of the ability of public organizations to provide something that is demanded by all people in a country. Therefore, responsiveness is an efficient way to organize affairs in providing services to the community both at the central and regional or local levels. In this case, both the central and regional governments can be said to be responsive to the needs of the community if the needs of the community are identified by policy makers with the knowledge they have appropriately and can answer what is in the public interest.

1.6.3 Research Thinking Framework

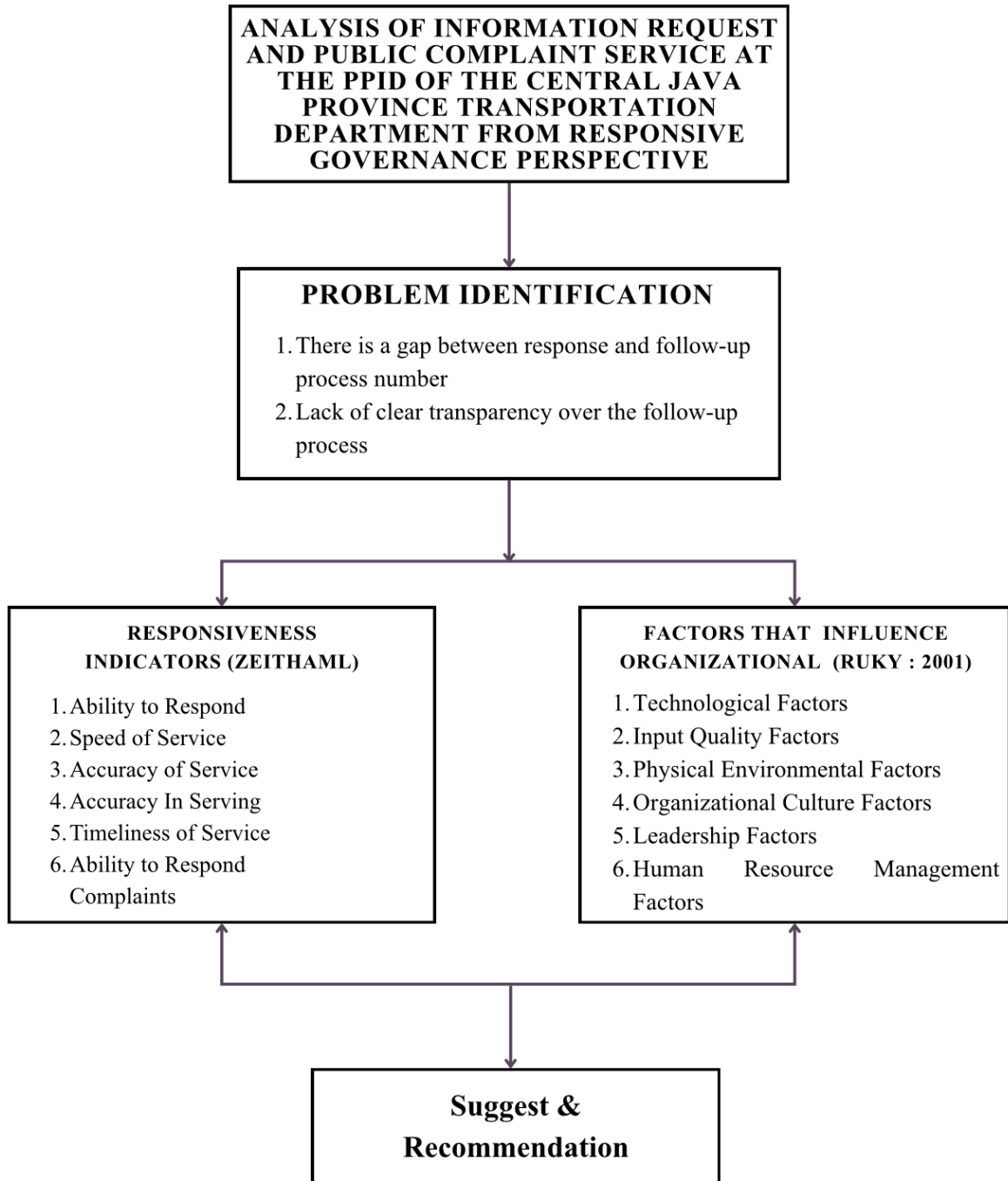


Table 1. 3 Research Thinking Framework
Source : Processed by researcher (2025)

1.7 Concept Operationalization

This research aims to analyze the application of responsive governance in the management of information requests and public complaints services at the Central Java Provincial Transportation Department's Public Information System (PPID). The focus of the study is directed at the PPID service delivery process in responding to public needs, from receiving complaints to providing follow-up actions. Therefore, the concept of responsive governance theory is used as the main analytical framework operationalized into research dimensions to obtain a comprehensive picture of the level of responsiveness of the PPID at the Central Java Provincial Transportation Department.

The operational concept of responsiveness of PPID of the Central Java Provincial Transportation Department in handling information requests and public complaints includes based on responsive governance theory and dimensions contains of five main sub-phenomena, namely :

| Phenomenon | Sub-Phenomenon | Symptom |
|--|--------------------|--|
| 1. Implementation of information request and public complaint services at the PPID of the Central Java Provincial Transportation Service from a responsive governance perspective. | Ability to Respond | • This sub phenomenon measures how many requests for information and public complaints are received and successfully followed up by the PPID of the Central Java Provincial Transportation Department. |
| | Speed of Service | • The average time required from |

| | | |
|--|-------------------------------|--|
| | | receiving a complaint to delivering a response, as well as compliance with applicable standard operating procedures (SOP). |
| | Accuracy of Service | <ul style="list-style-type: none"> • The suitability of the answers or responses given by PPID to the needs of the applicant, as well as the level of public satisfaction with the answers |
| | Accuracy in Serving | <ul style="list-style-type: none"> • The extent to which the services provided are on target, in accordance with community needs, and minimize errors in the process or information served. |
| | Timeliness of Service | <ul style="list-style-type: none"> • The ability of service providers to provide responses and complete services according to the time specified or expected by the public. |
| | Ability to Respond Complaints | <ul style="list-style-type: none"> • Shows the agency's ability to receive, follow up on, and respond to public complaints clearly and responsibly. |

| | | |
|--|---------------------------------------|---|
| <p>2. Driving and inhibiting factors that can influence responsive governance values in information request and public complaint services at the PPID of the Central Java Provincial Transportation Department</p> | <p>Technological Factors</p> | <ul style="list-style-type: none"> • Technology includes the work equipment and methods used to produce the organization's products or services. The higher the quality of the technology used, the higher the organization's performance |
| | <p>Input Quality Factors</p> | <ul style="list-style-type: none"> • Input quality refers to the materials used by an organization. The importance of input quality is a crucial element that directly impacts organizational performance. Input quality refers to the quality of raw materials, materials, and resources used by an organization in the production process. |
| | <p>Physical Environmental Factors</p> | <ul style="list-style-type: none"> • The quality of the physical environment includes work safety, room layout, and cleanliness. |
| | <p>Organizational Culture Factors</p> | <ul style="list-style-type: none"> • Organizational culture serves as a pattern of behavior and work patterns within the organization. Organizational culture influences |

| | | |
|--|---------------------------|--|
| | | <p>organizational performance through the values, beliefs, and norms it embraces. It could be related to core values, beliefs, vision and mission, organizational structure, communication systems, decision making, and sanctions.</p> |
| | <p>Leadership Factors</p> | <ul style="list-style-type: none"> • To control organizational members to work according to organizational standards and goals. In practice, the leadership factor in the PPID of Central Java Provincial Transportation Department can influence the sustainability of the responsiveness of services considering that the Central Java Provincial Transportation Service itself is a hierarchical organizational system because each unit and field has its own leader but is still |

| | | |
|--|-----------------------------------|--|
| | | united by the main leader, namely the head of service (<i>Kepala Dinas</i>). |
| | Human Resource Management Factors | <ul style="list-style-type: none"> • Human resource management focused in the aspects of human resource planning, work motivation, development training, compensation, rewards, promotions, benefits and others. The human resource management factor is the process of effectively managing human resources through a sustainable process. |

Table 1.4 Concept Operationalization Table

Source : Processed by Researcher (2025)

1.8 Research Method

1.8.1 Research Type

This research uses a qualitative descriptive research method which aims to understand the phenomena of what is experienced by the research subjects, for example behavior, perception, motivation, actions, etc., comprehensively and by means of description in the form of words and language, in a specific natural context and by utilizing various natural methods.

Qualitative research can also be interpreted as research that produces descriptive data about spoken words, writings, and observable behavior from the

people being studied. While the descriptive method is research that attempts to systematically observe problems regarding a fact.

The subject of this study is the Central Java Provincial Transportation Department, which is responsible for managing transportation and transportation infrastructure at the provincial level. The Transportation Department is one of the regional government agencies that is required to implement the principle of public information disclosure in accordance with applicable regulations.

The main focus of this study is on the work unit of the Information and Documentation Management Officer (PPID) within the Central Java Provincial Transportation Department. PPID plays an important role in providing public information services as well as receiving and handling public complaints. Thus, PPID is the main subject that is studied in depth.

1.8.2 Data Source

The data sources of this study consist of primary data and secondary data. Primary data is data obtained directly from respondents through interviews, observations, and in-depth discussions. Respondents in this study came from parties directly involved in the information service process and complaint handling at the Central Java Provincial Transportation Department, especially the Information and Documentation Management Officer (PPID). This primary data is the main source in analyzing the responsiveness of PPID services.

Secondary data includes various official documents and archives owned by the PPID of the Central Java Provincial Transportation Department. These

documents include annual reports, performance reports, SOPs for public information services, and summaries of public complaints. Secondary data provides additional information that supports the findings of primary data, while providing a broader context regarding applicable policies and practices.

In addition, secondary data sources also include laws and regulations and guidelines related to public information disclosure. This includes Law Number 14 of 2008 concerning Public Information Disclosure, Information Commission Regulations, and internal policies of the PPID of the Central Java Provincial Transportation Department. These documents are used as a basis for analysis and comparison in assessing the responsiveness of PPID services.

1.8.3 Data Collection Technique

Data collection is used to obtain the necessary data, both related to literature studies or libraries (library research) and data generated from the field (field research). In qualitative research, it can be done using techniques such as:

1. Observation

The observation method is a data collection technique that requires researchers to go into the field to observe things related to space, place, actors, activities, objects, time, events, goals, and feelings. In this study, direct observation of service activities at PPID. Observations were made to see directly how the information service process and complaint handling were carried out by PPID officers.

2. Interview

In this study, researchers will conduct in-depth interviews with key informants involved in public information services and complaint handling at the PPID of the Central Java Provincial Transportation Department. Interviews are conducted with open questions so that informants can provide broad and in-depth answers.

3. Documentation

In this study, documentation was conducted by collecting various relevant documents and archives, such as performance reports, public complaint recaps, information service SOPs, and related regulations. This documentation not only provides factual data, but also becomes written evidence that supports the research analysis.

To maintain the accuracy of the collected data, researchers conducted between the results of interviews, observations, and documentation. This triangulation aims to find similarities or differences in data, so that the research results are more valid and reliable. This technique helps reduce bias that may arise from a single data source.