

MATRA PEMBARUAN

www.matrapembaruan.com

e-ISSN: 2549-5283
p-ISSN: 2549-5151
Matra Pembaruan 1 (1) (2017): 55-63

Keywords: Implementing Innovation,
Public Policy

*Korespondensi

Phone : +62 853 352 55028
Email : inten.suweno95@yahoo.com



**BADAN PENELITIAN DAN
PENGEMBANGAN (BPP)
KEMENTERIAN DALAM
NEGERI**

Jl. Kramat Raya No 132, Senen, Jakarta
Pusat

THE IMPLEMENTATION OF PINDU (CENTER FOR INFORMATION AND COMPLAINTS) PROGRAM INNOVATION POLICY IN PINRANG DISTRICT

Inten Suweno Anugraha ¹

¹State Administration Science Program, Department of Administrative Sciences, Faculty of Social and Political Sciences of Hasanuddin University.

Fernando ²

²Research and Development Cooperation, Legal and Laws, Planning Division, Research and Development Agency, Ministry of Home Affairs.

Received: 14 Februari 2017; Revised: 24 Februari 2017 Published: 30 Maret 2017

ABSTRACT

This study aims to examine the implementation of PINDU (Center for Information Services and Complaint) Program Policy Innovation in Pinrang District. This study is a study of innovation implementation using factor structure indicators, namely rules and communication, incentive, openness, and balance. This research is qualitative. Data collection is done through observation, interview, and literature. Data from observations and interviews are presented in the form of documentation of the research object. Data from the literature results are presented in the form of quotations to reinforce the research findings. The data obtained are analyzed and processed using phenomenology technique. The results show that the rules in PINDU are very clear which is seen from Regulation of Regent Number 25 of 2014 about PINDU Formation of Pinrang District Government and from Standard Operational Procedure (SOP) of PINDU. The rules have been well implemented by PINDU officers as well as by PINDU users. By complying with existing rules, then the exchange of information is very smooth and clear. Completeness of facilities and infrastructure in PINDU indicates the existence of incentives in PINDU. In addition, openness between structures is also very open so that officers are able to balance between professionalism in working with the influence of interested groups. Thus, the implementation of PINDU program policy innovation can be said to run in accordance with existing indicators. However, there are still some indicators that need to be improved, i.e. indicators of communication and openness to the public.

Keywords: Implementing Innovation, Public Policy.

I. INTRODUCTION

The government as a leading sector serves as the highest policy-making actor in a country. Policies issued for the implementation of development, manage and control the community, and provide public services that are good and with integrity in order to realize good governance. This is in line with the governmental system known as New Public Management (NPM), which is a new

paradigm in the 1990s which concept is related to public sector performance management. NPM was originally born in developed countries in Europe and America. However, developing countries are also beginning to use this concept, as well as Indonesia. Basically, public management, i.e. government agencies. Overman in Keban (2004:85), argues that public management is not “scientific management”, although it is strongly influenced by “scientific management”. Public management is not “policy analysis”, nor is it a public administration, reflecting the pressures between a “rational-instrumental” orientation on the one hand, and the political orientation of policy on the other. Pierre Landell-Mills and Ismael Seregeldin Dakam (Santosa, 2008:130) define good governance as the use of political authority and power to manage resources for socio-economic development. While Robert Charlick defines good governance as the management of all kinds of public affairs effectively through the creation of legislation and/or a legitimate policy in order to promote social values.

There are three pillars of governance, namely government, the private sector, and society. Good governance as a new paradigm of public administration emphasizes collaboration in equality and balance between government, the private sector, and civil society. Thus, good governance can also be interpreted as a synergistic and constructive relationship between state, the private sector, and society in governance. This is stated by Bob Sugeng Hadiwinata in Santosa, (2008: 131) that the basic assumption of good governance should create synergies between government sectors (provide rules and policies), business sector (mobilize economy), and civil society sector (self-help activity to develop economic productivity, effectiveness, and efficiency). In general, there are several characteristics inherent in good governance practice. According to Thoha (2000:12) “Governance” refers to a process in which people can manage their economies, institutions, and social and political resources not only for development, but also to create cohesion, integration, and for the welfare of the people. Good governance is a practice of government administration in providing services to the community as well as possible. In other words, all public interests must be implemented by the government as state organizers, especially in the service sector, both in terms of service policies and in terms of their implementation to fulfill the basic rights and needs of the people. The body of the 1945 Constitution mandates that the state is obliged to serve every citizen to fulfill his basic rights and needs in order to improve the welfare of the people. The opening mandate is described in article 34, paragraph 3 which reads: “The State is responsible

for the provision of health facilities and appropriate public service facilities”.

It is also explained that in providing service, the service provider should be fair without discrimination between citizens of one community and another. In the preamble to the 1945 Constitution as described in article 18A paragraph 2 which reads: “Financial relations, public services, utilization of natural resources and other resources between the central government and local governments are regulated and implemented fairly and harmonized by law.” As a follow-up to the mandate of the body of the 1945 Constitution, the government stipulated it in the form of Law Number 25 of 2009 on Public Service. Under the law, every citizen is guaranteed his right to obtain good service without discrimination in terms of civil service or public service. However, the reality that occurs in the field is almost largely inconsistent with the mandate of the law. Based on the results of research that has been done by the Public Service Institute, Ombudsman, assess that the quality of public services in Indonesia is still very unsatisfactory. This can be seen from the high level of abuse of authority in the form of corruption in some government institutions, the long bureaucracy, and the overlapping of duties and authorities, and the low external supervision of the community (liputan6.com downloaded on 14 October 2015). External oversight of the community certainly has an influence on the performance of government officials because the one who assesses the poor or good performance of the state apparatus is the public as the object and target of the public service. The rights of public complaints are also affirmed in Article 40 of Law Number 25 of 2009 that: 1. The public has the right to denounce the provision of public services to the organizers, Ombudsman and/or House of Representatives, Provincial Regional Representative Council, Regency/Municipal House of Representatives. (2) The complainant as referred to in paragraph (1) shall be guaranteed its rights by the laws and regulations. 3. The complaint referred to in paragraph (1) shall apply on: a). Organizers who do not perform obligations and/or violate restrictions; And b). Implementers who provide services that are not in compliance with service standards.

Complaints and supervision can be done by giving criticism and suggestion to the government executives in providing a medium for the society to supervise its performance through special complaint unit, which is by procurement of suggestion box and procurement of public complaint website. The research data of Public Service Institution shows that most ministries already have a special complaint unit (92.9 percent) and 75 percent have special complaints management officials but it can

not be said that the complaint unit is functioning effectively because the data from this study shows the absence of (92.9 percent) report information on the results of complaints management in the unit concerned. (Ombudsman Indonesia, 2013). Thus, it can be said that the implementation of the procurement of the suggestion box and complaint unit has not been fully effective because public complaints are not managed and responded well and quickly so that the participation of the community in the supervision still has no significant improvement. Particularly in Pinrang District, community participation in supervision and complaint of service providers performance is still low. This is due to the lack of response by almost all levels of elements of public service, ranging from the level of service personnel to the level of chairman of the agency or organization. Responses to various complaints, aspirations, and hopes of the community are often late or even ignored.

In addition, the lack of information delivery to the community often runs slow or even does not reach the community because the various parties involved in the implementation of the service is located far from the community so that people find it difficult if the service requires it. The above problem illustrates the existence of a mismatch between the rules and the reality that occurs. In other words, the implementation of Law No 25 of 2009 on Public Service has not been maximal. In fact, implementation of principle is a way for a policy/rule to achieve its objectives. Implementation is what happens after a law is established that provides program authority, policy, benefits, or tangible output (Ripley and Franklin in (Winarno, 2012:108). The series of policy implementation can be started from program, program to project, and project to activity that can be accompanied by an innovation. In other degrees, Asropi (2008:250) with reference to the definition of Lawson and Samson argues that the ability of government bureaucracy innovation is interpreted as the ability of government bureaucracy to transform sustainable knowledge and ideas into new forms of services, processes, and systems, for the profits of institutions and stakeholders. Innovation is an effort to maintain the existence of organizations in the environment. Innovation is a deliberate application within an organization of new ideas, processes, products or new procedures for work, working team, or organization (West: 2000 in Sutrisno, 2011:105).

With innovation, private organizations and public organizations are expected to respond to the environmental complexity and dynamics of environmental change, especially in tight competition and create resources for competitive advantage. Therefore, in implementing and carrying

out the mandate of the 1945 Constitution and Law Number 25 of 2009, Pinrang District government realized it in the form of policy by presenting an innovative program that can provide information and manage complaints of the community. The program is called PINDU regulated in the Pinrang Regent Regulation Number 25 of 2014 on the Establishment of PINDU in Pinrang District. The establishment of the PINDU is Pinrang District Government's efforts to facilitate its citizens to reach and obtain the information needed, because the availability of information will help improve the quality of human resources at all levels from rural to urban, thus giving birth to human resources that are well-informed, productive, and competitive. In addition, through the PINDU program policy, it can also encourage public participation to improve the quality of public services in all aspects of development. In a public policy, the application of innovation is not merely a simple application, there are several categories that a government needs to fulfill in implementing policy innovation programs, as mentioned by Steelman, such as Self-regulation, coregulation, initiated regulation, and voluntary regulation is four broad categories of innovative arrangements. The four categories are distinguished according to the government involvement and the binding nature of the action stemming from the instrument ". That is, there are four categories in the innovative rules including self-regulation, joint rules, rules of the initiative, and voluntary regulations. The four categories are distinguished by government involvement and the binding nature of actions derived from the instrument." (Steelman, 2010)

Steelman also said that in improving the implementation of innovation there are three interrelated factors. Factors in question are individual factors, structural factors, and cultural factors. These three factors become frame analysis in the implementation of innovation. Similar research has also been conducted by Rachmadi, Alfi. (2015), where the research on the quality of public services conducted by Media Center at the Office of Communications and Informatics Surabaya gives a pretty good result. The achievement of service can be seen in the dimension of Direct evidence (Tangible), where the facilities and infrastructure, as well as the appearance of the employees, are good, neat and polite, Reliability, the officers have provided the service immediately, accurately, and satisfying, Responsiveness, the officers have provided services that are responsive, caring, Assurance, the officers have provided safe and risk-free service, Empathy the convenience of the staffs to communicate well with each other, personal attention, and understand the needs of customers. With the public service

in the city of Surabaya, the people already feel the benefits, although there is still a lack of socialization that is not yet known by some people. The quality of public services is also closely watched by Lestari, et al. (2015), in the E-Government Public Service Complaint Management (Denpasar Online Fraud Management case study in Denpasar City Communication and Information Office in 2014). This study states that with the program facilities, the Denpasar Public Complaints Online (PRO) provides positive benefits for Community in conveying complaints, and also establishing transparency between government and society.

Government service to the public is something that is undoubtedly needed in the implementation of good governance (Good Corporate Government), besides it also plays a part in the process of facing future challenges that will be more complex with the enactment of free market economy. Every local government is required to be able to adjust the dynamics in society. Based on this, the author agrees that the excellent public service of each local government is a necessity and supports for innovations that encourage public services that are growing and can accommodate the needs of society as mandated in Law Number 25 of 2009 on Public Service so that it can be done. This is corroborated by the research of Djamrut, E., D, (2015) which concludes that innovation in public service, especially in terms of fast service, in Sungai Kunjang Subdistrict which applies SOP manual to the public to get information of documents requirement so that people are not confused. The existence of playground, so that children are not bored while their parents get the service. Social networking via facebook, text messages, and phone as the path of delivering services, access information to smoothen the subdistrict service process to the community.

The government should change towards a constructive direction and change the paradigm from served to serve because it is the bureaucratic nature as has been applied by the City Government of Bekasi to provide public services in terms of fulfilling the people's desire to obtain information and convey their demands and complaints, which are very precise and the system built is not less to that has been done in other areas such as the city of Yogyakarta, Semarang, and Surabaya. The Municipal Government of Bekasi provides clear rules for carrying out public information and complaints services. In addition, it has also provided a means that can be used easily. Other communities can also view complaints that have been recorded openly through the data available on the Bekasi City Government's website. The management system is also made less complicated in that each unit is in charge of complaints according to the

task and function of the unit. Because the model is quite simple, the complaints made by the Bekasi City Government can be replicated in other areas. (Yohanitas & Prayitno, 2014)

II. METHOD

In this study, the researcher uses a qualitative research approach. The qualitative research according to Creswell in Heriansyah (2011:8) states that qualitative research is a process of scientific research that is more intended to understand human problems in the social context by creating a comprehensive and complex picture presented, reporting detailed views of the resource of information, and carrying out in a natural setting without any intervention from the researcher. The selection of this approach is so that the researcher can present the data as it is and try to interpret the correlation as existing factors that apply cover the point of view or the ongoing process at the Center for Information and Complaint Service (PINDU) in Pinrang District so it can know the implementation of the program and the amount of opportunity for PINDU staffs to innovate. To know and describe the object of research, the researcher uses descriptive techniques. That qualitative descriptive research is designed to collect information about the present tangible real circumstances. Basically, descriptive qualitative research is a method in researching the status of a group of people, an object with the aim of making descriptive, picture or painting systematically, factually and accurately about the facts or phenomena being investigated. This descriptive qualitative study aims to describe what is currently applicable. In it, there are efforts to describe, record, analyze and interpret the conditions that currently occur or exist. In other words, descriptive qualitative research aims to obtain more detailed information or description of a problem and understand and explain the data systematically.

III. RESULT AND DISCUSSION

By implementing an online-based system and support of modern technological tools, the interests of Pinrang citizens will be provided and served in a simple, easy, and effective way. In its operation, the Center for Information and Complaint Service (PINDU) is managed by the Pinrang Organizational and Governance Section, with the Regulation of Pinrang Regent Number 25 of 2014, on the Establishment of the Pinrang Information and Complaint Service Center (PINDU), and a Decree of Pinrang Regent Number 060/36/2015 on the Determination for the Management of PINDU of Pinrang District. PINDU consists of two information

service officers and one complaint service officer who is tasked to facilitate, mediate, receive and manage information and complaints and monitor and evaluate the provision of information and complaint settlement. There is also one website and library management officer and as the coordinator of PINDU technical team in charge of managing PINDU website, managing PINDU library, and coordinating other PINDU officers. To obtain information, citizens can use the library or use the free internet facility that has been provided. Meanwhile, to deliver complaints of service, citizens can contact via SMS (Short Message Service), phone/fax, open an official application or come directly to PINDU. The vision, mission, motto, and target of PINDU are as follows.

Vision of Pinrang PINDU, namely: "Achieve awareness and active participation of the community to encourage the achievement of excellent public services in Pinrang District. Mission of the PINDU of Pinrang District are a. Strengthening the apparatus' awareness of their main tasks and functions in governance, development, and public services; B. Building awareness of the community about its position and role in community development; C. Strengthen the accessibility of information for communities related to governance and community development d. Developing an easy, fast and practical public complaints system; Motto of Pinrang District PINDU is "One Step to The Answer". And targets of Pinrang PINDU are, increased ability of Local Government in recognizing the needs of the community.

- Government policies, which are generally arranged top-down, often do not meet the needs of the community so that they are ineffective and efficient.
- So far, the channels of community needs are limited to the community's aspiration nets undertaken by legislative and development planning (musrenbang) agency conducted once a year.
- Through PINDU, the public can deliver information and complaints every day to enable the Government to more quickly recognize and meet the needs of the community.

Than facilitating Local Governments in preparing agendas and priorities of complaints and information and information from people coming in daily, making it easier for local governments to develop and define agendas and priorities of community needs.

Facilitating the community in conveying Information, complaints of questions and suggestions to the local government. Through PINDU, the community no longer has difficulties in relaying information and complaints; No longer

face the tortuous bureaucracy, illegal leniency, and uncertainty over the follow-up of the information and complaints they have. Citizens' information and complaints can be conveyed in many ways through short messages (SMS), email, letters, telephone, and PINDU websites and ensured to reach the local government apparatus.

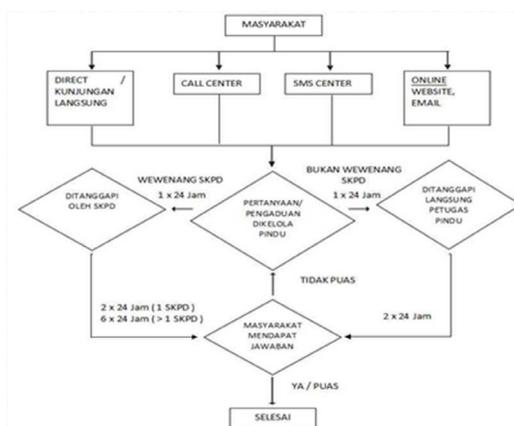
Improving performance and commitment of apparatus and responsibility of apparatus for service to society. Each working unit (SKPD) is obliged to respond or follow up on information and public complaints within 2 x 24 hours so it is required to improve its performance and commitment

Increasing public participation in governance and development. The community can participate as monitors, supervisors, and advocates in the implementation of government and development through PINDU means.

Improving coordination and cooperation among SKPD in serving the community. The demand to respond/follow up questions or complaints quickly is expected to improve coordination and cooperation between SKPD scope of Pinrang District Government.

Increasing the role of PPID of each SKPD. Regional Information Management Officers in each SKPD can know the level of community needs for information related to SKPD respectively. Standard Procedure can be seen in Image 6 below:

Image 6. Workflow of Center for Information and Complaint Service (PINDU) of Pinrang District Government



Source: Regent Regulation No 25 of 2014

Based on the results of interviews between the researcher and PINDU informants, so far they have no obstacles faced in terms of service delivery to the community. PINDU officers admitted that so far they really enjoy the provision of PINDU services and have not found any constraints. However, from the results of the above research, the researcher knows that there is still obstacles or hindrance faced by PINDU. The obstacles are as follows.

The low level of public trust in the handling of

complaints by PINDU. Perhaps most people are still pessimistic and assume that their complaints will not be followed up properly and leave inconvenience that will only lead to feelings of frustration. It can be overcome with a sustainable and humanist approach and continuous innovation, because successful Innovation according to Mulgan and Albury in Sangkala (2012:6) is the establishment and implementation of new processes, products, services, and methods that can result in an improvement which is significant to the efficiency, effectiveness, or quality of output in service delivery. This definition when associated with a number of other experts' definitions can be concluded that innovation indicates a process that has a wide scope and a long process, as Leadbeter has also expressed in ide A (2005) (in Sangkala 2013: 6) that the innovation process takes a long time, as well as being interactive and social in which will engage many people who have different talents, skills, and resources together.

The reluctance of some people to complain to the government both because of cultural and moral factors where the community feels it is rude or uncomfortable to criticize the government or it could be due to security considerations, given the existence of parties, both from the community and government who think that the complaint is something negative so often being unfair towards complainants.

There are still people who have not been able to use facilities such as the internet. From the results of the new research, there is only 1 person who made complaints through the website. The number of people who do not have the internet has not been recorded because the research took place in the office.

The lack of quantity of socialization done so that the community is increasingly being indifferent to the supervision of the performance of public servants. This has also been felt in the handling of complaints at Surabaya Land Office II, concluded that in terms of transparency, responsiveness, and accountability, complaint handling at the agency is still considered lacking. The lack of transparency in this study can be seen from the lack of opening of the Surabaya Land Office II in providing the information received and the responses. In addition, the ease of access used to obtain information felt less by the community (Styawan, 2016) and Public Complaints about public services in Semarang City focused to be handled by P5. This non-structural institution assisted the mayor in coordinating the settlement of community complaints. Although P5 is a complaint handling center, the settlement of complaints is more dependent on the agency/institution being complained. This is because P5 does not have the

authority to resolve the complaint personally unless it is a question that can be answered by P5 based on the information held (Sad Dian Utomo, 2008)

To see the implementation of policy innovation of PINDU program, there are 4 (four) indicators or criteria used by the researcher.

1) *PINDU Rules & Communication*

Rules and communications, seen from the rules of administration, communication, and exchange of information on PINDU. In this case, the researcher divides them into several discussions about the rules in PINDU. These rules include the rules of PINDU officers, rules of complainants, and rules of PINDU technical team with the Organization and Management Section.

Rules of PINDU officers In Regent Regulation No 25 of 2014 on the Establishment of PINDU of Pinrang District Government, described the main tasks and functions of each PINDU technical team officers. The overall tasks and functions are well executed by the officers.

In addition to outlining the main tasks and functions of each PINDU officer, the regulation also regulates the ethics of PINDU officers in providing services to the public. One of them is implementing 5 S culture (Smiles, Greeting, Salute, Polite, Respectful).

PINDU User Rules In using the PINDU service are also regulated by the Regent's Regulation. The request for information and complaints may be submitted verbally and/or in writing. Application of Information/Complaint orally as conveyed: a) Directly to PINDU officer by visiting PINDU secretariat; Or b) By phone/call center by number (0421) 922759 or 0811-416-7599. In the case of requests for information/complaints orally, both service users and PINDU officers who accept the application must fill in an application form of information or complaint. While the request for information/ Complaint in writing can be submitted through a) Short Message Service (SMS) with Number 081-391-471-171 with Format # NO.KTP # NAME # ADDRESS # CONTENT OF COMPLAINTS; B) Internet with Website: <https://pindu.pinrangkab.go.id>; Or c) E-mail address: pindu@pinrangkab.go.id.

PINDU Rules with Organizational and Management Division. In addition to the rules for PINDU and the rules for the users, PINDU should also always communicate with Organizational and Management Division. The rules and coordination lines are always going well. Supervision of the Organizational and Management Division as the responsible party of PINDU is never separated every day. All PINDU services are processed by the PINDU technical team and are known to the Organizational

and Management Division.

2) *PINDU Incentive*

To measure PINDU incentives, it is seen from the facilities and infrastructure provided in carrying out the task. From the results of observations by the researcher, the tools contained in PINDU is adequate. It is obtained from the results of direct observation. The facilities include: 1) Waiting room equipped with several sofas and tables with full AC; 2) newspaper racks that can be used by the community to overcome the waiting weariness; 3) Electronic queue number; 4) TV queues and Information; 5) Sound System; 6) 4 computers for PINDU officers, each of them is for 2 information service officers, 1 direct complaint service officer, and 1 website management officer and library manager; 7) Direct complaint room is equipped with air conditioner. This room is a special room for people who want to make a complaint directly; 8) Mediation chamber equipped with air conditioning, desk, and mediation chairs, serves as an intermediate space between the parties related to the complaint. In this mediation room, there is a tree of hope that visitors use to hang their hopes about Pinrang District in the future; 9) Internet connection network; 10) Library equipped with several bookshelves; 11) A suggestion box;

3) *PINDU Openness*

Openness, viewed from transparency and openness between structures. At the Center for Information and Complaint Service (PINDU), performance transparency and service delivery are also very clear. It is viewed from the report on the recapitulation of information/complaints received and processed by PINDU, which are reported very clearly and transparently to the Organizational and Management Division. If within a week there are complaints that have not been processed by the SKPD, then PINDU officers will provide the same report. PINDU officers do not make an alteration in the case of recapitulation reporting that reported every week on Friday. In addition, openness between PINDU officers also works well. That is, every problem faced in terms of service, the officers always tell to other officers or superiors so that it does not interfere with the performance of PINDU officers.

4) *PINDU Resistance*

Resistance is seen from the balancing of officers against superior pressure to subordinates and the influence of interested groups. Based on the results of the research, it shows that the pressure from superiors given to PINDU officers is to work with the rules and Standard Operating Procedures. Organizational and Management Division, as PINDU superiors, is well managed. All incoming complaints must be processed first and then conveyed to the

Organizational and Management Division.

IV. CONCLUSION

PINDU Program Policy Implementation has run in accordance with the rules on PINDU Standard Operational Procedure (SOP) and the Regulation of Pinrang Regent No. 25 of 2014. However, in the implementation, the socialization of the program to the community is still lacking.

PINDU Program Policy Innovation of structural factors has been in line with several innovation indicators in terms of structural factors. This is seen from the rules and communication that occurred in PINDU that are very clear. PINDU officers perform tasks according to existing rules, manage complaints based on Standard Operating Procedures. PINDU incentives, namely the fulfillment of the completeness of facilities and infrastructure in the provision of services, have also been adequate. Furthermore, openness between structures at PINDU is very open. Frequent staff-to-staff meetings indicate the openness. In addition, officers who cover each other and complement each other also show more obvious openness, rules, and communication between them. The next indicator is resistance. PINDU officers are able to balance between group/personal interests as well as pressure from superiors with their performance. Despite the duties and demands of superiors and various interests that exist, PINDU officers still carry out the task according to existing rules. PINDU officers maintain professionalism on their job without any distinction of complaints with each other. However, there are still some indicators that are lacking and still need to be improved. The indicator is communication and openness to the community in the form of socialization of PINDU program existence as a channel of community aspiration. This is also expressed by Samsara, L, (2013). In his article in the journal Policy and Public Management, the factor of strength is the commitment of all parties, especially the community.

Based on the conclusion of the above research results, several suggestions are proposed: 1. Pinrang District Government is expected to expand and extend the implementation of PINDU socialization so that the public can better know and understand the existence of PINDU and the flow of complaints and information requests according to Service Operational Standards from the Center for Information and Complaints of Pinrang District Government. 2. It is suggested to improve the quality of facilities and infrastructure of Pinrang District Government Information and Complaint Service Center (PINDU) so that the Regional Working Unit (SKPD) and the community will increase their participation. 3. Complaints and Information Center (PINDU) of Pinrang District Government should pay more attention to community aspirations conveyed by the community through the Pinrang District

Government Information and Complaint Center (PINDU), both orally and written.

The analysis of the researcher, based on the results of research that has been implemented, concludes that public services are needed by the community but there are shortcomings is the lack of socialization and consistency in the development of public service system so that it created an impression that the system does not run properly, but if managed properly it will provide multiplier effect that encourages improvements on Service that eventually can help identify problems and develop economic potential in the community so that people become prosperous. In the journal of Public Administration, 2013, written by Prasetya, et al, (2013), in the Analysis of Public Complaints Management in the Framework of Public Service (Study On Communication and Information Department of Malang) concludes that public complaints are important for the government to see the success in implementing an activity. Public complaints are an important element in local agencies since complaints aim to improve the shortcomings of the activities already implemented. Complaints of the people in Malang are not yet fully publicized, so the people are confused to complain, in which hopefully this paper help to increase the knowledge and additional information for all parties, both the government and other parties. Good public service will satisfy the community as the receivers of service in accordance with the writings of Enggarani, S., N., (2016), who wrote that public service viewed by the observers from BPMP2T Boyolali office, observers associate it with the level of community satisfaction in terms of services implemented by Capital Investment and Integrated Licensing Service Agency (BPMP2T) of Boyolali District, then a survey for Public Satisfaction Index (IKM) is conducted. The data that the team collected was for the period of January to June 2014 and the BPMP2T Community Satisfaction Index (KPK) of Boyolali District was 81.49 (very good). In addition, BPMP2T is a structured, dynamic, and proven licensing agency to provide satisfaction for the community as evidenced by the existence of a clear complaints mechanism for service improvement and development as well as licensing systematics and procedures with 40 more types and forms of clear and readable permissions in the office of BPMP2T.

ACKNOWLEDGMENT

The funding for this research is funded by personal funds (parental fees), with all humility The author expressed his infinite gratitude to his Father

Dr. Suryadi Lambali, MA as the mentor 1 (one) as well as the author's academic advisor, and to Dr. H. Muhammad Yunus, MA as the mentor 2 who have spent a lot of time to provide meaningful direction, guidance, and motivation since the process of study, research, up to the completion of this thesis writing. At the end of this writing, allow the author to thank God Almighty for the life that has been given up to this very moment, also to father Robert Henri Pakpahan (Alm) and the beloved Mother Ruskia Bakkara for her prayers that are offered to Him for the success of the author. The author's beloved wife Juniati Bakkara, my sister Franciska, and brother Franky for their support. Special acknowledgment to Ms. Inten Suweno Anugraha, S. Sos who has helped the author to complete this scientific paper, Mr. Adi Suhendra, M.Sosio for constructive criticism and suggestions. Thank you to my chairman Mr. M. Noval, and Mr. Imam Radianto ASP and colleagues in the Planning Department who support the author. Finally, the authors would like to thank Matra Pembaruan Team which has given the author the opportunity to participate in this scientific paper.

V. REFERENCES

- Asropi. (2008). Budaya Inovasi dan Reformasi Birokrasi. *Jurnal Ilmu Administrasi*, 5(3), 246-255. Diambil dari <https://asropi.files.wordpress.com/2009/02/budaya-inovasi-dan-reformasi-birokrasi1.pdf>
- Enggarani, N. S. (2016). Kualitas Pelayanan Publik dalam Perizinan di Pelayanan Terpadu Satu Pintu (PTSP) Kantor Badan Penanaman Modal dan Pelayanan Perizinan Terpadu (BPMP2T) Kabupaten Boyolali. *Law and Justice*, 1(1), 16-29. Diambil dari <http://journals.ums.ac.id/index.php/laj/article/view/2702>
- Erawati Djamrut, D. (2015). Inovasi Pelayanan Publik di Kecamatan Sungai Kunjang Kota Samarinda. *Ejournal Ilmu Pemerintahan*, 3(3), 1472-1486. Diambil dari http://ejournal.ip.fisip-unmul.ac.id/site/wp-content/uploads/2015/10/Jurnal_DayangG_FIX_10-16-15-03-00-50.pdf
- Herdiansyah, H. (2011). *Metode Penelitian Kualitatif untuk Ilmu-Ilmu Sosial*. Jakarta: Salemba Humanika.
- Keban, Y. T. (2004). *Enam dimensi strategis administrasi publik: konsep, teori dan isu*. Yogyakarta: Gava Media.
- Lestari, N. L. Y. (2015). Pengelolaan Pengaduan Pelayanan Publik Berbasis E-Government (Studi Kasus Pengelolaan Pengaduan Rakyat Online Denpasar pada Dinas Komunikasi dan Informatika Kota Denpasar Tahun 2014). Diambil dari <http://erepo.unud.ac.id/10376/>

- Prasetya, D. R., Domai, T., & Mindarti, L. I. (2013). Analisis Pengelolaan Pengaduan Masyarakat Dalam Rangka Pelayanan Publik (Studi Pada Dinas Komunikasi Dan Informatika Kota Malang). *Jurnal Administrasi Publik (JAP)*, 2(1), 1151-1158. Diambil dari <http://administrasipublik.studentjournal.ub.ac.id/index.php/jap/article/download/182/162>
- Rachmadi, A. (2015). Kualitas Pelayanan Publik Media Center di Dinas Komunikasi dan Informatika Kota Surabaya. *Publika*, 3(4). Diambil dari <http://jurnalmahasiswa.unesa.ac.id/index.php/publika/article/view/11805>
- Sad Dian Utomo. (2008). Penanganan Pengaduan Masyarakat Mengenai Pelayanan Publik. *Bisnis & Birokrasi*, 15(Sep-Des), 161-167. Diambil dari <http://journal.ui.ac.id/index.php/jbb/article/viewFile/596/581>
- Samsara, L. (2013). Inovasi Pelayanan Paspor di Kantor Imigrasi (Studi Tentang Peningkatan Kualitas Pelayanan Surat Perjalanan Republik Indonesia di Kantor Imigrasi Klas I Khusus Surabaya). *Kebijakan dan Manajemen Publik*, 1(1). Diambil dari <http://journal.unair.ac.id/download-fullpapers-Ladiatno Samsara.pdf>
- Sangkala. (2012). *Innovative Governance: Konsep dan Aplikasi* (1 ed.). Makassar: Capia Press.
- Santosa, P. (2008). *Administrasi Publik: Teori dan Aplikasi Good Governance*. Bandung: Refika Aditama.
- Steelman, T. A. (2010). *Implementing innovation: fostering enduring change in environmental and natural resource governance*. Washington: Georgetown University Press.
- Styawan, S. (2016). *Penanganan Pengaduan (Complaint Handling) Dalam Pelayanan Publik (Studi Tentang Transparansi, Responsivitas, Dan Akuntabilitas Dalam Penanganan Pengaduan di Kantor Pertanahan Kota Surabaya II)*. Universitas Airlangga. Diambil dari <http://journal.unair.ac.id/download-fullpapers-kmpbc2857774dfull.pdf>
- Sutrisno, E. (2011). *Budaya Organisasi*. Jakarta: Kencana.
- Thoha, M. (2000). *Peranan Ilmu Administrasi Publik dalam Mewujudkan Tata Pemerintahan yang baik*. Yogyakarta: PPs Universitas Gadjah Mada.
- Winarno, B. (2012). *Kebijakan publik: teori, proses, dan studi kasus : edisi dan revisi terbaru*. Jakarta: Center for Academic Publishing Service.
- Yohanitas, W. A., & Prayitno, T. H. (2014). Pengelolaan Pengaduan Masyarakat Kota Bekasi. *Jurnal Borneo Administrator*, 10(3). Diambil dari <https://media.neliti.com/media/publications/52306-ID-pengelolaan-pengaduan-masyarakat-kota>.