Determinants of The Policy Implementation of Guidelines Public Complaints Management in Tegal Regency Government Environment

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ABSTRACT

The management of public complaints in Tegal Regency is carried out based on the Tegal Regent's Regulation Number 10 of 2015 concerning Guidelines Public Complaints Management in Tegal Regency Government Environment. In practice, there are many complaints that come in through the available complaint channels. The problem that occurs is that many complaints received indicate that there are many problems in the administration of government in Tegal Regency, there are still unresolved problems, and the percentage of resolved problems complaints continues to decline. The purpose of this study was to determine and analyze the determinants of the policy implementation of guidelines for public complaints management in Tegal Regency Government Environment. This study uses qualitative research methods with data analysis techniques used, namely data reduction, data display, and drawing conclusions. The results of this study indicate that the determinant of policy implementation, namely communication, is a driving factor, while resources, disposition, and bureaucratic structure are inhibiting factors.

Keywords: implementation, public complaints, policy implementation

INTRODUCTION

The local government has the authority to run the wheels of government in accordance with Law Number 23 of 2014 concerning Regional Government in providing basic services to the community. In order to provide excellent basic services, local governments provide access for the community to provide aspirations and complaints through public complaints. One of the local governments that provides access to public complaints is the Tegal Regency Government. Based on previous research by Santoso (2017), in Central Java Province, Tegal Regency is included in the top 8 regions that receive the most complaints from the public according to public complaints data from Regencies/Cities in Central Java on lapor.go.id in the 2017. There has been a significant increase in the number of complaints received and some have not been resolved. The Tegal Regency Government through the Tegal Regency Communications and Information Office assisted by the Protocol and Leadership Communication Section of the Tegal Regency Regional Secretariat opens access for public complaints in order to improve services to the people of Tegal Regency. The Tegal Regency Government issued Regent Regulation Number 10 of 2015 concerning Guidelines for Management of Public Complaints within The Tegal Regency Government Environment. Through this regulation, the Tegal Regency Communication and Information Office together with the Protocol and Leadership Communication Section of the Tegal Regency Regional Secretariat was appointed as admin for

managing public complaints. Until 2020, many public complaints were received through several channels such as radio, SMS gateway, Lapor Bupati Application, and print media.

Table 1.1
Number of Public Complaints Received by the Tgeal Regency Communication and Information Office in 2021

Year	Radio in the Kabar Bupati program	SMS Gateway	Lapor Bupati Application	Print Media	Total
2015	16	0	0	48	64
2016	35	0	0	48	83
2017	37	2080	0	48	2165
2018	32	1052	767	48	1899
2019	30	656	812	0	1498
2020	0	137	218	0	355
Total	**150**	**3925**	**1797**	**192**	**6064**

Source: Data from Communication and Information Office, Slawi Ayu FM, and the Regional Secretariat of Tegal Regency being processed by researchers in 2021

Based on table 1.1, it shows that public complaints received by the Tegal Regency Communication and Information Office from various recorded channels have reached a total of 6064 public complaints. This indicates that from 2015 to 2020 there have been many problems in Tegal Regency seen from the number of public complaints received through available channels with a very high increase in public complaints in 2017 although it decreased after that.

Table 1.2
Public Complaints that are Managed and Unmanaged by the Tegal Regency Communication and information Office in 2021

Year	Number of Public Complaints (Total)	Number of Public Complaints Managed (Managed)	Number of Unmanaged Public Complaints
2015	64	62	2
2016	83	78	5
2017	2165	1998	167
2018	1899	1347	552
2019	1498	912	586
2020	355	214	141
Total	**6064**	**4611**	**1453**

Source: Data from Communication and Information Office, Slawi Ayu FM, and the Regional Secretariat of Tegal Regency being processed by researchers in 2021

Based on table 1.2, the number of public complaints that have not been managed is always there every year and even has increased. Thus, making public complaints are neglected without getting the expected response.

Table 1.3
Percentage of Public Complaints Managed

Year	Number of Public Complaints (Total)	Number of Public Complaints Managed (Managed)	Percentage $\frac{Managed}{Total} \times 100\%$
2015	64	62	96.87%
2016	83	78	93.97%
2017	2165	1998	92.28%
2018	1899	1347	70.93%
2019	1498	912	60.88%
2020	355	214	60.28%
Total	**6064**	**4611**	**76,03%**

Source: Data from Communication and Information Office, Slawi Ayu FM, and the Regional Secretariat of Tegal Regency being processed by researchers in 2021

Based on table 1.3, the number of public complaints that are managed shows a decrease in the percentage of public complaints that are managed every year. Every year, the management of public complaints does not reach a percentage of 100% and even tends to decrease. This means that the management of public complaints has not yet reached the existing service standard. Meanwhile, the total percentage of all complaints managed so far by the Tegal Regency Communication and Information Office has only reached 76,03% since public complaint channels were opened.

Van Meter and Horn (1975) in Purwanto and Sulistyastuti (2015:20) which defines policy implementation includes actions taken by public or private individuals (or groups) directed at achieving the goals set in the previous decision. To achieve this goal, it is necessary to identify in advance the factors that influence or determinants of implementation so that policy implementation can run well as expected in achieving policy objectives.

Complexity in the implementation process often raises a number of problems. Edwards III (in Purwanto and Sulistyastuti, 2015:85) identified four critical factors that influence the success of the implementation process. The four factors are Communication, Resources, Disposition, and Bureaucratic Structure. Thus, it is necessary to pay attention to the determinants in the policy implementation of guidelines for public complaints management in the Tegal Regency Government Environment. So, this study aims to identify the determinants of the policy implementation of guidelines for public complaints management in Tegal Regency Government Environment.

Previous studies that are similar to this study, such as Fais (2018) in Semarang and Putra's (2019) in Denpasar, focused on the accuracy of the policies implemented and success aspects of e-government of existing local public complaints regulation. But, the two regional regulations only regulate one public complaint channel, while the regulations in this study regulate all public complaint channels in an integrated system. This study is different from other

previous studies because this study has the focus on determining determinants of the policy implementation of guidelines public complaints management in Tegal Regency Government Environment in one integrated system of public complaints management according to Tegal Regent's Regulation Number 10 of 2015. Tegal Regency has one integrated system of public complaints management that contains many complaint channels within local government scope in Indonesia.

METHOD

The approach used in this study uses a descriptive qualitative approach. Qualitative methods aim to describe the empirical reality behind the phenomenon in detail and depth. Descriptive according to Nazir (2003) is a fact-finding with the right interpretation. The location of this research is the Tegal Regency Communication and Information Office and the Protocol and Leadership Communication Section of the Tegal Regency Regional Secretariat. Informants in this study were determined using a purposive technique, namely staff of the Tegal Regency Communication and Information Office, staff of the Protocol and Leadership Communication Section of the Tegal Regency Regional Secretariat, and two people of Tegal Regency. Data collection techniques in this study following the concept of Miles and Huberman (1992:16) are interviews, observations, and documentation study. Data analysis techniques used in this research are data reduction, data display, and decision making verification.

RESULTS AND DISCUSSION

1. Communication

Communication is seen from the transmission and clarity of existing information. The communication transmission carried out by the public complaint manager to people of Tegal Regency already exists and the presence of public complaints received indicates that communication to people of Tegal Regency has been good. The communication transmission that has been running to the public occurred when the first complaint channel was inaugurated as evidenced by news releases that can be accessed online regarding the launching of a public complaint channel integral Regency, such as Lapor Bupati Tegal application on android. Meanwhile, the distribution of information between local government work units in resolving public complaints is carried out by collecting a PIC (Person in Charge) or liaison officer who is a representative of each local government work unit as a problem solver for complaints to be briefed by Regent. Furthermore, the PIC will be accommodated in one network to facilitate the flow of complaint information so that it can be followed up quickly in accordance with the duties of each local government work unit. Clarity of information in communication is necessary.

Clarity of information will determine the direction of achieving policy objectives because if there is unclear information provided, I will certainly interfere with the potential to cause misunderstandings. The results of study showed that the clarity of the information provided was based on the content of the information from the beginning without any changes. The point is that information regarding the management of public complaints is consistent from complaint

manager to the public and related local government work units so that it does not cause multiple interpretations in receiving information.

2. Resources

One of the factors influencing policy implementation is resources. The state of resources greatly affects the policy implementation process because resources are something that is used to achieve goals. The resources in question include human, budget, and existing facilities.

Human resources are adequate in quantity but not in quality. This is because the complaint management officer, especially the PIC from related local government work units, already has a special task and makes managing public complaints an additional task. This has implications for the performance of human resources that are less than optimal. In addition, the coordination of the PIC as a human resource in the management of public complaints is also lacking in coordination with the admin officer who manages public complaints. In the admin section at the Tegal Regency Regional Secretariat, there is already an admin officer who manages complaints, but form the PIC data managed by Communication and Information Office there are obstacles, namely PICs in some local government work units are less responsive due to lack of coordination regarding the replacement of PICs and other technical obstacles such as the hardware used is damaged without there is confirmation from the PIC to the admin managing public complaints. Thus, the quality of existing human resources needs to be improved in the context of managing public complaints.

In the policy implementation of guidelines for public complaints management in Tegal Regency Government Environment, the budget is needed to meet the needs of complaints managers so that public complaint management runs well. Based on the results of the study, the existing budget is still inadequate, indicated by absence of incentives given to PIC, whereas in previous years the PIC was given an incentive of Rp 100.000,- of his work as complaint manager in his local government work unit. In addition, the budget for the server that was originally used only for the management of public complaints was eventually combined with other activities.

Facilities are one of the resources that greatly assist work in implementing the policy of the guidelines public complaints management in Tegal Regency Government Environment. With adequate facilities, the work done will become easier. Based on the research results, the existing facilities are inadequate. One of them is the servers used for the management of public complaints combined with other activities so that data overload is often found on the server which has implications for complaints that are not recorded electronically. In addition, the computer equipment used is still lacking to manage public complaints. Servers that are ideally always online for 24 hours non-stop have problems when they are disconnected from electricity which makes the server offline and bad weather problems which have not been handled properly. The main facility in managing public complaints is that the server as a database of public complaints is still lacking because the server combined with other activities at the Communication and Information Office and technical problems often occur, namely when the electricity goes out, the server also turns off without any other power source.

3. Disposition

Disposition seen from the work commitment of public complaints management officers has decreased. Commitment, especially in the PIC (Person in Charge) sector is considered less

marked by the lack of response given when a complaint is received for the local government work unit. Thus, making the complaint manager admin who must provide a response to the complainant while contacting the relevant local government work unit. This lack of response makes complaints that should be immediately followed up delayed because the PIC from the local government work unit concerned has not responded to the complaints received so that the complaint management admin can only provide a brief response in the form of the status of the complaint submitted by the complainant.

4.   Bureaucratic Structure

The bureaucratic structure seen from the existing SOP (Standard Operating Procedure) in the policy implementation of the guideline public complaints management in Tegal Regency Government Environment shows that there are still many shortcomings. Many activities are not contained in the existing SOP, such as control activities that are not clear in the SOP. Thus. It is necessary to improve the existing SOP in order to improve the performance of public complaints managers in Tegal Regency.

CONCLUSION

Based on the results of the research and discussion, it can be seen that determinants of the policy implementation of guidelines for public complaints management in the Tegal Regency Government environment are communication, resources, disposition, and bureaucratic structure. Communication is a driving factor in the implementation of this policy. The communication carried out has involved many parties such as local government work units and the people of Tegal Regency so that information transmission has been carried out properly and the clarity of information is consistent. Resources are still lacking in terms of human resources, budget, and inadequate facilities. Disposition still has shortcomings in the form of poor work commitment. Meanwhile, the bureaucratic structure judged from existing SOP also still has shortcomings with the absence of activities such as control activities in the implementation.

Improving resources such as special facilities and budgets accompanied by improvements to existing SOP so that they can clarify work and better regulate public complaints management officers are things that need to be done to correct deficiencies in the policy implementation of guideline public complaints management in the Tegal Regency Government environment.

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