
| RESEARCH ARTICLE

Community Complaint Services Through Electronic Complaint Channels in Increasing the Effectiveness of Government Affairs Compulsory Basic Services

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| ABSTRACT

Democracy requires the government to provide channels for citizens to voice complaints about public services that do not meet expectations, serving as a form of societal oversight. The new public service paradigm emphasizes that the government should serve citizens, not just engage in transactions, and public complaints become important feedback in efforts to improve service quality. However, in Jakarta, the handling of complaints through electronic channels is still suboptimal, reflecting the need for improvements in the local government's commitment to more effective public service delivery. This study aims to analyze public complaint services, supporting and inhibiting factors, and electronic service models to improve the effectiveness of mandatory basic service government affairs in the Special Region of Jakarta. The research method is descriptive qualitative, with data collected from observations, interviews, Focus Group Discussions (FGDs), and documentation studies. Data analysis was conducted through data reduction, data presentation, and drawing conclusions. The study's findings indicate that 1) Electronic public complaint services in Jakarta are not yet optimal in terms of efficiency, availability, fulfillment, privacy, responsiveness, compensation, and contact; 2) Supporting factors include the availability of complaint devices and platforms, while infrastructure, human resources, and public literacy are inhibiting factors; 3) The SERVICOM (Service Improvement through Complaint Management) model was developed with recommendations for filtering and clarifying reports to enhance service effectiveness. The implications of the research findings emphasize the importance of communication, coordination, and improving the competence and responsiveness of CRM officers, along with recommendations to enhance human resources (HR).

| KEYWORDS

Electronic Complaints Channel, Public Complaint Services, Public Services.

| ARTICLE INFORMATION

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1. Introduction

One of the fundamental practices of democracy is providing opportunities for citizens to voice their complaints or grievances when the public services they receive do not meet expectations or do not align with the promises made by service providers. The consequence of power being in the hands of the people is that their voices must be heard and considered by the government, which holds the authority as the provider of public services. The availability of channels for expressing concerns in the form of complaints and protests about the functioning of government and public services plays a crucial role in efforts to improve overall governance performance (Dwiyanto, 2015).

Public complaints submitted by citizens to public service providers are a form of control or oversight exercised by the public over these providers, as the public is one of the three external supervisory elements mandated by Law No. 25 of 2009 concerning Public

Services. These complaints also assist leaders within public service organizations in evaluating their subordinates' performance in implementing public service standards.

The new public service paradigm emerged as a critique of the previous paradigm. This paradigm is based on the idea that the government exists to provide services to citizens rather than engage in transactional activities with customers. It is grounded in the principles that serving is more important than regulating, discovering, and fulfilling public interests, placing citizenship values above business values, thinking globally and acting locally, serving citizens rather than customers, recognizing that accountability is not simple, and respecting the dignity of citizens rather than merely teaching productivity. This is also relevant to the public value model paradigm, where bureaucracy is oriented towards serving citizens, prioritizing the fulfillment of citizens' rights over transactional activities, and positioning the government as a central entity that involves multiple stakeholders (Prabowo, 2022).

In line with the development of state administration management and the pursuit of high-quality service delivery, the public service paradigm has evolved with a focus on customer satisfaction (customer-driven government). To achieve this goal, feedback from citizens as service users is essential for the government to understand public grievances regarding the services provided. One form of such feedback is through complaints.

The submission of public complaints through electronic communication channels represents a manifestation of the new public service paradigm and the digital transformation of government. However, the quality of electronic complaint services for mandatory basic public services remains suboptimal in the Special Region of Jakarta. This is particularly evident in the delayed handling of public complaints, which often exceeds the standard timeframe established in the complaint management mechanism.

Jakarta continues to be a representation of Indonesia, serving as a business and cultural hub and remains under scrutiny for governance and public service delivery, even though it is no longer the nation's capital. High-quality, efficient, and effective public complaint services reflect the local government's commitment to addressing issues and improving public service delivery.

2. Literature Review

Previous studies on public complaint services indicate that these services are not yet optimal. Service providers have not been able to maximize the complaint system, with issues such as inappropriate and incorrectly handled reports (Listianto, 2023), reports not being followed up on, and frequent system errors that hinder users (Ramadhania and Sutisna, 2023). The ineffectiveness of public complaint services is also due to the fact that each service organization manages complaints in a fragmented manner, without proper coordination and integration (Apriyanto, 2020).

Widjanarko and Adi (2019), citing Behrens (2017), emphasize the need for an independent perspective and a trusted institution that performs its duties professionally. The importance of the role of customers or service beneficiaries is also highlighted by Knox & Oest (2014), who explain that a relationship is formed when a transaction occurs; when someone feels they have benefited, loyalty is created, especially in the context of public services.

Most of the previous research considered relevant to this study found that public complaints related to public services highlight the suboptimal performance of the government as a provider and manager of public services.

An important point for practitioners related to complaint management is that the quality of public services, both at the systemic level and for the service recipient, is largely determined by how well service complaints are handled. Accessible, easy-to-use, and transparent procedures that keep stakeholders informed and are sensitive to various social groups help build trust in complaint handling and improve processes (Brewer, 2007).

In the context of decentralization (regional autonomy), public services should be more responsive to public interests. The public service paradigm has evolved from centralized service delivery to a focus on customer satisfaction (customer-driven government) characterized by the following features:

- a) A greater emphasis on regulatory functions through various policies that facilitate the creation of conducive conditions for public service activities;
- b) A stronger focus on empowering communities, fostering a high sense of ownership among the public towards the service facilities that have been jointly developed;
- c) The implementation of competition in the provision of certain public services, ensuring that the public receives quality services;
- d) A focus on achieving vision, mission, goals, and targets that are outcome-oriented in line with the inputs used;
- e) Prioritizing the needs and desires of the public;

- f) In certain cases, the government also plays a role in soliciting public feedback on the services provided (Mohamad, 2003);
- g) Placing greater emphasis on anticipating service-related issues;
- h) Prioritizing decentralization in service implementation and
- i) Implementing a market system in service delivery.

Service quality, as modeled by ESERVQUAL, encompasses seven dimensions:

- a) Efficiency: This relates to how easily users can find information on a website. Without direct interaction with customers, online customers need to search for information about the products or services they are seeking. If customers often become confused during the search process, they will stop using the service.
- b) Availability: This refers to the provision of what the consumers need.
- c) Fulfillment: This pertains to the success of a website in delivering its products or services and its ability to correct any errors that occur during the transaction process.
- d) Privacy: This concerns how a website can be trusted to securely store personal data for its customers. Well-executed and smooth online services can build trust and confidence in customers.
- e) Responsiveness: This can be measured by the timeliness of a website's response to customers in an online environment.
- f) Compensation: This relates to the efforts of e-commerce providers to offer compensation, reparations, or replacements to consumers if the goods or services provided are unsatisfactory.
- g) Contact: This dimension is about how a website provides service features that allow users to interact with each other (Parasuraman, 2005).

Public complaints are important for the government to assess the level of success in carrying out activities (Prasetya, 2013). Furthermore, it is stated that public complaints aim to address shortcomings in activities that have already been implemented. Public complaints are expected to be used as input to improve government performance and enhance service quality.

3. Methodology

This study employed a qualitative research design. According to Strauss, Anselm, and Juliet Corbin (2013), "qualitative research is intended as a type of research where the findings are not obtained through statistical procedures or other forms of quantification." The research approach used in this study is qualitative descriptive, with data collected through observations, interviews, Focus Group Discussions (FGDs), and documentation studies.

The informants in this study were selected using purposive sampling, with the following criteria:

1. Policy-Making Group Informants: This group consists of regional government officials and members of the Regional People's Representative Council (DPRD). The heads of local government and DPRD members were chosen as informants due to their strategic positions within the government system, which influence public complaint policies and practices. The heads of local government, as executive leaders of the region, are directly responsible for implementing policies and managing public services, including the public complaint system. Therefore, they have deep insights into the challenges and solutions related to these systems. On the other hand, DPRD members, with their legislative roles, are involved in formulating, approving, and overseeing policies and budgets that impact public services. They possess valuable knowledge about the legislative processes and policy evaluations necessary to improve the complaint system. Both play key roles in strategic decision-making and can provide comprehensive perspectives on the implementation and enhancement of public complaint systems.
2. Public Complaint Service Implementation Group Informants: This group includes officials from regional governments, specific government agencies (SKPD), and units responsible for implementing public complaint services. Informants from regional government elements, SKPD agencies, Jakarta Smart City's CRM managers, and service officers were selected as purposive samples because they play a direct and significant role in the public complaint system. SKPD agencies are responsible for handling complaints according to their respective fields, CRM managers oversee the platforms used to process complaints, and service officers directly interact with the public to receive and respond to complaints. The selection of these three groups provides deep and practical insights into the system's effectiveness, field challenges, and areas that need improvement in managing public complaints.
3. Public Complaint Service User Group Informants: This group consists of community leaders and academics. Informants from public complaint service users, community leaders, and academics were chosen as purposive samples because they offer broad and in-depth perspectives on the complaint system. Academics, such as lecturers or researchers, provide research-based analysis and academic perspectives, while community activists or representatives offer insights into community-level interactions and needs. General community members provide practical views on the system's usage and

effectiveness. The selection of these informants ensures that the data collected encompasses various critical perspectives necessary to assess and improve the public complaint system.

Data analysis techniques used in this study included descriptive analysis, which involves data reduction, data presentation, and conclusion drawing (Miles and Huberman, 2009).

4. Results and Discussion

4.1 Community Complaint Service through Electronic Channels

Digital channel-based public complaint services have significantly transformed the landscape of interaction between the government and its citizens. With the availability of channels that can be accessed at any time, the public now has the convenience of submitting their concerns without being constrained by time or place. This phenomenon not only accelerates the complaint process but also provides more inclusive access to various groups, ensuring that every individual's voice is heard without significant barriers.

The availability of complaint channels that can be accessed at any time is a positive step towards facilitating public access to government services. However, it should be noted that this accessibility can be affected by signal quality and the condition of the user's device. This underscores the importance of continuously improving telecommunications infrastructure and providing technical support to users to ensure they can make optimal use of the complaint channels.

The reliability of the channels concerns how well the system operates with minimal disruption while serving the public and maintaining high-speed access (Papadomichelaki et al., 2012). Thus, the availability of e-Government applications as a support for public services becomes a key parameter in the success of public services through the use of electronic channels. A network system with internet access that facilitates communication among government agencies, between the government and the private sector, and with the public is essential for enhancing coordination and public participation in governance (Indrajit et al., 2005).

One of the main elements of complaint management is the certainty of time (Tjiptono, 2004). This time certainty relates to the processing or resolution time, delivery, handover, guarantees or warranties, and responses to complaints (Gaspersz, 2002). Time certainty in complaint management is not only about setting deadlines for resolving issues reported by customers or the public but also reflects an organization's commitment and professionalism in meeting service users' expectations.

Effectively managing this aspect of time certainty not only enhances customer satisfaction but also helps improve operational efficiency and strengthens the organization's reputation. It is important for managers and organizational leaders to systematically manage and monitor time certainty at every stage of complaint management to achieve optimal service levels and build strong relationships with customers.

The issue of data breaches can significantly impact public trust in public complaint services. Trust in the security of digital channels is a crucial foundation for effective digital public complaint services. In this context, security not only refers to the protection of personal data but also to the integrity and reliability of the technological infrastructure used to manage and respond to complaints. The public needs to be confident that any information they submit through digital channels will be handled professionally and kept confidential. By building strong trust in channel security, the government and service providers can ensure that the complaint system is not only effective in addressing issues but also in maintaining privacy and public trust.

Privacy in digital public complaint services is adequately assured by providing options for open reporting or reporting without disclosing the reporter's identity. However, due to various incidents of data breaches involving internet users' identities, the public is still not fully confident in data security and privacy.

The government must act as a responsible custodian of the vast amounts of personal information entrusted to them. Software programs, websites, and services must provide adequate protection against unauthorized access and ensure they adhere to best practices in data protection and privacy (Yong, 2003).

The speed of response to complaints is a critical indicator in evaluating the effectiveness of a digital public service system. The faster the response provided by the government or relevant agencies to public complaints, the better the user experience and their satisfaction with the service. This speed not only reflects operational efficiency but also demonstrates a commitment to providing timely and accurate solutions to every issue reported by the public. With the support of technology, such as mobile applications and integrated systems, it is expected that the complaint handling process can be carried out more efficiently and transparently, ultimately enhancing the overall quality of public services.

Coordination is crucial, as the inefficiency of public complaint services is often attributed to each service organization managing complaints in a fragmented, uncoordinated, and poorly integrated manner. This lack of coordination results in ineffective and inefficient complaint management, such as the duplication of complaint handling, where multiple organizations address the same issue. Conversely, there are instances where no organization handles a complaint because each assumes that the issue falls outside its jurisdiction (Apriyanto, 2020).

The speed at which each complaint is addressed as quickly as possible is a key parameter that reflects the effectiveness of public complaint management (Tjiptono, 2004). This is also mandated by Law No. 25 of 2009 (Article 18), which states that the public has the right to receive prompt and quality service according to standard operating procedures, and the state is obligated to provide services to meet the basic needs of every citizen to enhance their well-being.

Compensation for submitting complaints is increasingly recognized as a strategy to boost public participation in digital complaint systems. Through incentives such as rewards or other forms of recognition, the government and relevant institutions not only appreciate the active involvement of citizens in reporting issues but also encourage them to continue contributing to building a better environment. In this context, providing compensation is not only a form of appreciation but also a positive incentive to enhance transparency, accountability, and responsiveness within the public service system.

The main expectation is for the government to develop more inclusive compensation mechanisms so that not only the officials and agencies involved receive recognition but also the citizens who contribute by reporting issues or providing useful feedback. Similarly, efforts should be made to empower citizens by offering certain privileges or recognition as a reward for their contributions to improving public service quality. This can increase motivation and active participation in monitoring and reporting public service conditions. As Riyadi (2011) states, the success of development depends on active public participation, including expressing aspirations, criticism, and suggestions.

Representative officers who can be contacted play a critical role in ensuring the effectiveness and sustainability of digital public complaint services. Their presence as a direct point of contact serves as a bridge between the government and the public, facilitating complaints from submission to resolution. These officers are not only communication links but also symbols of trust and accessibility for citizens in expressing their concerns. Therefore, maintaining the professionalism, availability, and responsiveness of representative officers is key to ensuring that every public complaint is handled properly and meets expectations.

Careful service involves focusing and being diligent in delivering services to customers. This diligence is evident in customer complaint officers who are willing to serve customers earnestly. Handling complaints without genuine effort increases the likelihood that customer complaints will not be addressed effectively (Sutrisno, 2016).

4.2 Factors in Community Complaint Service

Technical factors encompass all aspects related to technology, infrastructure, and processes within a digital communication channel-based public complaint service system. Meanwhile, non-technical factors include aspects that are not directly related to technology, focusing more on human factors, organizational policies, or the social environment surrounding the system.

Technically, public complaint services are supported by the availability of various platform channels, easily accessible devices with user-friendly features, and guarantees of user data privacy security. Non-technically, these services are supported by policies that regulate complaint mechanisms, available standard operating procedures, committed leadership, and efforts to enhance human resource capacity and public participation.

The involvement of top leadership in various aspects of frontline complaint management offers several advantages, including the opportunity for leaders to gain detailed information about the organization's products and services, enabling them to identify key factors that cause service users' dissatisfaction and make organizational changes to meet these expectations (Parasuraman et al., 2005).

Support and involvement of top leadership in various aspects of frontline complaint management demonstrate their seriousness in addressing complaints and their genuine concern not only for the complainants but also for the staff. Active involvement also provides an opportunity to learn as much as possible about why the organization fails to satisfy complainants and encourages making changes that will improve complaint services (Johnston and Mehra, 2002).

The importance of transparency and public participation aligns with the view that complaints are a valuable source of information on where and how an organization may have failed in service delivery (Tolba et al., 2016). Organizations view complaints not only as crucial feedback for operational improvement but also as important input for strategic planning to ensure long-term success. Complaint management should be integrated into the strategic planning system. Successful organizations consistently regard

complaints as key contributors to both operational improvements and long-term success (Johnston and Mehra, 2002).

Technically, public complaint services are hindered by inadequate infrastructure and facilities, lack of collaboration with media, the reliability of applications related to location tracking, incomplete menu features, and complaint channels that are not yet disability-friendly. Non-technical obstacles include insufficient human resources in terms of capacity and quantity, coordination in channel management, and low levels of public participation and digital literacy.

To build innovative and efficient public services in Indonesia's digital era, the government must increase investment in technology infrastructure and the development of human resources competent in information technology (Kollman et al., 2021). The main challenges in building innovative and efficient public services in Indonesia's digital era are limited technology infrastructure and a lack of competent human resources in information technology (Li et al., 2022).

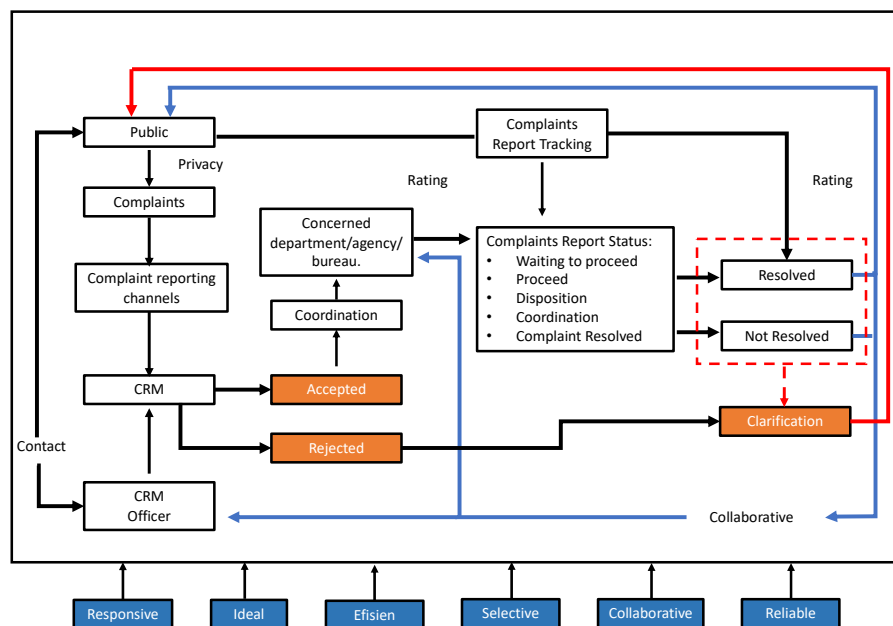
Regarding the organization of public complaint services, it is said that effective complaint management requires a combination of centralized and decentralized approaches, although task allocation may vary. Decentralized units should be used to gather information, interact directly with complainants, and address issues within their authority, while departments/teams/individuals at the central level of the organization are responsible for analyzing complaint trends for policy-making and seeking improvements related to those complaints (Johnston and Mehra, 2002).

4.3 Community Complaint Service Model Through Electronic Communication Channels in Improving the Effectiveness of Basic Services

The most prominent issue in the analysis of public complaint services is that the speed and timeliness in handling complaints have not been adequately met, leading to the conclusion that public complaint services have not been effective. This aligns with the understanding that effectiveness is not only measured by the achievement of goals but also by the timeliness in reaching those goals. An activity is considered effective if it is completed within the established timeframe or, in other words, on time (Siagian, 2012).

The shortcomings encountered so far in public complaint services include frequent issues with irrelevant, invalid reports or non-authentic location tagging on maps, which confuse the officers and make it difficult for them to process and forward the complaints. In many cases, the officers or relevant parties in the specific area of public service must conduct cross-checks to verify the accuracy of the complaints. This situation leads to inefficiencies in both resources and time.

Graphic 1 Model Servicom



Resources: Processed by the author

The SERVICOM model focuses on improving service quality in managing public complaints through electronic communication channels. In addition to outlining the workflow mechanism for executing public complaint services via electronic channels, the model presents dimensions that can serve as determining factors or aspects that support the optimization of public complaint services through electronic communication channels. This, in turn, enhances the effectiveness of basic mandatory government services.

The workflow for electronic public complaint services based on the SERVICOM Model is as follows:

- 1) The public submits complaints through the available channels.
- 2) The complaints are processed through the CRM system, where they undergo selective filtering, validation, and authentication based on the clarity of the location and the content of the complaint.
- 3) The filtered complaints are coordinated by CRM officers with the relevant authorities according to the specific area of public service being complained about. If the complaint is valid, it proceeds to the next stage; if not, it is rejected and does not move forward in the process.
- 4) The complaint is forwarded to the appropriate agency, department, or institution for further action, with the relevant officials or officers assigned to handle it.
- 5) The follow-up status of the complaint is recorded in real-time in the report's history.
- 6) The outcome of the handling is communicated through media partners and/or directly clarified by the officers to the complainant as feedback from the CRM officers.
- 7) The complainant can provide feedback, reviews, or ratings on the completed complaint handling.

It is important to emphasize the aspect of filtering or selection of complaint reports, where incoming complaint reports are filtered to only include authentic and clear reports at the initial stage of complaint handling. The reports are filtered either automatically or manually by officers so that unclear reports are rejected, returned to the complainant, or ignored and not forwarded through disposition or ticketing. Authentic and clear complaint reports are then passed on to the next stage and forwarded to the relevant agencies.

Kincaid et al. (1977) describe the communication process as occurring in both directions, where both the sender and the receiver of the message can switch roles in sending and receiving messages. Schramm adds the concept of the field of experience, which refers to the factors that influence the understanding and interpretation of messages, typically including culture, cultural background, beliefs, experiences, values, and regulations.

Several dimensions, as illustrated in Figure 1, can serve as determinants in improving the quality of public complaint services:

- a) Responsiveness
This dimension is crucial as service quality depends on the speed and accuracy of the electronic complaint channel system and the human resources (HR) managing the reports. The system's speed must be supported by responsive HR to ensure effective complaint handling. Although electronic systems accelerate the process, successful problem resolution requires skilled HR capable of providing accurate and appropriate responses. Responsiveness includes the ability of the system and officers to quickly respond through various digital platforms, as well as easy and efficient access to information. The responsiveness of officers in handling complaints and implementing service improvements is also a key aspect of building public trust in the system.
- b) Ideal
"Ideal" in the context of public complaint services refers to the perfect standard that includes accountability, transparency, and active public participation. This ideal dimension also encompasses compensation as an incentive to encourage participation. Compensation can increase public participation, the quality of complaints, and trust in the system.
- c) Barriers
Low awareness, complicated procedures, lack of promotion, and technological limitations can hinder public participation. To enhance the effectiveness of the complaint system, it is essential to address these challenges, ensure accountability and transparency, and provide clear information. Vertical and horizontal accountability, as well as transparency in the complaint process, improve public trust and service quality.
- d) Efficiency
Efficiency in public complaint services, according to Parasuraman et al. (2002), involves ease of access to information, interaction with officers, and the use of features within electronic complaint channels. Easy access reduces barriers, speeds up the understanding of procedures, and prevents misunderstandings. Good interaction between the public and officers increases satisfaction by ensuring that complaints are handled professionally. Good accessibility also supports inclusivity, ensuring that all individuals, including those with disabilities, can easily use the services. The efficiency dimension relates to the ease of using technology, reducing user effort in accessing and utilizing services.

- e) **Selectivity**
The selectivity dimension in electronic public complaint services involves screening reports to ensure their validity and authenticity. This process is important to prevent misuse, such as false complaints, which can waste resources. Officers must be proactive and take the initiative in verifying reports, including contacting the complainant to complete information. Good screening helps prioritize urgent complaints, prevent spam, and ensure efficient resource allocation, thereby improving resolution quality and maintaining system integrity.
- f) **Collaborative**
The collaborative dimension in public complaint services via electronic channels requires more intensive cooperation between the government and external parties, such as the private sector and non-governmental organizations. Currently, relationships tend to be contractual and do not fully exploit the potential for broad collaboration. Collaboration is crucial for addressing government resource limitations enhancing efficiency, innovation, and service quality. Effective communication between parties, including with the media, helps clarify the status of complaints and build public trust. Clarifying complaint status requires good coordination to improve transparency and public satisfaction. Cross-sector collaboration within local governments and with non-governmental entities speeds up complaint resolution and improves accessibility. This involves establishing protocols, communication channels, training, and monitoring to enhance service effectiveness.
- g) **Reliability**
The reliability dimension in electronic public complaint services includes availability, reliability, privacy, and trust. Channel availability ensures that the public can submit complaints at any time, while system reliability ensures that the process is free from disruptions. The privacy of the complainant's data is crucial for protecting personal information and complying with data protection regulations, which also builds public trust in the system. A reliable system that operates without disruptions increases user satisfaction and ensures that complaints are consistently processed. Channels that are accessible at any time enhance accessibility and efficiency, allowing for quick handling of urgent complaints. Data security reinforces public trust and ensures that privacy is protected. Overall, the reliability dimension supports an effective and transparent complaint system, reflecting a shift towards a more modern public service model that is responsive to the interests of the community.

Practically, to improve the quality of complaint services and the effectiveness of basic service obligations, a filtering process and collaboration are necessary. Filtering involves the selection process of public complaints at the initial stage of service handling before being forwarded for follow-up to the relevant government agencies (OPD). Similarly, clarification, which is part of external collaboration with the media, is seen as a way to enhance public trust, thereby encouraging greater public participation in reporting issues and assisting in complaint handling according to their capacity.

Theoretically, the researcher can assert that this reinforces and complements the theory proposed by Parasuraman et al. (2002) regarding the E-Servqual model, which suggests that service quality measurement should not only focus on customer orientation but also pay attention to internal areas, such as the systems within the complaint channels and the capacity of the public complaint service personnel. This is because, without a reliable service system and high-quality personnel, it is difficult to provide the best service that can satisfy the public.

5. Conclusion

The quality of public complaint services through electronic communication channels in the Provincial Government of DKI Jakarta, in an effort to enhance the effectiveness of basic mandatory government services, has not yet reached an optimal level from several perspectives. In terms of efficiency, although accessibility for obtaining information and interacting with service officers is relatively easy, the menus and features within the available applications need adjustments to make them more user-friendly. The availability of public complaint channels is adequate and experiences minimal system disruptions, although its success heavily relies on internet connectivity and device compatibility. However, the fulfillment of public complaint services remains suboptimal, particularly in terms of the accuracy of complaint submission.

Privacy in public complaint services is fairly well guaranteed, with options for both open and closed reporting. Nevertheless, the public has not fully trusted the privacy and security of user data. Responsiveness in terms of the speed and timeliness of complaint handling still requires improvement. Moreover, compensation mechanisms are available only for CRM officers and departments handling complaints, while reporting citizens do not receive any material or non-material compensation.

The responsiveness of public complaint service representatives in addressing complaints is also insufficient. Among the basic mandatory government services, the health sector is the most effective in handling complaints, with a decreasing number of

complaints and faster resolution times. Conversely, the public works and spatial planning sectors are the least effective, with an increasing number of complaints and longer resolution times.

Technically, public complaint services are supported by the availability of various platform channels, easily accessible devices with user-friendly features, and guaranteed data privacy security. Non-technically, these services are supported by policies that regulate complaint mechanisms, available standard operating procedures, committed leadership, and efforts to enhance human resource capacity and public participation. However, technically, public complaint services are hindered by inadequate infrastructure and facilities, lack of collaboration with the media, application reliability issues related to location tracking, incomplete menu features, and complaint channels that are not yet disability-friendly. Non-technical obstacles include insufficient human resources in terms of capacity and quantity, coordination in channel management, and low levels of public participation and digital literacy.

The model for public complaint services through electronic communication channels aimed at enhancing the effectiveness of basic mandatory government services was developed by the researcher by modifying the service model proposed by Parasuraman et al. (2002) and adapting it to the dynamics in DKI Jakarta. The SERVICOM model focuses on improving service quality through complaint management. The innovation in this model is the recommendation of a filtering process for complaint reports and clarification at the complaint service stage, which allows for more effective and efficient complaint services. The SERVICOM model includes the dimensions of Responsiveness, Ideal, Efficiency, Selectivity, Collaboration, and Reliability as key aspects in promoting the implementation of public complaint services through electronic channels, thereby enhancing the effectiveness of basic mandatory government services.

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