Citizens Relationship Management (CRM) in Jakarta: Does its work or not?

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Abstract

Level of citizen participation has increased in the advent of digital government. A significant change in participation behavior through the Government's web 3.0 platform occurred in 2017, right after the Government of DKI Jakarta decided to move to the new web 4.0 platform without removing the previous one. Findings revealed that there is an overlapping and confusion in the community since both platforms are still running in the same time. However, there has been a significant drop in the level of e-participation on the web 3.0 platform, and yet based on the number of reports, there is no indication that the community has moved to the web 4.0 platform. This academic paper will analysis either the implementation of the new platform is a good idea or not by comparing the data gathered from the government Citizens Relationship Management (CRM) platform and the previous platform. Data gathered were analyzed by referring to sustainable and replicability aspect. Moreover, a policy analysis on prior and subsequently the changes are needed to examine either a new policy would lead to a better good governance practice

Keywords: e-government, integrated governance, smart city, DKI jakarta

Abstrak

Tingkat partisipasi masyarakat meningkat dengan munculnya pemerintahan digital. Perubahan signifikan pada perilaku partisipasi melalui platform web 3.0 Pemerintah

terjadi pada tahun 2017, tepat setelah Pemerintah DKI Jakarta memutuskan untuk pindah ke platform web 4.0 baru tanpa menghapus yang sebelumnya. Temuan mengungkapkan bahwa ada tumpang tindih dan kebingungan di komunitas karena kedua platform masih berjalan dalam waktu yang bersamaan. Namun, telah terjadi penurunan yang signifikan pada tingkat partisipasi elektronik pada platform web 3.0, namun berdasarkan jumlah laporan, tidak ada indikasi bahwa komunitas telah berpindah ke platform web 4.0. Makalah akademik ini akan menganalisis apakah implementasi platform baru itu ide yang baik atau tidak dengan membandingkan data yang dikumpulkan dari platform Citizens Relationship Management (CRM) pemerintah dan platform sebelumnya. Data yang terkumpul dianalisis dengan mengacu pada aspek keberlanjutan dan replikasi. Selain itu, analisis kebijakan tentang perubahan sebelumnya dan selanjutnya diperlukan untuk memeriksa apakah kebijakan baru akan mengarah pada praktik tata kelola yang lebih baik.

Kata kunci: e-government, pemerintahan terintegrasi, smart city, DKI Jakarta

Introduction

A massive change in globalization, coupled with an advanced movement of new technologies, has led every government to a new chapter in governance (Putra et al., 2018). Social media has become part of community life, which somehow has a huge impact on public engagement with the government (Publications, 2019).

Uncontrolled information flow, coupled with transparency, could become a boomerang for the government if it is unable to control and respond to current issues as quickly as it should be (Hendrik, Bruwer, & Africa, 2015). On 2014, the Governor of DKI Jakarta decided to improve the quality of public engagement by involving the web 3.0 platform as its main concept in addressing the problem (Firdaus, Irwansyah, & Djaja, 2016; Ramanda, Fakriza, & Palasara, 2019).

However, there has been a lack of practice in the implementation of e-government, such as a policy changes that would have an impact on the way of participation and public commitments (Denhardt & Denhardt, 2011). Public involvement plays a key role in the implementation of this programme (Norah, 2017). A sudden change is taking place in Jakarta in 2017, a new platform for people to complain called the CRM was set up by the new elected governor, Anies Baswedan, to create a new system of information flow within the government and the public (Jakarta Smart City, 2019).

The new policy set in 2017 has creating a new pattern of participation and a different focus on decision-making (CNN Indonesia, 2019). A new collaboration and communication method has been established, considering the new government's thinking about humanism. A new set of policies will always lead to confusion and effectiveness will be questioned and compared to the previous policy (Uhl-bien, Marion, & Mckelvey, 2007).

At the same time, the government must rethink how citizens will be seen in the systems. Commitment of the citizen is not only necessary because better governance is

created, but also because it is beneficial (Denhardt & Denhardt, 2011). The government must ensure that cooperation between the state, the private and the individual does not take place in one way only (Denhardt & Denhardt, 2011).

By collecting data from different sources, the aim of this manuscript is to measure the citizens participation in the use of Web 3.0 technology before and after the creation of the new platform in 2017. A comparison of the policy effectiveness between the previous policy and the new policy needs to be made in the light of some of the phenomena that occur in the implementation of the new policy in DKI Jakarta. By comparing two different data obtained from each time the policy is implemented and by analyzing the results achieved over two periods as a measure of the effectiveness of the policy.

Theoretical Framework

Electronic Government as a Discourse

The high level of urbanization has led every country to develop their capacity in providing a good service to the community, which usually known as e-government. The development of information and communication technology (ICT) is expanding rapidly in line with this (Firdaus et al., 2016). However, the lack of synchronization become the major problem for the district government in implementing e-government (Putra et al., 2018). The critical factors in adapting e-government in Indonesia can be seen from the performance expectancy, social influence, and effort expectancy which might improve the implementation of e-government between government and public organization (Sabani, Deng, & Thai, 2018).

As Nurdin, Stockdale, and Scheepers (2015) describe in their research that the failures of e-government are usually caused by the organization, human behavior, financial, political commitment, and poor collaboration. He added that the organizational factors such as coordinator, commitment, cooperation, professionalism, and responsibility sharing within local government institutions affect the sustainability of e-government implementation ((Nurdin, Stockdale, & Scheepers, 2015).

Specific variables can drive e-government growth phases, and it is show that e-government phases are largely driven by standard. There is a positive association between population size, GDP and regional competition become one of it points (Ingrams, Manoharan, Schmidhuber, & Holzer, 2018). While Rokhman (2016) founds that un-integrated policy and unclear procedures are the main problems that government need to focus on (Rokhman, 2016).

Strengthening the relation between the governments' institutions will also affecting the adaptation of e-governance (Rokhman, 2016), which is also might cause the failures in context of inability to establish and sustain the network within the actors (Gunawong & Gao, 2017). In the adaptation of e-government in local level, local government relies on different variables that coming both from internal and external enablers which will also facing some barriers and problem (Manoharan & Ingrams, 2018).

Web 3.0 Platform for a Policy Making

A massive change that happened in society (Pattnayak & Pattnaik, 2016), especially after the existence of internet lead the government to work harder in ensuring to keeping up with the people's demands (Rudman & Bruwer, 2016). Web 3.0 involves an integrated web experience in which the machine can comprehend as well as archive user information in a manner similar to humans (Rudman & Bruwer, 2016). The technology that being used in Web 3.0 is known as block chain that can be described as a massive, public database where everyone can verify that every digital interchange is peculiar (Vogel, 2016). Government sees this technology as an answer to transparency and accountability (Park & Lee, 2015), and would plays a significant role in either the communication of resentments as well as applications (Jun & Chung, 2016).

In fact, government believe that Web 3.0 applications might use artificial intelligence (AI) to accelerate the teaching/ learning mechanism (Pattnayak & Pattnaik, 2016) in purpose to reach the effectiveness and efficiency (Hendrik, Bruwer, & Africa, 2015). In establishing the concept of integrated governance, current public administration management of information systems and e-Government literature and individual research all point to the role of government and cross-organizational coordination in the successful implementation of e-Services and people in their actual usage (Meyerhoff Nielsen, 2017). This technology extends to the e-government sector by improving how state-of - the-art and creative services are provided to people (Witarsyah, Sjafrizal, Fudzee, & Salamat, 2017).

On the other side, open government does not come overnight and inexpensive, but instead resilient innovation that requires substantial capital expenditure in seeking substantive civic inputs and setting up institutional management of varying efforts (Nam, 2015). The magnitude of social media use seems to be have favorably correlation with assessment by local community authorities of their capacity to regulate and solve the public circumnutate and general assessment of strength (Graham, Avery, & Park, 2015).

The important of variations has been explained by Navarro et.al (2017) as a standardized scientific outcomes for each administration style measured by the improvement of the sustainability of transparency within each cultural tradition, and local executives to disseminate sustainability of online data (Navarro-Galera, Ruiz-Lozano, Tirado-Valencia, & de los Ríos-Berjillos, 2017) since e-government comprises of seven construction blocks, namely infrastructures associated to data and knowledge, economics, politics (governance) and administration (government), spaces (flow of locations), people's data conducts and regional issues (Barth et al., 2017).

Policy Effectiveness

The implication of e-government on quality of accounting information measured by the quality of the financial statements in order to establish a strategy for obtaining unqualified opinion on the financial statements of municipalities (Ritchi, Fettry, & Susanto, 2016). Technology quality, system quality, and people trust become others

critical factors that affecting the adaptation of e-government in Indonesia (Witarsyah et al., 2017). The complaint that being sent by the community to the server has led the government to be more aware and part of the government consideration in making a policy making (Nurmandi, Achmad; Purnomo, Eko Priyo; Prianto, Andi Luhur; Solahudin; Jaenuri, 2015).

Along with promotion of openness, integrity, and transparency by the government institutions (Nakamura & Kim, 2018). To create a better government, a good figure of leadership is needed in aims to ensuring that the government program will be able to implemented and accepted by multi-actors engaged (Rahmawati & Firman, 2017). Interaction in the public sector is the coherence of the idea of interaction and policy. In order to achieve national objectives, government communication can be seen as transmitting proposals, services and strategies from the state to the public (Firdaus et al., 2016).

Research Methodology

Researchers gather data from Jakarta Smart City, Government Annual Report, Citizens Relation Management (CRM) servers, and Qlue to analyze how the online platform will be used after the new platform has been implemented. Data collected from the literature studies, observation and interview, and will be compared and analyzed with effectiveness theory.

In addition, the data will be compared between the previous policy set and the new policy set, based on the number of participants and the government's focus on decision-making. This research focuses on how a new policy could lead a city to become a better city by implementing integrated governance and filtering the report on people addressed to the government.

Result and Discussion

Qlue and DKI Jakarta

In realizing the concept, DKI Jakarta government launched an application named "Qlue" as an answer for the public in communicating with the government. DKI Jakarta mobility is moving rapidly, making it necessary for the government to be more efficient and effective in maximizing interconnected communication and information technology in every public sector, hence the need to realize the smart city concept. Qlue comes as the solution in 2014 to capture and respond to citizen complaints in Jakarta on mobile devices (Noprisson et al., 2017).

A communication between Government to Business (G2B) and Business to Government (B2G) in realizing the maximization of public services delivery that PT. Qlue Perfoma Indonesia is seen as an excellent program that DKI Jakarta government has until this day (Pamungkas & Hanathasia, 2016). Qlue was launched in the era of Basuki Tjahaja Purnama and Djarot Saiful Hidayat on 2014 and reach a great success. The application can be downloaded through both Play-Store (Android) and App-Store (iOs). Qlue believed that it will be able to make an impactful and create a positive changes for the city by engaging with the community, neighborhood, and government (Qlue, 2019a).

As reported, in the four-year relationship with the government of Jakarta, the city and its people have seen concrete results such as a 94 percent reduction throughout possible flood areas, a 61.4 percent boost in government efficiency and a 47 percent increase in public confidence in the government (Qlue, 2019c). Within a communicative, open and inclusive system, Qlue has a strong relationship between government, disaster relief organizations, satellite cities, enterprises in different industries, private companies and government agencies in Indonesia to meet the demand of the society (Qlue, 2019c).

By providing four main menus—Reporting System, Auto Assign, Public Dashboard, and Community Chat—Qlue helps resolve issues of urbanization and foster transparency between governments and citizens. Qlue manages it by gathering data from multiple platforms, translating it into the Qlue dashboard, and visualizing it in a user-friendly manner to allow the government to follow up on the issue (Qlue, 2019b).

Qlue become a huge success for DKI Jakarta government until 2016, yet on 2017 the report shows that the number of complains reported by the citizens was drop for almost 50 percent (Ramadhan, 2019). There are two things can lead to such a dramatic drop, i.e. a significant decrease of public problems or a collapse of civic participation (Norah, 2017).

On 2016, reported from *Media Indonesia*, an interview conducted with one of Qlue's users shows that Qlue bring a positive impact both for government and the community. As the interviewees stated;

"I want to prove the velocity of the follow-up. I made a report on the piled-up garbage on the side of the road. It was cleaned within ten minutes. That was really cool." - (Megapolitan, 2018)

While in the same times, the founder of Qlue, Rama Raditya, stated in *Kumparan.com* that one of the reasons why there was a significant decrease is caused leak not followed up. A shifting policy also become another caused of it. This decrease is the impact of removing RT and RW heads' obligations to report their activities through Qlue three times a day. This obligation was originally established in April 2016 by the then governor of Jakarta, Basuki "Ahok" Tjahaja Purnama, in a regulation (Kresna, 2018), which is now changed after the change of governor.

The increased number of active users starting 2014 to 2016 are the reflection of the level of trust that public gave to the government. Qlue success to respond about 68 percent of flooding report in Jakarta. A significant of change and quick respond is the reason why a huge number of people put their trust to the government by actively reporting in the systems (Savitri, 2016). There were at least 4,883 flood-related incidents scattered over five areas of Jakarta during the period from 1 January to 25 April 2016.

With the fact 1,031 reports are still waiting to be followed up, 560 reports are being processed and 3,292 reports are followed up by DKI Jakarta Provincial Government related units (Norah, 2017; Savitri, 2016). All residents of Jakarta can provide direct complaints about public facilities and infrastructure through the Qlue application. Enhanced by *Ahok's* claim, where *Ahok* will not hesitate to terminate the government's in charge if there was not follow up directly. A great policy with great leadership shows that a successful implication of the program could be achieved effectively (Gil-Garcia & Pardo, 2005; Kim, Kim, & Lee, 2009).

Figure 2. Qlue Active Users, Report, and Complain 2014-2018

Source: PT. Qlue Performa Indonesia (2019)

However, a drastic change happened in 2017 (Fig 2) in which the number of active users dropped almost more than the half way from 2016. A debate between the experts happened in which some argue that it was caused by the current governor election that happened in end of 2016. In which, most of the innovation, policy, or any project that being implement in the community is a product of one leader at that current time (Uhl-bien, Marion, & Mckelvey, 2007).

Figure 3. Flooding Report in 2015-2016

Source: PT. Qlue Performa Indonesia (2016)

Figure 4. Number of Flooding Report Handled by Jakarta Governance on 2016

Source: PT. Qlue Performa Indonesia (2016)

CRM and DKI Jakarta

Right after the gubernatorial election on 2017, under Governor Regulation No. 128 2017 about complaint handling, the Qlue position as the only platform changed to be in the same position as other 13 social media – Twitter, Facebook, SMS Center, etc (**Fig 5**). By making a Citizens Relations Management (CRM) Anies reflecting the integrated governance concept that has a possibility to replace the usage of Qlue as a private sector and strengthening government role in the public services management in DKI Jakarta. Those significant fall caused the shifting of social media usage by the citizen (**Fig 2**).

Figure 5. The Changes of Information Flow

Adapted from: (Klievink, B., & Janssen, 2009)

The idea launched in middle of 2017, which actually can be seen as a success. Considering the number of active users in the middle of 2017 that reach to 1465 users registered in the application, and about 312 users from others social media platform such as twitter and Facebook.

Even though, the number of active users is lesser than Qlue users, all of the accounts are verified attached with GPS coordinate in it. From 21779 of report about 79 percent were handled by the government municipality in charge for the problem as being clustered by the systems (**Fig 5**) (CRM DKI Jakarta, 2019).

Figure 6. Number of Active users of Jakarta Smart City 2017-2019

Source: (CRM DKI Jakarta, 2019)

Different with Qlue which was receiving a lot of complain about flood, CRM mostly received a complain about the road and sanitary system in DKI Jakarta. Jakarta Smart City stated that they found it interesting in which there was a significant change of complain types after the new platform established.

Figure 7. Other Platform Used by Citizens as a Complain Canal 2017-2019

Row Labels	Count of Canal
Citizen's Hall	189
Email	2428
Facebook	2578
District	6605
Village Office	595
lapor1708	2156
SMS center	765
JSC Office	2
Twitter	6447
Others	14
Grand Total	21779

Source: (CRM DKI Jakarta, 2019)

While in the perspective of duration takes to handle one complain are faster than before, regarding to the CRM database, at least each complain are handled after 2 hours it was received. CRM was made by the DKI Jakarta government as an implication of creating an inclusive and integrated government. Changes can be seen through the collection and distribution of information to respective government agencies (Fig 5). However, the data shows around 25 percent of the complaint are resolved as it supposed to be. Around 4631 reports were stopped in the position of coordination, which indicate that there are something missing in the communication phase between the government agencies.

Figure 8. Number of Respond

Row Labels	Count of Status
Complete	17414
On	
Coordination	4365
Grand Total	21779

Source: (CRM DKI Jakarta, 2019)

The new platform with a new policy regulated, it believed, would improve Jakarta's governance by improving inclusiveness and integrated governance. There are several reasons delivered by the CRM such as the validity of the report or either the complaint has a similarity with some else.

Conclusion

A new way of public services in form of establishing good practice of good governance and smart city has led Jakarta to another way in delivering public services.

Good relationship with private, public, and community will not only be benefiting the government but also the people it-self. The shifting showing a better implementation of integrated governance and somewhat more inclusive since the platform of communication is not limited only to one report canal. The circumstance has changed for the better, where the public can complaint directly or via social networking sites. Yet, government still need to rethink in strengthening the relation and communication between the municipals.

However, reflecting to the sustainability and replicability of the program, it can be concluded that the program will be able to be used for a long time period. The new program has definitely decreased the participation level, yet in other side it's a new step of the government for a greater governance.

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