



Universitas Katolik Parahyangan
Fakultas Ilmu Sosial dan Ilmu Politik
Program Studi Ilmu Administrasi Publik

Terakreditasi A

SK BAN –PT NO: 468/SK/BAN-PT/Akred/S/XII/2014

The Management of Citizen Relation Management (CRM)
Jakarta Smart City

Skripsi

Oleh
Emyr Rahadian
2015310044

Bandung
2019



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Tutik Rachmawati, Ph.D.

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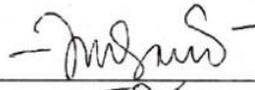
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Jakarta Smart City

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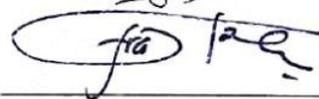
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Pernyataan

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(CRM) Jakarta Smart City

Dengan ini menyatakan bahwa skripsi ini merupakan hasil karya tulis ilmiah sendiri dan bukanlah merupakan karya yang pernah diajukan untuk memperoleh gelar akademik oleh pihak lain. Adapun karya atau pendapat pihak lain yang dikutip, ditulis sesuai dengan kaidah penulisan ilmiah yang berlaku.

Pernyataan ini saya buat dengan penuh tanggungjawab dan bersedia menerima konsekuensi apapun sesuai aturan yang berlaku apabila dikemudian hari diketahui bahwa pernyataan ini tidak benar.

Bandung, 17 Juli 2019

A yellow rectangular stamp with the text "PETERAI SMPD" at the top, "6000" in large numbers in the center, and "ENAM RIBURUPIAH" at the bottom. The stamp also features a Garuda emblem on the right and a pink floral emblem at the bottom right. A handwritten signature in black ink is written over the stamp.

Emyr Rahadian

ABSTRAK

Nama : Emyr Rahadian
NPM : 2015310044
Judul : Pengelolaan *Citizen Relation Management* (CRM) pada *Jakarta Smart City*

Penelitian ini bertujuan untuk menganalisis pengelolaan *Citizen Relation Management* (CRM) pada *Jakarta Smart City*. Alexander Schellong mendefinisikan *Citizen Relationship Management* (CiRM) sebagai strategi, yang dimungkinkan oleh teknologi dengan fokus warga, untuk mempertahankan dan mengoptimalkan hubungan serta mendorong partisipasi. Merupakan definisi yang diterima karena CiRM merupakan ranah penelitian yang sedang berkembang. Dengan menggunakan *CiRM Oriented E-Government Maturity Model* yang diuraikan oleh Anita Wulansari dan Apol Personal Subriadi untuk menilai kematangan CiRM, yang terdiri dari dimensi seperti (1) Organisasi, (2) Interaksi, (3) Layanan Online, dan (4) Pengetahuan Warga.

Metode yang digunakan dalam penelitian ini adalah pendekatan deskriptif kualitatif, di mana peneliti menggunakan teknik pengumpulan data melalui observasi dan wawancara. Peneliti mewawancarai beberapa orang penting di *Jakarta Smart City*, seperti Kepala Divisi Lapangan dan Operasi, Kepala Divisi Komunikasi, dan Petugas Ruang Pemantauan atau Admin di JSC tentang saluran pengaduan resmi dan CRM. Selain itu, peneliti juga mengumpulkan data dari wawancara dan survei berbasis web kepada 16 warga yang bersedia memberikan pendapat tentang saluran pengaduan resmi dari Pemerintah Provinsi DKI Jakarta.

Hasil penelitian ini meliputi: pengelolaan CRM secara keseluruhan dapat dikatakan telah dikelola dengan baik. Pernyataan tersebut didasarkan pada temuan bahwa CRM *Jakarta Smart City* telah memenuhi kriteria pada *CiRM Oriented E-Government Maturity Model*: (1) Organisasi yang telah menempatkan budaya layanan yang berfokus pada masyarakat, karena manajemen puncak di organisasi mendukung layanan sesuai dengan kerangka peraturan, (2) Interaksi dari saluran pengaduan resmi dan CRM telah dilaksanakan dengan baik, (3) Layanan Dalam Jaringan yang diharapkan dapat memfasilitasi layanan agar dapat menjadi lebih mudah dengan bantuan sistem dan fitur yang telah mumpuni, (4) Pengetahuan Warga, di mana data yang telah diambil dapat digunakan untuk keperluan lain yang diharapkan dapat bermanfaat bagi Pemerintah Provinsi DKI Jakarta.

Kata kunci: CiRM, CRM, Saluran Pengaduan Resmi

ABSTRACT

Name : Emyr Rahadian
NPM : 2015310044
Title : The Management of Citizen Relation Management (CRM)
Jakarta Smart City

This research aims to analyze the management of Jakarta Smart City's Citizen Relation Management (CRM). Alexander Schellong defines Citizen Relationship Management (CiRM) as a strategy, enabled by technology with a broad citizen focus, to maintain and optimize relationships and encourage participation. This represents as a working definition because CiRM is an emerging research area. By using CiRM Oriented E-Government Maturity Model elaborated by Anita Wulansari and Apol Pribadi Subriadi to assess the maturity of CiRM, which consists of dimension such as (1) Organization, (2) Interaction, (3) Online Service, and (4) Citizen Insight.

The method used in this research is descriptive qualitative approach, in which the researcher used the technique of collecting data through observation, interviews. The researcher interviewed several key person on Jakarta Smart City, such as Head of Field and Operation Division, Head of Communication Division, and Monitoring Room Officer or Admin in JSC about the official complaint channels and CRM. In addition, the researcher also collected the data from interviews and web-based surveys to 16 respondents (citizens) who are willing to give their opinions about the official complaint channels of Provincial Government of Jakarta.

The results of this research includes: the management of CRM as a whole can be said have been managed well. The statement is based on the findings that CRM's Jakarta Smart City already met the criteria on the CiRM Oriented E-Government Maturity Model: (1) Organization that already put the citizen-oriented culture, as the top management supports the services in accordance to the regulatory framework, (2) Interaction from the official complaint channels and CRM has been well-executed, (3) Online Service which is expected to facilitate service to become easier with the support of well-established systems and features, and (4) Citizen Insight, in which the data obtained can be used for other purposes which could be beneficial for the Provincial Government of Jakarta.

Keywords: CiRM, CRM, *Official Complaint Channels*

Foreword

Praise to the Almighty God the Greatest Allah SWT. for the blessings that have been bestowed so that the researcher can complete the bachelor's thesis entitled "*The Management of Citizen Relation Management (CRM) Jakarta Smart City* " as well as possible and according to the time given. This bachelor's thesis was submitted to obtain Bachelor of Public Administration as a mandatory for undergraduate program of the Public Administration at the Faculty of Social and Political Sciences at Parahyangan Catholic University.

During the process of writing this bachelor's thesis, the researcher received a lot of support, ideas, and suggestions from various parties, both moral and material. The researcher expresses his gratitude to Ibu Henny and Ayah Edward for giving prayers, encouragements, and endless support in writing this bachelor's thesis. Only a thank you can the writer convey for everything that Ibu and Ayah have given. The researcher also thanked:

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Finally, the researcher say, may Allah SWT. repay all the good things that has been given to the researcher. In writing this bachelor's thesis, the researcher realizes that writing this bachelor's thesis is still far from perfection. Critics and suggestions will be received by the researcher to improve the writing in this bachelor's thesis and can be useful as it should be.

Bandung, 17 July 2019

Researcher

Emyr Rahadian

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Chapter I

Preliminary

1.1 Background

World Bank defines e-Government as the use by government agencies of information technologies (such as Wide Area network, the Internet, and mobile computing) that have the ability to transform relations with citizens, businesses, and other arms of government¹. Government of Indonesia since early 2001 has been working on various legal frameworks in the creation and development of e-Government to improve its overall governance, simplify bureaucracy, improve public services as well as the public welfare, and strengthen support to public policies. In relation to that, several legal foundation has been made such as Presidential Instruction No. 6 of 2001 about Development and Telematics Utilization in Indonesia, Presidential Instruction No. 3 of 2003 about National Policies and Strategies Development of E-Government, Act No.14 of 2008 concerning Public Information Openness, Act No. 25 of 2009 about Public Services, Ministerial of Communication and Informatics Regulation of 2017 about Management of Government Portal and Websites, and so forth. All of those mechanisms are to support local governments at the provincial levels and city or regency levels to accelerate the development of planning and implementation e-Government into real program such as initiatives to create Smart City program.

¹ Dennis Anderson, Robert Wu, et. Al., *E-Government Strategy, ICT and Innovation for Citizen Engagement*, Springer, (New York: Springer, 2015). Page 5.

Moreover, at national level, the government has made a movement towards 100 Smart City program by the end of 2019. This movement was created as a collaboration consisting the Ministry of Communication and Information, the Ministry of Home Affairs, the Ministry of Public Works and Public Housing, the Ministry of National Development Planning, and the Office of Presidential Staff.

Long before the movement, the Provincial Government of Jakarta launched Jakarta Smart City (JSC) program under the governor era of Basuki Tjahaja Purnama by the end of December 2014. JSC will work as the city management, complaint management, information and communication dashboard, and other instructive supports for Local Government Work Unit or *Satuan Kerja Perangkat Daerah (SKPD)* under the Provincial Government of Jakarta in an effort to establish a technology-based public service for the citizens with collaboration from government, private sectors, and also participation by citizens itself. Alongside with the launching of JSC, Qlue Smart City Application created by *PT. Qlue Performa Indonesia* was launched for citizens to send report, complaint, and protest for various incidents such as flood, crime, fire, waste, traffic, hawker stall, pedestrian, problems around the neighborhood, public infrastructures, narcotics transaction activities, also any information related to graft, nepotism, corruption, and many other public services related issues within the work area of the Provincial Government of Jakarta. The citizens may report the problems through their smart phones, and with CROP Jakarta (*Cepat Respon Opini Publik*), which is made for civil servants and officials to take corrective action in order to solve the problem, which has been reported through all official

complaint channels. After some years, official complaint channel of Provincial Government of Jakarta has added some ways to increase more accessibility to reach out citizens' complaint such as Facebook Pemprov DKI Jakarta, Twitter @dkijakarta, E-mail dki@jakarta.go.id, SMS 08111272206, Balai Warga on www.jakarta.go.id, Lapor.go.id or Lapor 1708, also conventionally by coming to the Open House at sub-district offices or *kantor kecamatan*.

On September 2017, the CROP Jakarta Smart City evolved into CRM (Citizen Relation Management) Jakarta Smart City which aims for greater integrations between Government Work Unit to solve every complaints and reports. This transformation was made to accommodate several changes related to the work pattern of the bureaucracy in following up on the report. One of them is by changing the coordination features from the previous sub-district office or *kantor kecamatan* to the sub-Local Government Work Unit (city / regency administration level) to be directly to the Provincial Local Government Work Unit. CRM Jakarta Smart City also has more legal certainty with the enactment of Governor Regulation No. 128 of 2017 about Implementation of Handling Public Complaints Through the Application of Citizen Relation Management. The Governor Regulation explain about improving public services, to collaborate between Provincial Owned Enterprise or *Badan Usaha Milik Daerah (BUMD)* and Provincial Local Government Work Unit, to ensure citizens' rights to submit complaint with responsibility, conducting communication and information between citizens and provincial government with order and legal certainty, integrating all incoming citizens' complaints into the official complaint channels

into the CRM application, lastly facilitate coordination of handling citizens' complaints between Local Government Work Unit and/or BUMD.

Since its announcement back in September 2017, CRM application is finally starting to work properly by the end of 2018. However, the transformation itself needs some time because the application is still on development as officials said. The initial integration phase from all official complaint channel to the CRM face an extreme time of following up the reports or complaints can reached the average of 300 hours or nearly 13 days². That is one of the reasons why number of reports and complaints throughout all official complaint channels are declining, because the waiting time for one report or complaint to be finished is taking too long. But, Setiaji as the head of Jakarta Smart City stated that nowadays the following up time can be reduced to 9 hours to the fastest only 7 minutes³.

The trend also proves the decline in the number of citizens complaints from year to year from all official complaint channel; in December 2016 the number of reports reached 28901 with an average completion time of 8-9 hours⁴, then in December 2017 the number of reports was plunge drastically to 10759 with an average completion time of 72 hours⁵, and lastly in December 2018, the number of reports was only 9108 with average completion time 8 hours 24 minutes for problems related to waste⁶. With the integration of completion reports on CRM into TKD (*Tunjangan Kinerja Daerah*) or performance allowance which

² <http://bit.ly/JSCbangunCRM> , accessed on 4th February 2019, 5:01 P.M.

³ Ibid.

⁴ <http://bit.ly/Quetidakdiutamakan> , accessed on 5th February 2019, 3:37 P.M.

⁵ Ibid.

⁶ <https://twitter.com/JSC Lounge?lang=en> , infographics data from Jakarta Smart City, published on twitter, accessed on 5th February 2019, 3:40 P.M.

is part of government employees salary, the completion of the public complaints follow-up will affect 10% TKD of high ranking officials. The total points is a combination of four variables, namely; completion of reports, time of follow-up, weight of categories, and efforts of follow-up⁷. Other significant work made with the ratification of Regional Secretariat Handbill No. 61 of 2018 about Follow-up of Citizen Complaints through Citizen Relation Management (CRM). Stated that the CRM admin should respond a report at a maximum of 1x24 hours, with the execution of reports maximum of 14 days by the officials⁸. It can be concluded that the Provincial Government of Jakarta wants to increase the number of citizen complaints and reports through all official complaint channels with various legal with foundations made to improve the Jakarta Smart City program.

The Jakarta Smart City program has been running for almost 5 years, and there are various kinds of potential for program development towards a better direction and there are also obstacles that cause this program to require changes in its implementation, such as:

1. The changes that occurred in the official complaint channels of the Provincial Government of Jakarta. Back then the official complaint channel only limited to the Qlue smart city app, a smart phone based application which was developed by PT. Qlue Performa Indonesia, to create a collaboration between government and a company engaged in application development. The year 2016 can be said to be the most

⁷ Article 22 paragraph 2, Governor Regulation No. 409 of 2016 about Performances Allowance, accessed on 5th February 2019, 6:35 P.M.

⁸ <https://twitter.com/JSCLounge?lang=en>, infographics data from Jakarta Smart City, published on twitter, accessed on 5th February 2019, 10:04 P.M.

successful year for Qlue with the highest number of reports occurred on April 2016 it reached 55,665 complaints. Since 2017 the Provincial Government of Jakarta try to add other official complaint channels with the aim of making it easier for the citizen to submit complaints or reports, the official complaint channels consist of Qlue, Facebook Pemprov DKI Jakarta, Twitter @dkijakarta, E-mail dki@jakarta.go.id, SMS 08111272206, Balai Warga on www.jakarta.go.id, Lapor.go.id or Lapor 1708, also conventionally coming to the Open House at sub-district offices or *kantor kecamatan*. However, on December 2018, there were only 9,108 reports which received by all of the official complaint channels.

2. The average completion time is increasing, by the end of 2016 the average completion time is 8-9 hours for one report to be completed, while at the end of 2017 the average of completion time reached 72 hours for one report, even for now one report can be completed by 14 days, the latest on December 2018 the average of completion time reached 8 hours 24 minutes for waste. This has caused lots of citizens presume there is no importance to report or complaint anything through all official complaint channel, due to no reports being follow-up, no updated work status, nor completed so many of them consider not to reports or complaint anymore.
3. The integration of CRM into TKD. With more legal foundation made up to affects 10% of the TKD (*Tunjangan Kinerja Daerah*) or

performance allowance which is part of government employees salary for high ranking officials positions such as Head of Local Government Work Unit or *Satuan Kerja Perangkat Daerah (SKPD)*, Secretary of the Provincial House of Representatives or *Dewan Perwakilan Rakyat Daerah (DPRD)*, Provincial Secretary or *Sekretaris Daerah (Sekda)*, and other equivalent positions to ensure that completion of the citizen complaints.

From several problems that occur on the Jakarta Smart City (JSC) program, there is a need to assess the extent of management. The assessment is between the Provincial Government of Jakarta, the Provincial Local Government Work Unit or *Satuan Kerja Perangkat Daerah (SKPD)* through the Citizen Relation Management (CRM), and any other components supporting to the successful implementation of JSC such as private sectors and citizens of Jakarta. Based on the claim of those problems, the researcher is interested in conducting scientific research about how Jakarta Smart City manage CRM in the Provincial Government of Jakarta.

1.2 Research Question

Based on the explanation on the background above, the Provincial Government of Jakarta through Jakarta Smart City (JSC) is managing the Citizen Relation Management (CRM) alongside with SKPD to solve every complain and reports from all official complain channels from the citizens. This research is intended to answer the following question:

- *How does Jakarta Smart City (JSC) manage Citizen Relation Management (CRM) in the Provincial Government of Jakarta?*

1.3 Purpose and Significance of Research

1.3.1 Research Purpose

Departing from the research question stated above, the following is the purpose of this research:

- *The main purpose of this research is to explain the management of Citizen Relation Management (CRM) by Jakarta Smart City (JSC) in the Provincial Government of Jakarta.*

1.3.2 Significance of Study

The results of this research are expected to provide the following benefits:

1. Academically, this research intends to contribute to a scientific understanding of CRM in Jakarta which based in public services;
2. Practically, this research is expected to be used as a reference for various parties as a reference material to broaden knowledge and reference materials for similar research.