Analysis of Citizen Relationship Management (CRM)
in the effort of Handling Public Facilities Infrastructure (PPSU)
in the Kartini' Sub District, Central Jakarta

Mary Ismowati[1]; Ati Mediana[2]; Hashim A.Abdullah[3;] Yuyun Mulyati[4]
[1234]Institut Ilmu Sosial dan Manajemen STIAMI
Corresponjdent: mary.ismowati@stiami.ac.id

ABSTRACT

Citizen Relationship Management Mobile is an application that is created to be able to follow up on all complaints that have been reported by Jakarta's residents so that local governments of DKI can coordinate faster in resolving complaints of Jakarta's society. Kartini sub-district applies a CRM application in handling public complaints regarding the handling of public facilities infrastructure (PPSU). Through the CRM application, PPSU of Kartini sub-district workers can find community reports, not only locations or pictures of the actual condition of reported public facilities but also their identities so that public's complaints can be resolved quickly. However, what often happens is that reports submitted by the society through pictures (photos) are not suitable with the actual situation, the address is not clear as well and also it does not include the identity of the reporter. This makes it difficult for PPSU of Kartini sub-district workers to follow up. Another problem faced is that several complaints reports do not include the main duties and functions of PPSU workers. The method used in this research is a descriptive qualitative approach to collect information about real current conditions. Interviews were conducted with 8 informants. The results showed that the application of CRM in the Kartini's sub-district was quite effective, as indicated by the level of reports/complaints related to the handling of public facilities submitted by the residents, which decreased significantly, although there were still obstacles faced so that the implementation of CRM ran optimally. Various efforts have been made by the Kartini sub-district to overcome these obstacles so that the follow-up of reports/complaints from the public regarding public facilities infrastructure has higher quality, faster, more precise, and accurate.

Keywords: E- Government, CRM, Public Facilities, Public Service

INTRODUCTION

Jakarta is a strategic city as the center of economic growth in Indonesia, therefore it needs environmental support and good city infrastructure. However, there have been many problems in DKI Jakarta that have arisen in the environment and public facilities so far. The government is often accused of not fulfilling the needs of residents and it was proven by its inefficient and ineffective in giving service (King and Nank, 2011). This is due to the possibility of the government's inability to handle the increasing amount of information and coordination of activities currently required to provide public services. (Cordella, 2007). Therefore, it is necessary to have an administrative automation process through information systems and communication technology (ICT) which is expected to increase efficiency and effectiveness in public administration (Cordella, 2007).

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To overcome this problem, the DKI Jakarta Provincial Government has formed a division in charge of handling public infrastructure and facilities and better known as the 'Orange Troop'. Handling Public Facilities Infrastructure (PPSU) is an activity within the scope of public administration carried out by the government in providing public services to solve problems faced by the community, namely environmental cleanliness and handling public infrastructure and facilities. Good service makes residents feel well served (Nalendra et al., 2018).

Even the establishment of the Handling of Public Facilities Infrastructure or PPSU reached the urban village level with the issuance of DKI Jakarta Governor Regulation Number 7 of 2017 concerning the Handling of Public Infrastructure and Facilities at the sub-district Level. Sub-district is the basic level service that interacts directly with society.

Since the 1990s the government has invested a lot in developing electronic channel services. (Fountain, 2001), then it has developed until today. The rapid development and advancement of information technology as well as the potential for its widespread use opens up opportunities for fast and accurate access, processing, and utilization of large volumes of information. The fact has shown that the use of electronic media is a very important factor in various international transactions, especially in public service transactions.

According to Bovens and Zouridis (2002), the government changed from a lower-level bureaucracy to a system-level bureaucracy, where the lower-level bureaucracy refers to the early use of e-government as a tool for the collection and storage of information and data, while those in the system-level bureaucracy describe the evolution of automated electronic systems (Paulin, 2013). According to a study done by Reddick and Anthopoulos (2014), besides using traditional/conventional channels (for example, face-to-face contact, telephone calls, According to Bovens and Zouridis (2002), the government changed from a lower-level bureaucracy to a system-level bureaucracy, where the lower-level bureaucracy refers to the early use of e-government as a tool for the collection and storage of information and data, while those in the system-level bureaucracy describe the evolution of automated electronic systems (Paulin, 2013). and surface mail) and by using e-government (i.e., Web sites and e-mail), governments are now also using several new digital media (e.g., text messaging, social media, and mobile applications) to access information resources. The choice of this channel is intended to make it easier for the public to access and contact the government, the use of e-government services is preferred by the community in finding sources of information and providing input or suggestions to the government, while the use of telephone lines is preferred in the context of delivering to solve problems (Reddick and Anthopoulos, 2014).

The DKI Jakarta Provincial Government utilizes ICT (Information Computer and Technology) in government, one of which is to establish interactive communication with residents. Even though it already has many channels for citizens' aspirations (including SMS, email, Facebook, and Twitter), the DKI Jakarta Provincial Government remains open to various innovations both from inside and from outside parties. After implementing Qlue, which was then followed by the Quick Response Public Opinion (CROP) application, a new application is now introduced, namely, Citizen Relationship Management (CRM) based on DKI Jakarta Governor Regulation Number 128 of 2017 as a form of implementing e-Government within the DKI Jakarta Provincial Government.

Digitally integrated full-service government across various departments and agencies that can provide government information and services at a single point of access, for example,

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through online portals, is what is being informed as to the success of e-government implementation (Irani et al. 2006; Wimmer and Tambouris, 2002). However, changes in government processes and outputs that should be made with the use of ICT in public administration are still problematic (Norris and Reddick, 2013).

Citizen Relationship Management Mobile is an application created to be able to follow up on all complaints that have been reported by Jakarta residents so that local governments can coordinate faster in resolving complaints from the Jakarta community. CRM is usually used to meet the needs of companies in the public sector with a different name, Customer Relationship Management, and is directed at customer service effectiveness solutions. However, the benefits of CRM are not only effective for companies but also very important to be implemented in the government sector. According to Syaikh et al, (2014) said that the concept of Citizen Relationship Management (CRM), is a managerial philosophy that represents an effort in which all levels of government in responding quickly and appropriately to the needs, requests, and questions of citizens, promoting changes in policies, practices, and procedures. public sector. (Shaykh & Khan, 2014).

The use of CRM is very important to respond to public complaints through a complaint channel that is integrated with the CRM application, so that all incoming citizen complaints can be resolved quickly, effectively, and precisely by coordinating with related agencies. The State Civil Apparatus (ASN) in the DKI Jakarta Provincial Government, including the urban village apparatus, is obliged to follow up on complaints or complaints from the public through the CRM application. The purpose of CRM is to assist public managers (ASN) in dealing with challenges related to service provision, accountability issues, and interactions with citizens, private companies, and other social actors who mediate the relationship between government and society (Larsen & Milakovich, 2005). This idea related to improving public services in the study of Public Administration has always been on the agenda as material for studies throughout the world, including studies on government ombudsmen (Lara & Gosling, 2016a).

CRM can also be used to create a continuous circle of communication between the government and the society, by telephone, face-to-face, utilizing developments in information technology (internet), or a combination of the methods previously mentioned. Therefore, an effective CRM will help government institutions/agencies to develop and maintain strong relationships with their society. Not only to build relationships with the society but CRM can also be used by government institutions to provide more efficient and cost-effective services so that in the end it will be easier to provide services according to the needs and desires of the society. Through CRM, government institutions can streamline the workload for public services by simplifying processes and automating tasks. It can also centralize data and make access easier for all agencies in real-time without having to wait for updates from other parties to speed up the process of handling problems faced by the community. Faster handling of problems and the convenience of the public in contacting government agencies can improve the reputation of the agency in front of the public. It is an effort to simplify access to information and public services provided to citizens, companies, and public employees, in improving service quality and in cost savings. (Lara & Gosling, 2016a; Ponte, 2015).

Citizen Relationship Management also accommodates several changes related to bureaucratic work patterns in following up on community reports. One of them is by changing the coordination feature from the previous urban village to the Sub-Department (City level) to

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being direct to the Service (Provincial level). The consideration is that the Sub-Department will be more obedient when receiving orders from the Service than if receiving coordination from the sub-district. As stated by Demo et al, (2015), stating that CRM relates to various circles in public organizations as an alternative to face challenges in terms of representation, state legitimacy in public services for the community or consumers. However, progress in the field of CRM shows that there are difficulties, especially in adopting and implementing it (Andrade, 2013; Ponte, 2015), especially without clarity and understanding of its conceptualization, operationalization, and consequences, which can be justified that CRM is an innovation in public services. (Demo & Pessa, 2015).

This change is not easy to accept. During the process of drafting the legal basis for the use of CRM applications, the idea that the head of the urban village could forward reports to the SKPD was widely opposed because it was deemed inconsistent with the level of the bureaucratic hierarchy. This idea was finally accepted after it was understood that what was used was functional (head of the urban village as an administration) rather than structural (head of urban village as echelon 4). This change will inevitably force the SKPD (Department/Agency) to be more aware of CRM and the various problems reported in it. Before CRM was implemented, the spotlight was on an urban village whose authority and resources were very limited.

Kartini urban village is one of the urban villages in sub-districts of Central Jakarta that has implemented a CRM application in handling public complaints about the handling of public facilities infrastructure. With a good communication channel through CRM, PPSU of Kartini sub-district workers can find out community reports, not only locations, pictures of the actual condition of public facilities that are reported but also their identities so that public complaints can be handled quickly. However, what often happens is that reports submitted by society through pictures (photos) do not match the actual situation and the address was not clear and does not include the identity of the reporter, so that it was difficult for PPSU Kartini sub-district workers to follow up. Whereas in every complaint, it is often informed through socialization that the society is asked to complete identities and pictures (photos) of the condition of the infrastructure of public facilities to be reported.

Another problem faced is the implementation of the main tasks and functions of the PPSU itself. There are several reports of complaints that do not include the main duties and functions of PPSU workers, such as complaints about PLN (State Electricity Enterprises, Telkom or Indonesian Telecommunications Public Corporation, and PDAM or Municipal Waterworks). These complaints report also make it difficult for PPSU Kartini sub-district workers to take action.

The problems above are the basis for this research. The purpose of this study is to analyze how the implementation of Citizen Relationship Management in the Kartini sub-district, Central Jakarta in handling public reports or complaints regarding the handling of public infrastructure. Public services have an important role in people's lives today because not all services are provided by the private sector, therefore the government has an obligation to meet the needs of public services that are not provided by the private sector.

According to Sinambela (2011: 5): "Public service is defined as providing services (serving) the needs of people or communities who have an interest in the organization by the basic rules and procedures that have been established". "In the context of public service moving towards a better, there has been a shift in the paradigm of public service from the traditional paradigm to

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the democratic paradigm, which is known as the new public service model" (Denhard &
Denhardt, 2011: 28-29). From the explanation above, it can be concluded that there has been a
shift in the paradigm of public service from traditional to democracy with the new public service
model. Law No. 25 of 2009 has been issued concerning Public Services. Although it does not
fully adopt the New Public Service paradigm, the law has at least attempted to treat citizens as
citizens, not customers or clients, and is oriented to the interests of public services.

The development of the administrative science paradigm shows the meaning of the
perspective that public services exist for whose interests, and how this paradigm positions the
community. In line with the principle of democracy that animates public services, the paradigm
that is considered ideal is the New Public Service (NPS), namely public services that are
responsive to various public interests, which are in line with the concept of democratic public
services or deliberative public services (consulted to the public). This NPS conception provides
space for the provision of services by the interests of the community (citizens) as service
recipients, not only limited to customers (customers).

Denhardt & Denhardt (2011: 31) emphasized that "public servants do not deliver
customer service; they deliver democracy". This change in orientation about the position of
citizens, the values put forward, and the role of the government has led to a new perspective of
public administration which is called the new public service. Citizens should be placed as
citizens, and do not distinguish between directing and pedaling, but rather on how public
institutions are based on integrity and responsiveness. Because of this NPS paradigm, the values
of democracy, citizenship, and the public interest are the main foundation in the process of
administering the government. These values energize government employees or public servants
in providing services to the public in a more fair, equitable, honest, and responsible manner.
Therefore, government employees or bureaucrats must always carry out reconstruction and build
a close network with the community or its citizens. Thus, a government or government
institution should not be run like a company, but provide services to the community in a
democratic, fair, equitable, non-discriminatory, honest, and accountable manner.

Advances in information technology have changed the life of the nation and state,
revolutionized the way people's lives are increasingly shifting from an industrial society to a
knowledge-based society. Over the past two decades, e-government initiatives have been
considered by many scholars/academics as an effective tool for increasing accountability because
they can bridge the communication gap between public bodies and the public (Chen et al., 2006).

The era of information technology provides a very large scope for organizing government
activities through new innovative ways, better transparency, and providing convenience to the
public by providing integrated, interactive, and imaginative public services. This was stated by
Roberts (2006) in Torres, who stated that e-government can enable governments to obtain and
provide information more easily and faster for all stakeholders and at less cost. More information
available in a timely manner is expected to increase government transparency, and thus the
performance of public organizations to be more accountable (Torres et al., 2005; Wong and
Welch, 2004). Yildiz (2007) states that e-government seeks to promote accountability and
transparency in public organizations, involving stakeholders and accommodating the wishes of
the people in the information age.

According to the World Bank in Wibawa (2009:113): E-Government is the use of
information technology by government agencies such as Wide Area Networks (WAN) internet,

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mobile competing, which can be used to build relationships with the public, the business world and other government agencies.

Citizen Relationship Management (CRM) is the development of e-Government in public services by utilizing information technology. CRM can be defined as a strategy that is supported by technology by relying on society, in general, to maintain and optimize relationships and promote public participation (Andrade & Camacho, 2014:97). According to Andrade & Camacho (2014:99), the CRM framework has four main parts, namely Organization, Citizen Interactions, Citizen Service Ranges, and Citizen Insights. Organizations include the changes that organizations experience when CRM is implemented, including culture, processes, structures, responsibilities, connected governance, and inter-departmental collaboration. Citizen interactions refer to community participation and the means that can be used by them. Citizen Service ranges are what is offered and provided by the government so that the community can be involved in public management. Meanwhile, citizen insights are to conduct an analysis to be able to provide services according to the characteristics of the community (personalization and segmentation) and assess the performance of the applied CRM.

According to Cottam (2004), CRM measurement is carried out on 5 (five) things, namely strategy, service, structure, system, and support provided. The results of the assessment will be able to show the position of the institution regarding the implementation of CRM. In addition, the application will also display the support needed by local governments to improve the quality of their CRM in each of the dimensions assessed. King (2007) said " it is necessary to add one more stage to the CRM framework, namely co-production and empowerment, a new CRM framework (upgrade from the ODPM CRM model) is needed".

According to Sasaki (2007) said "the use of technology does not necessarily increase public satisfaction. Other things need to be considered when introducing the CRM concept to local governments, namely (1) channel construction, (2) citizen's voices, and (3) construction of the inner environment". Bahari (2010) - The CRM implementation model consists of three stages, namely unfreezing, moving, and refreezing stages. In addition, seven internal organizational factors that determine the success of CRM implementation at each stage are also identified which are influenced by seven internal organizational factors, namely: 1. Management support 2. System champion 3. Implementation planning 4. User needs 5. Resistance to change 6. System training 7. Vendor support.

Lawson-Body (2011) Environmental pressures (legal regulations and the like), suitability of the selected technology, vendor selection, cost-effectiveness, top management support, system training, and willingness to use the system are critical success factors of CRM implementation in the public sector. Andrade & Camacho (2014) Ten aspects that determine the implementation of CRM initiatives, namely: 1. CRM-oriented management, 2. Leadership, vision, and commitment, 3. Support function, 4. Centralization of IS, 5. Coordination and cooperation, 6. Management, 7. Citizen, 8. Channels, 9. Integration, 10. Legal.

METHODS

This research is a qualitative descriptive type that studies the existing problems and is designed to collect information about real current situations that are currently ongoing. The study of field research data will be presented editorially and describe the categories related to the implementation of Citizen Relationship Management (CRM) in the field of Public Facilities

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Infrastructure Management. Therefore, the dimensions in this study are viewed from the point of view of the purpose of the descriptive explanation. Because this research approach is qualitative, then from the time dimension, this research is included in the case study understanding.

Focus on the application of Citizen Relationship Management in the handling of public facilities infrastructure carried out by the Kartini sub-district, Central Jakarta with the following dimensions: Organization; Citizen Interaction; Citizen Service Range; Citizen Insight; Obstacles faced and Efforts have been and continue to be made to optimize PPSU. This research was conducted from October 2020 to February 2021. There were 8 informants in this study consisting of Head of the Economic Section for the Development of Kartini sub-district Village, Kasatgas Pol PP of Kartini sub-district; Head of the People's Welfare Section of Kartini sub-district; 2 PPSU workers of Kartini sub-district and 3 people from the society.

Referring to Neuman (2010:37), there are 3 (three) data collection techniques in a qualitative approach, namely: 1) in-depth, opened-ended interviews, 2) direct observation and 3) written documents. In the first technique, namely in-depth interviews, the authors collect answers related to the research topic.

In the direct observation technique, the authors observe directly the application of CRM in handling public facilities infrastructure in the Kartini sub-district, Central Jakarta. In the written document technique, the author discusses the results of the research. The written documents used are literature studies and document studies that aim to obtain secondary data by studying laws and regulations as well as books or other literature related to the problem to be studied.

RESULT AND DISCUSSION

The application of CRM in the Kartini sub-district is considered effective from several dimensions.

1. Organizational Dimensions, Kartini sub-district implements CRM to find out non-emergency problems faced by the community and require immediate handling. PPSU officers are always responsive in following up on any complaints or complaints from the public, with measurable, effective, and efficient actions. Sub-district officials can also directly coordinate with the related SKPD or UKPD to respond to complaints and aspirations from the community by their respective fields and authorities.

2. In the Citizen Interaction dimension, the application of CRM by the Kartini sub-district has provided space for residents to participate/communicate with the sub-district officials directly through CRM without a long bureaucracy to report or to make complaints if they find problems regarding environmental cleanliness and handling of public facilities infrastructure in the area and the environment where he lives.

3. Dimensions of Citizen Service Range, through CRM, the people of Kartini sub-district can make reports/complaints about all problems that occur in their environment, not only related to public facilities infrastructure but also other technical problems that are not the authority of PPSU officers.

4. In the Citizen Insight dimension, through CRM the public can also see the progress of the follow-up to the report/complaint. Since 3 (three) years of CRM has been implemented by Kartini sub-district, the number of reports/complaints submitted by the community has

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decreased significantly. This indicates that the CRM performance implemented by Kartini sub-district is considered optimal.

5. Organizational Dimensions, Kartini sub-district implements CRM to find out non-emergency problems faced by the community and require immediate handling. PPSU officers are always responsive in following up on any complaints or complaints from the public, with measurable, effective, and efficient actions. Sub-district officials can also directly coordinate with the related SKPD or UKPD to respond to complaints and aspirations from the community by their respective fields and authorities. In implementing the CRM application as an effort to improve the quality of public services, Kartini sub-district encountered obstacles including internal and external constraints. Internal constraints include not all Kartini sub-district officials who master the CRM application, the inadequate number of human resources, less than optimal internet network, and urban CRM features that need to be updated. While external constraints include reports/complaints that are not in accordance with the reported location, photos uploaded are not by the conditions at the time of reporting, follow-up reports/complaints that require coordination with other parties and are not the authority of the sub-district of PPSU workers.

6. To overcome these obstacles, Kartini sub-district has made various efforts, including improving coordination between related SKPD, building communication lines between regional institutions, completing the infrastructure for the CRM follow-up team, conducting regular evaluations regarding the results of follow-up complaints/ community reports that are included in the CRM application.

For the quality of public services through CRM applications to increase and it can provide society's satisfaction, the authors provide the following suggestions:

1. Reports/complaints at the sub-district and sub-district levels should be held every day so that it provides wider access for residents who are not familiar with technology-based media.

2. sub-district officers routinely participate in technical guidance activities using CRM applications to have a better understanding and master the benefits of the application.

3. Kartini sub-district continues to update the features in the CRM application according to the rapidly changing environment so that it can be implemented more optimally.

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