Agile Governance in the Perspective of Public Services Through the Public Complaints Channel Handling People with Social Welfare Problems (PMKS) in South Jakarta

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Abstract

This research is motivated by the increasing number of People with social welfare problems (PMKS), especially beggars and street children, so a response from various stakeholders is needed to overcome this as a form of social security protection for citizens. With the rapid development of technology, advances in information technology, and the potential for their use widespread; it opens opportunities for accessing, processing, and utilization of information in large volumes quickly and accurately. Also, it is to integrate the needs of the community by implementing channel community complaints through the system Citizen Relation Management (CRM) with the name Aplikasi Cepat Respon Masyarakat (Quick Response Community's Application). The purpose of this research is to analyze government governance in providing public services through handling public complaints with social welfare problems (PMKS) in South Jakarta. The research method is descriptive research with a qualitative approach, which is further elaborated with secondary data from the play store, social media, or other news media. The data collection techniques were carried out through interviews, observation, and documentation data. The results of the study showed that the application of the public complaint channel through the system (Citizen Relation Management) as a form of Agile Governance seen from the 5 principles has been running quite well. It was because each principle has been implemented well even though some obstacles were still being faced. The use of public complaint channels should be re-socialized to the community, so the level of community participation in reporting problems in the surrounding environment can be maximized. In addition, from the point of view of service providers, the performance and capacity of service providers should be further improved so that the public complaint service channel can be utilized optimally.

I. Introduction

The rapid development and advancement of information technology as well as the potential for its wide use, opens up opportunities for accessing, processing, and utilizing large volumes of information quickly and accurately to be able to integrate the needs of the community. The utilization of Information and Communication Technology (ICT) in transforming government work is by maximizing the use of the internet and computer networks to support the implementation of public services which are effective, efficient, open, and can develop public participation. The use of Information and Communication Technology (ICT) in public services can provide solutions for problem-solving and support

sustainable development. The digital era has changed human life, including in the governmental system such as in the aspect of the relationship between the government and citizens.

The government of DKI Jakarta as the organizer of the regional government tries to be adaptive to change, especially in dealing with problems that occur in the society. One of the efforts made is the development of a public complaint channel through the Citizen Relations Management (CRM) system under the name of the Cepat Respon Masyarakat Application.

Cepat Respon Masyarakat Application (Quick Response Community's Application) integrates all public complaint channels and is used to monitor the extent of follow-up on public complaints by local officials. This application is an application intended for the apparatus of the DKI Jakarta Provincial Government to be able to follow up on complaints reported by DKI Jakarta citizens through the DKI Jakarta Provincial Government's official complaint channel. DKI Jakarta citizens can use the official complaint channel to express problems related to DKI Jakarta, including Qlue application, Twitter: @DKIJakarta, FB: Pemprov DKI Jakarta, SMS: 0811272206, Balai Warga: www.jakarta.go.id , Report: 1708, email: dki@jakarta.go.id, Complaints in the District, Complaints in the Urban Village, Complaints at the City Hall of DKI Jakarta, Complaints to the DKI Jakarta Provincial Inspectorate, etc. Cepat Respon Masyarakat is an application that is intended for offices and villages to accommodate and complete citizen reports more easily and to improve the quality of service for handling public complaints more effectively and efficiently. The implementation of the public complaint channel through the Citizen Relations Management (CRM) system in the form of Cepat Respon Masyarakat Application as an embodiment and one of the forms of Jakarta Smart City, namely smart government.

The South Jakarta Social Service Sub-Department as an OPD (Regional Apparatus Organization) certainly has problems that must be resolved, especially related to its main tasks and functions, namely the development in the field of social welfare. Social problems cannot be avoided in people's lives, especially those in urban areas. This is the existence of People with Social Welfare Problems (PMKS) such as beggars, street children, homeless people, neglected elderly, psychotic, and so on. This social problem is an accumulation of various problems that occur. Starting from poverty, low levels of education, lack of work skills, environmental, socio-cultural, health, and so on. Poverty is the dominant factor that causes the number of street children, homeless people, and beggars. Poverty can force a person to become homeless because they do not have a proper place to live and do begging as a job. In addition, children from poor families face a greater risk of becoming street children because of the conditions of poverty that cause them to be often unprotected and neglected on the streets.

In the South Jakarta area, the emergence of welfare problems is a consequence of the development and progress of the region into a modern urban area. In addition to the poverty level which is still quite high, the development of the city also has an impact on the high flow of urbanization which is completed with a low level of education and minimal expertise. This has an impact on increasing the number of People with Social Welfare Problems (PMKS). The following is the data from the PMKS Street outreach by the social service department of the city of South Jakarta administration which shows the number of beggars and street children continues to increase.

Table 1. Result of the Outreach and Control of the Street PMKS by the Social Service Department of the City of South Jakarta Administration in 2017-2019

NO.	TYPES OF PMKS	YEAR		
		2017	2018	2019
1	Homeless	276	268	164
2	Scavenger	6	37	5
3	Beggar	109	151	191
4	Street Children	43	80	177
5	Prostitutes	14	11	3
6	Shemale	5	4	3
7	Psychotic/ Stress	320	289	211
8	Busker	217	166	143
9	Charity Box Carrier	19	15	5
10	People with Disabilities	1	1	-
11	Illegal Parking	72	81	92
12	Three-in-One Jockey	-	1	-
13	Street Vendor	44	40	24
14	Car Cleaner	-	-	-
15	Leprosy Patients	-	-	-
16	Displaced	220	203	159
17	Others	39	77	84
	TOTAL	**1,385**	**1,434**	**1,261**

Source: Social Service Department of the City of South Jakarta Administration in 2017-2019

Being faced by such figure with social welfare problems (PMKS) which continues to increase every year, especially beggars and street children, the response of various stakeholders is urgently demanded. Overcoming social problems is not only the responsibility of the government or social service tribes, but it requires the active role of the community, the business world, and academia. This is as a form of protection of citizen's social security. National social security is a government and community program that aims to provide certainty of the amount of social welfare protection so that every citizen can fulfill his life towards the realization of social welfare for all Indonesian people (Erwin: 2014).

The handling of problems with People with Social Welfare Problems (PMKS) in South Jakarta certainly can be accommodated with a public complaint channel through the Citizen Relations Management (CRM) system. With the higher community participation, the presence of People with Social Welfare Problems (PMKS) will be more easily tracked and can be immediately addressed by taking follow-up actions such as coaching and training.

Community empowerment as an application of government programs requires full enthusiasm from the community itself so that they will make every effort to improve the quality of their human resources in a total and continuous manner. Many efforts have indeed been carried out by the government, one of which is by providing assistance which is directly channeled to remote villages to support village development and the development of local potentials that are undoubtedly empowered. (Mawardi et al, 2019)

Then empowerment can also be interpreted as one of the solutions for those who experience powerlessness so that they participate in feeling the results of development that they have not fully felt, this is because development is actually considered as something

that weakens the position of vulnerable communities (Adiwijaya et al, 2018). According to Heathfield in Abida, et al. (2020) explains that Empowerment plays an important role in employee satisfaction thereby increasing their performance in the organization. Empowerment is also defined as a process that allows and gives authority to individuals to think, behave, take action and make decisions and control work independently. It is the feeling of self control of one's own destiny.

In a dynamic environment, the government still plays an important role, especially in responding, managing and making decisions related to changes in environmental conditions that occur. The response provided by the organization should be quickly and accurately because the longer the organization act the more challenges of environmental changes will happen (Lusch in Vernanda: 2020). Therefore, agile governance is a must in facing the current era of disruption. Here, agile governance is defined as the ability of an organization to be able to respond quickly to unexpected changes in meeting the demands and needs of an increasingly changing society (Holmqivt and Pessi in Vernanda: 2020).

But unfortunately, there are several obstacles faced in implementing CRM applications including the bureaucracy to use the CRM application is still quite complicated. The Civil Servant Apparatus should propose a proposal form to create the CRM account to the Smart City Management Unit in order to use this application. Not all people can use this application and not all public instances master the use of CRM. It actually should be their right in following up the reports of citizens' complaints if these reports become their authority. Next, the recent existing human resources are not enough in supporting the implementation of CRM system to run well. As an impact, the CRM program did not run as expected. Moreover, the facilities such as broad monitor in the Monitoring Room (used for supervising the follow up of the complaints from CRM application), electricity, genset, etc. have been not enough to run the program and CRM system. Therefore, the implementation and application of CRM system is obstructed.

In various studies, agile governance appears in the organizational area and encourages people to apply agile organizational governance to improve organizational performance and productivity processes (Luna in Vernanda: 2020). Public organizations are also not left behind to adopt an agile approach. Public organizations realize that to be able to produce better public policies and services, it can be realized by using an agile approach, namely by working more strategically, flexibly, and adaptively to change. Therefore, the agile approach is not a goal, but a means and conditions that encourage the government to work more effectively and/or efficiently (Purwantomo in Amalia: 2020).

Furthermore, Luna, Kruchten, and Moura (2020) stated six principles of agile governance, including:
1. Good enough governance: the level of governance must always be adapted to the context of the organization.
2. Business-driven: business must be the reason for every decision and action.
3. Human-focused: the citizens must be respected and given space to participate in governance.
4. Based on quick wins: success achieved quickly should be celebrated and used as motivation to get more stimulation and results.
5. Systematic and Adaptive approach: the team must be able to develop intrinsic capabilities to be able to respond to changes quickly and systematically.
6. Simple design and continuous refinement: the team must be able to provide fast results and always improve.

ICT plays an important role because it is a means of connecting the organization's ability to make decisions, the willingness to place the organization in a strategic position, and the competence to practice agile governance. Through the capability and capacity of the organization in implementing ICT, it will be easier for organizations to be agile, especially in facing the challenges of a changing environment. The purpose of this research is to analyze government governance in providing public services through handling public complaints with social welfare problems (PMKS) in South Jakarta.

II. Research Methods

This research is descriptive research with a qualitative approach which is further elaborated with secondary data from the play store, social media, or other news media. The data collection techniques were carried out through interviews, observation, and documentation data. It is in line with the expression of Silalahi which states that data collection techniques can be carried out through searching secondary data obtained from books, articles or news, comments, government publications (websites), and journals (Silalahi: 2017).

III. Results and Discussion

To find out the extent to which the government is agile in South Jakarta, the researchers analyzed the Agile Governance principles proposed by Luna, Kruchten, and Moura (2020) as follows.

3.1 Good Enough Governance

This principle emphasizes on the governance that is adapted to the organizational context. The implementation of public services through the public complaint channel of DKI Jakarta Province is contained in Governor Regulation Number 128 of 2017 concerning the Implementation of Handling Public Complaints through the Citizen Relationship Management (CRM) system.

Citizen Relationship Management (CRM) as a public complaints channel was developed by the Management Unit Smart City used by the governmental apparatus in DKI Jakarta. It is to receive and follow up the citizens' reports and also to help agencies and villages to be able to coordinate and solve citizens' problem easier.

Technical implementation of public complaints channels through the system of Citizen Relationship Management (CRM), especially the handling with social welfare problems (PMKS) in South Jakarta Social Sub-Department has involved many parties. Coordinative relationships are carried out starting from P3S Officers (Services, Supervision, and Social Order Control), UKPD (Regional Apparatus Work Units), SKPD (Regional Work Units and Jakarta Smart City (JSC) operators). The use of public complaints channel applications is very important to respond to public complaints that are integrated with the Citizen Relationship Management (CRM) system, so that all complaints from citizens regarding the presence of People with Social Welfare Problems (PMKS) who enter can be resolved quickly, effectively and precisely by coordinating with relevant agencies.

3.2 Business Driven

This principle emphasizes on business should be the reason for every decision and action. Policies taken by the government are based on regional economic conditions. Poverty is the dominant factor that causes the number of People with Social Welfare Problems (PMKS), especially street children, homeless people, and beggars. Poverty can force a person to become homeless because they do not have a proper place to live and do begging as a job. In addition, children from poor families face a greater risk of becoming street children because of the conditions of poverty that cause them to be often unprotected and neglected on the streets. These beggars and street children generally come from urban areas who have low levels of education and have minimal skills. They come to Jakarta with high expectation that their economy will be better off without having adequate education and skills, so that it has an impact on conditions which forces them to become beggars and street children.

Social welfare is an inseparable part of the ideals of independence and the country's development agenda. Therefore, the 1945 Constitution mandates the responsibility of the government in the development of social welfare. In the era of regional autonomy, social welfare development is not only carried out by the central government through the relevant ministries but it is also the responsibility of each region (Zaman: 2017). The application of the public complaint channel application is the first step for DKI Jakarta, especially the South Jakarta Social Service Sub- department to be able to capture People with Social Welfare Problems (PMKS). Therefore, coaching, training, as well as controlling the presence of People with Social Welfare Problems (PMKS) can be carried out. In other words, it takes an active role from all parties, so that the application of the public complaint channel can be applied effectively in the community.

3.3 Human Focused

This principle emphasizes on the need for space in governance for the community to participate and of course, every input must be respected. Community participation is an important part of the process of providing public services. As stated by Dwiyanto (2003), the involvement of citizens in the implementation of public services has the opportunity to ensure that the public service process becomes accountable and able to fulfill the aspirations of public services.

The role of the community in implementing the complaint channel application will certainly facilitate the government in solving problems that occur. The role of the community, especially in the South Jakarta area, in implementing the complaint channel application, can be seen in their concern for environmental problems, especially the handling of People with Social Welfare Problems (PMKS) and reporting these problems through complaint channels provided by the government. Thus, the problems that occur can be resolved quickly. In addition, the public can also assess the performance of service providers that have not been maximized by providing ratings and comment/warnings if the public complaint reports have not been resolved. Unfortunately, there are still many people who have not been able to participate in the complaint channel for various reasons including limited mastery of technology, lack of socialization, lack of sensitivity, and public awareness of environmental problems, especially the presence of People with Social Welfare Problems (PMKS).

3.4 Based on Quick Wins

This principle concerns on a success that has been achieved quickly must be used as stronger encouragement in order to get a better achievement than before. The implementation of the public complaint channel application has a fairly positive impact on the handling and follow-up of public complaints about the existence of PMKS in the administrative city of South Jakarta. The follow- up to public complaints through the CRM application is currently also used as a component of the Regional Performance Allowance (TKD) for echelon 2 officials. This policy is a milestone for the increasingly massive use of CRM. Every official who doesn't want his TKD to be cut off will definitely make sure his subordinates follow up on every complaint that comes into the CRM account concerned.

3.5 The Systematic and Adaptive Approach

This principle emphasizes that rapid and systematic change requires a team that can expand their capabilities, especially their intrinsic abilities. Before CRM applications existed, DKI Jakarta government has created a previous application named CROP (Cepat Respon Opini Publik) which is also used by them to follow up the reports of citizens' complaints. Also, this application is connected to Qlue application although sometimes this integration running between those two applications didn't run well. The weakness of CROP application made DKI Jakarta Provincial government inaugurated CRM application. This application is not only more stable and consistent with Qlue application, but it also works well with other official public complaint channels. CRM has more complete features so it eases the reports' monitoring and coordination between related parties, clear report distribution, and more transparent counting of agency ranks.

3.6 Simple Design and Continuous Refinement

This principle sees that the team's ability to create simple designs, is required to provide fast results, and must continue to improve. The public complaint channel application is a program of one of the pillars of the Jakarta Smart City, namely Smart Government. The CRM system (Citizen Relation Management) designed was given the same name, namely Cepat Respon Masyarakat (CRM). CRM is a public complaint channel which is used by the Civil Servant Apparatus (ASN) in DKI Jakarta Government to receive and follow up the reports from citizens. Also, it can help the agencies and villages to be able to coordinate and complete their citizens' reports easier. CRM application has more complete features, so it eases the reports' monitoring and coordination between related parties, clear report sharing, and more transparent counting of agency ranks.

CRM applications can be used by the South Jakarta Social Sub-Department as the regional organizations by filing a petition as written in the Governor Regulation No 128 of the year of 2017 about the Implementation of Handling Public Complaints by Using CRM Application, including:

1. Each governmental agencies/ institution and the Civil Servant Apparatus receive an account of the CRM application. Also, they can add more account by proposing a request of account creation.
2. The creation of new account of CRM application can be done by proposing a written official request to Jakarta Smart City management through Sub-Department of Communication, Informatics, and Statistics in their own area by attaching request forms.

3. The Sub-Department of Communication, Informatics, and Statistics of their city/ Administrative area, then, send Form A to Jakarta Smart City Business Unit via email to crm.smartcity@jakarta.go.id.

4. Jakarta Smart City (UP JSC) Business Units will send back the list of account crated, next, that will be delivered to the applicants' Unit by The Sub-Department of Communication, Informatics, and Statistics of their city/ Administrative area (Cahyani : 2020).

In the public complaint channel, the public can submit non-emergency problems through the 13 channels that have been provided. The channel can be adapted to the ability and mastery of information technology. Furthermore, through the CRM application, the village or related department will receive notification of problems submitted by the citizens. A simple process like this creates time for coordination and problem solving become more efficient with effective results. To maintain the quality of services to citizens, OPD (Regional Apparatus Organizations) are required to work within the deadlines as well as follow-up and distribution of authority as regulated in the Governor Regulation Number 128 of 2017 and Circular Letter of Regional Secretary Number 40 of 2019.

The application of a public complaint channel through the CRM system (Citizen Relation Management) under the name of Cepat Respon Masyarakat has been implemented quite well at the South Jakarta Social Service Sub-dept., especially in handling Persons with Social Welfare Problems (PMKS). However, the application of public complaints channels also faced some obstacles or problems. There are some obstacles both internal and external, including the lack of human resources in the field and the limited competencies to get involved in the implementation of CRM (Citizen Relation Management). In addition to this, the obstacle was also in the supporting infrastructure. External obstacles also affect the implementation of the public complaint channel, including budget constraints, the role and participation of the community which is still lacking, and the uncertainty of the location of People with Social Welfare Problems (PMKS) making it difficult for the enforcement process.

IV. Conclusion

The application of the public complaint channel through the system (Citizen Relation Management) as a form of Agile Governance seen from the 5 principles has been running quite well because each principle has been implemented well although some obstacles are still being faced. The use of public complaint channels should be re-socialized to the citizens, so the level of citizen participation in reporting problems in the surrounding environment can be maximized. In addition, from the point of view of service providers, the performance and capacity of service providers should be further improved so that the public complaint service channel can be utilized optimally.

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