Open government through public complaint management: Success stories from the Jakarta Provincial government

Inkreswari Retno Hardini

ORCID Nr: 0000-0003-3321-4593
Jakarta State University, Jakarta, Indonesia, inkreswari.retno@unj.ac.id

Reisa Siva Nandika

ORCID Nr: 0009-0005-2507-4182
Jakarta Smart City, Jakarta, Indonesia, reisasiva123@gmail.com

Hamdi Hamdi

ORCID Nr: 0009-0004-6998-1596
Jakarta Smart City, Jakarta, Indonesia, hamdi@jakarta.go.id

Syora Alya Eka Putri

ORCID Nr: 0000-0001-9303-0206
Jakarta Smart City, Jakarta, Indonesia, alyadjunas19@gmail.com

Abstract: The relationship between open government and public complaints is closely related to transparency, accountability, and public participation in government. The following are some relationships between the two: Transparency in open government aims to increase transparency in providing public information, including information related to public complaints. It allows the public to access information related to public services and the complaints process. Public participation in open government encourages active public participation in the decision-making process. With an open and transparent public complaints mechanism, the public can participate by providing input, submitting complaints, or providing suggestions for improving public services. Accountability in open government emphasizes government accountability to the public. By integrating the public complaint system within the open government framework, the government can more easily be held accountable for handling and following up on complaints. In terms of service innovation and improvement, the government can identify possible problems in public services and

take steps to improve the efficiency, quality, and responsiveness of these services by collecting data and information from public complaints. Thus, open government and public complaints support each other to create an environment that is more transparent, participatory, accountable, and responsive to public needs.

1. Introduction

Open government (OG) is a pattern of governance that emphasizes transparency in implementing government processes, increasing public participation in governance, and increasing collaboration activities carried out by the government with various parties (Adnan et al., 2021). Transparency in the implementation of OG means providing government information and data by the government to the public or various parties in a free, open, and easily accessible manner (Ruijer & Meijer, 2020). In addition, transparency also means that the public and various parties can monitor and control all governance activities carried out by the government (Androniceanu, 2021). OG also emphasizes increasing public participation in the governance process, such as the public having a share and/or influence in government activities, such as decision-making carried out by the government in the form of providing opinions or others (Park et al., 2020). Another form of public participation in implementing OG is the public's ability to engage in dynamic interactions with the government to discuss the governance process, whether by providing comments, suggestions, or criticisms (Adnan et al., 2021).

The implementation of OG has been carried out in various cities in the world, such as the city of Vienna. The Vienna government implements OG through information disclosure and public participation. The Vienna government provides access to the public to information and data owned by the government through the Open Data platform. Open Data is a forum for disseminating information related to population, economic, and social data, which is provided in various formats and can be accessed easily and for free. Public participation is also enhanced by involving the public in the government administration process, both in the form of discussions and by providing opinions (Parycek et al., 2014). Similar OG applications are also implemented in various countries, including France, Italy, and the United Kingdom (De Blasio & Selva, 2019). In addition, the United States has also implemented an OG initiative through the WhiteHouse Memorandum on Transparency and OG to create a transparent, participatory, and collaborative government. (WhiteHouse Memorandum on Transparency and Open Government, 2009).

Indonesia is a country that also implements OG. Indonesia has been a member of the Open Government Partnership (OGP) since 2011 (Kusumaningrum et al., 2019). OGP is a global effort to encourage open and transparent governance. In addition, OGP is committed to increasing the availability and openness of government information and data as government activities, supporting and increasing public involvement in decision-making regarding policies and other government activities, implementing high standards of professional integrity, and increasing access to new or updated technology (Erdayani et al., 2023). Indonesia's efforts in implementing OG are by making regulations related to Satu Data Indonesia as stipulated in Presidential Regulation No.39 of 2019 and regulations related to Electronic-Based Government Systems (EBGS) as stipulated in Presidential Regulation No.95 of 2018. The Satu Data Indonesia policy encourages the government of Indonesia to collaboratively and transparently provide government data that is easily accessible to the public (Susniwati & Zamili, 2022).

EBGS, which is implemented to provide services for public aspirations and complaints, will be able to reduce physical obstacles, increase efficiency and transparency, and allow more active public participation (Choirunnisa et al., 2023). Several cities in Indonesia have public aspirations and complaints services, one of which is Jakarta. Jakarta Province's public aspirations and complaints service is Cepat Respon Masyarakat (CRM) (Jakarta Provincial Government, n.d.). CRM integrates 13 official complaint channels owned by the Jakarta Provincial government and is considered to accommodate all OG characteristics, namely collaborative, public participation, and transparency. CRM allows the public to actively participate in the problem-solving process, thereby increasing government trust and accountability. The CRM application developed by the Jakarta Provincial government aims to simplify the way Regional Work Units (SKPD) manage, coordinate, and handle public complaints and reports effectively (Finola et al., 2020).

By implementing OG and providing an effective system for handling complaints and feedback from the public, the government can demonstrate its commitment to providing responsive and transparent services. When complaints are handled quickly and fairly, this can increase public trust and loyalty to the government. In the long term, these efforts can strengthen ties between the government and society, creating positive and sustainable relationships.

1.1. Statement of the problem

The government is required to be able to provide services and solutions to various problems, and the public is required to supervise actively (Ketut Karyani & Parsa, 2020). Problems arise due to increased public activities, both the people of Jakarta and those who live around Jakarta (Sadewo & Syabri, 2018). Jakarta, which is transitioning from the nation's capital to a global city, has the potential to experience an increase in urban problems as a result of these changes (Indraprahasta et al., 2018).

Governor Regulation No. 128/2017 on the Implementation of Public Complaint Handling through Citizen Relation Management Application explains that the CRM application is an integrated SKPD/UKPD/BUMD system to coordinate and complete public reports easily. The CRM application aims to improve the quality of information services, policies, and public services that are fast, easy, precise, and transparent; synergize procedures, systems, facilities, and authorities of

SKPD/UKPD and BUMD in following up public complaints; guarantee the public's right to submit suggestions, opinions and reports responsibly regarding Regional government public policies and services using information and communication technology; realize order and legal certainty in the implementation of communication and information between the public and the Regional government. The phenomenon is shown in Table 1.

Table 1: Number of CRM reports and reporters per year

Year	Number of Reports	Number of Reporters
2019	131.314	1.330
2020	143.316	12.317
2021	214.817	25.812
2022	122.275	27.072
2023	158.232	35.530

Source: https://crm.jakarta.go.id/data-bulanan

The government has taken progressive steps by establishing channels or media that provide public access to voice their criticisms and suggestions, especially in ICT-based public services. This initiative reflects a commitment to transparency and responsiveness and to foster a collaborative relationship between the government and its citizens (Presidential Regulation No. 95/2018 on Electronic-Based Government System, 2018). By facilitating a platform for individuals to lodge complaints and offer constructive feedback, the government not only demonstrates its dedication to improving service delivery but also empowers the public to actively contribute to improving ICT services and ensuring a more inclusive and efficient governance model (Mariano, 2018). This avenue of open communication underscores the importance of citizen engagement in shaping and improving digital public services.

Based on the dynamic pattern phenomenon related to the active public participation in using the CRM system as a form of government service, the phenomenon becomes interesting to study to determine the level of satisfaction felt by the public towards CRM services. In addition, it is interesting to know whether the government's performance influences the public's active participation in using CRM services in providing services. Based on the phenomenon of increasing active public participation in the CRM system of Jakarta Province, it is interesting to know whether the system has implemented the OG principles.

1.2. Research question
1) Does the CRM implementation meet the OG dimensions?
2) What is the level of public satisfaction with complaints services based on SERVQUAL indicators?
3) What is the public's perception of the importance of the complaint service's attributes, and how well does it meet their expectations?

4) What is the relationship between the performance of complaint services and the level of community loyalty?

1.3. Hypothesis

The research aims to determine the relationship between complaint service performance, public satisfaction index, and loyalty to the government. The research hypotheses were formed to test the assumptions that good complaint service performance can increase public satisfaction and loyalty toward the government. This research also explored the impact of the CRM system on OG implementation in Jakarta Province.

Based on Pradipta et al. (2020), implementing Open Government Data (OGD) benefits government performance and public services. This research aims to prioritize criteria and provide recommendations for evaluating OGD on Jakarta Open Data. The main criteria used to evaluate the implementation of OG on Jakarta Open Data are accuracy, completeness, compliance, understanding, timeliness, openness, functionality, and reliability. According to Faedlulloh & Wiyani (2019), implementing regional budget transparency by the Jakarta Provincial government through an open data portal is a form of good governance implementation because of the transparency of data about the budget and making it available to the public. This transparency is evidence of the implementation of OG. Based on the literature, the hypothesis proposed is:

> H[1]: The CRM system has significantly contributed to implementing OG in Jakarta.

Based on Rowena et al. (2020), sub-district office services in North Jakarta have a positive and significant impact on public satisfaction with procedures, information, time, facilities and infrastructure, and environmental comfort. This shows that the better the services provided, the more public satisfaction increases. In addition, according to Trinoto & Zamakhsari (2021), Customer Service applications have a positive impact on customer satisfaction among railroad service users. Based on the literature it shows that the performance of a service has a significant positive impact on the level of public satisfaction; the hypothesis proposed is:

> H[2]: There is a significant positive relationship between the level of public satisfaction with the complaint service and the SERVQUAL indicator. The higher the SERVQUAL score of the complaint service, the higher the level of satisfaction.

Liestyanti & Prawiraatmadja's research (2021) raises customer expectations of excellent public services. It compares them with their perceptions of BBPOM in Jakarta to find out how effectively they understand consumer needs and internal processes that support delivering good public services. Purwasih's research et al. (2022) suggest a gap between expectations and the reality received by market visitors as indicated by service performance value and importance-performance analysis (IPA). Based on the literature, it shows that it is necessary to see the correspondence between expectations and reality regarding service performance, so the hypothesis proposed is:

> H[3]: There is a significant difference between the public's perception of the importance of complaint service attributes and the actual performance of these attributes based on IPA analysis. Attributes that are considered important by the public and have good performance will contribute positively to their level of complaint service satisfaction.

Borishade's research et al., (2021) shows that providing quality services in Nigerian higher education institutions significantly increases student loyalty through increased satisfaction. In addition, according to Yee et al. (2010), it shows that the company's performance in providing services to employees will have an impact and lead to employee loyalty and this will have an impact on the performance provided by employees to company users. Based on the literature showing that there is a relationship between performance and loyalty, the hypothesis proposed is:

> H[4]: A significant positive relationship exists between complaint service performance and loyalty level. The better the complaint service performance, the higher the level of loyalty.

2. Literature review

2.1. Open government

UNESCO defines OG as a new concept of governance that Governments are trying to continue to implement. OG is a principle of good governance as transparency of government actions, realizing citizens' right to access government information, involving citizens in policy development and decision-making, and establishing mechanisms to hold governments accountable (Legal Aspects of Open Government and Open Data, n.d.). OG is an initiative that aims to realize transparent government and increase public participation in government activities (Adnan et al., 2021). OG is defined as an effort to provide government-related information and data in a format that is easily accessible to the public (Wang & Lo, 2016). OG allows and enables the public to control, monitor, and influence government activities by providing access to government data and involving the public in decisions and/or policy-making (Wijnhoven et al., 2015). OG also includes efforts to realize dynamic interactions between the government and relevant stakeholders to support government activities (Adnan et al., 2021). Thus, OG is not only about transparency but also about building an open and responsive relationship between government and society to improve the quality of governance.

The OG dimension is formed from several literatures that state definitions and concepts related to OG and are expressed through several terms but have the same meaning and conclusion (Gil-Garcia et al., 2020). These similar concepts and definitions are referred to in some literature as elements or dimensions and in some literature as government initiatives (Gómez et al., 2017; Janssen et al., 2017). Based on several literatures discussing the concept of OG, it can be concluded that the dimensions of OG are as shown in Figure 1 (Adnan et al., 2021; Gil-Garcia et al., 2020).

Figure 1: Open government dimension
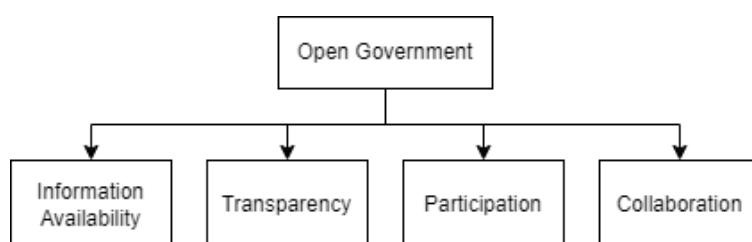
OG is a concept that emphasizes transparency, public participation, and accountability in government processes. The concept comprises several dimensions that complement each other to create a more OG environment responsive to public needs. Each dimension plays an important role in building the foundation of an OG that is responsive to the needs and expectations of the public. The following is an explanation of these dimensions:

- Information availability refers to the government making government-related data and information open to the public, with various information dissemination mechanisms, either through websites or other mechanisms (Yannoukakou & Araka, 2014). This condition of openness and availability must be government-related data and information that is easy to understand and useful for the public and even for stakeholders(Zuiderwijk et al., 2014).

- Transparency is a dimension that has the same meaning as the information availability dimension, namely regarding the availability of information by considering the quality and usefulness of the information disseminated (Lněnička et al., 2021). The concept of transparency is then not only seen as access to information but also the ability of the public and various parties to monitor and control government activities (Meijer et al., 2012).

- Participation, refers to the public's ability to engage in the decision-making process by the government (Oliveira & Ckagnazaroff, 2022). The public participates in the government's decision-making process in several ways, from engaging in the democratic process to using communication tools or media to directly provide opinions, suggestions, and criticisms to relevant officials (Vicente & Novo, 2014).

- Collaboration, is a dimension that means the government's ability to collaborate with certain individuals or organizations to provide government services or improve government functions or processes (McDermott, 2010). The collaboration dimension is different from the participation dimension. The difference lies in the involvement of actors and activities carried out. While participation involves the whole public in general decision-making, collaboration targets or specifically involves a specific individual or group of parties with certain expertise for specific governance activities (Noveck, 2012).

Figure 2: Open government framework
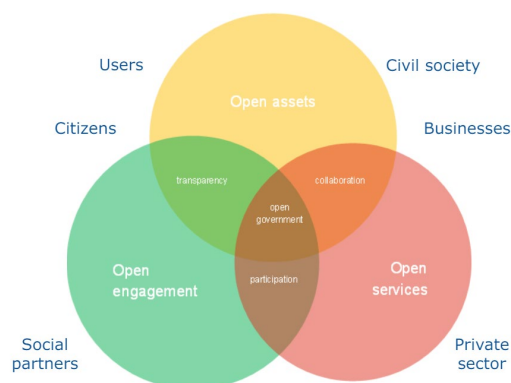
Source: Bremers dan Deleu (2016)

According to Bremers and Deleu (2016), the OG framework can be defined into several initiatives as seen in Figure 2. The OG framework is related to the openness of policy-making, public services,

and government assets (Final Report - Study on "Towards Faster Implementation and Uptake of Open Government" (SMART 2015/0041), 2016).

2.2. Public satisfaction index

To determine the continuous improvement of the quality of public services, it is necessary to evaluate the implementation of public services. PSI is data and information regarding public satisfaction levels obtained from quantitative and qualitative measurements of public opinions in obtaining services from the apparatus of public service providers (Regulation of the Minister of Administrative Reform and Bureaucratic Reform (PAN-RB) No.14 of 2017 concerning Guidelines for Preparing Community Satisfaction Surveys for Public Service Delivery Units). The elements and variables used are as follows:

Table 2: Dimensions of public satisfaction

Dimensions of Public Satisfaction	Definitions
Condition	Requirements that must be met in managing a type of service, both technical and administrative requirements.
Systems, Mechanisms and Procedures	Standardized service procedures for service providers and recipients, including complaints.
Completion Time	The time period required to complete the entire service process for each type of service.
Cost	Levies imposed on service recipients in administering and/or obtaining services from providers, the amount of which is determined based on an agreement between the organizer and the community.
Product Specifications Service Type	The results of services provided and received are in accordance with established provisions.
Officer Competency	The abilities that officers must have include knowledge, expertise, skills and experience
Officer Conduct	Officer behavior is the attitude of officers in providing services.
Handling Complaints, Suggestions and Feedback	Handling complaints, suggestions and feedback, is a procedure for implementing complaint handling and follow-up.
Facilities and Infrastructure	Means are anything that can be used as a tool to achieve goals and objectives. Infrastructure is everything that is the main support for the implementation of a process (business, development, project).

2.3. Public complaint management

Public complaint management (PCM) is a government effort to improve service quality and good governance among the public. PCM is important because it builds trust and confidence in the integrity of the government, minimizes the negative effects of customer dissatisfaction, and uses the information contained in complaints to improve service quality (Brewer, 2007). PCM was created to ensure public service complaints are handled effectively (Brewer, 2007). PCM is an effort to receive,

store, process, handle, and report complaints as a way to improve quality and decision-making (Ombudsman for the Northern Territory, 2000).

The Jakarta Provincial government's effort to implement PCM is to provide the CRM application. The CRM application is an integrated system for Regional Apparatus in an effort to resolve public complaints effectively, efficiently, accountably, and transparently (Ismowati et al., 2021). The CRM application standardizes various complaint channels from various stakeholders, such as the Central government, Local government, and Business / Private Actors, into 13 Official Complaint Channels of the Jakarta Provincial government. Currently, the Jakarta Provincial government has a CRM System consisting of 13 (thirteen) official Local government complaint channels, namely JAKI, Twitter @dkijakarta, Facebook Pemprov Jakarta, Electronic Mail / Email dki@jakarta.go.id, personal social media of the Governor / Deputy Governor, SMS 0811272206, City Hall, Inspectorate Office, Mayor's Office, Sub-District Office, Lurah Office, Mass Media Public Aspirations and LAPOR 1708 (Decree of the Regional Secretary No.99 of 2022 concerning Follow Up Guidelines for Handling Public Complaints Through CRM Applications).

2.4. Service quality

Based on the public's perspective as users of government services, government service quality, especially in handling public complaints, can be defined as the ability of the government and related stakeholders to meet the public's needs in solving problems or complaints, as well as providing good service. So, in this case, service quality is used to measure the government's performance when solving problems or complaints and providing services (Li & Shang, 2020). government services are various services provided by government agencies through the public sector and can also involve the private sector (Nasif et al., 2020). These services are considered important and have meaningful value for the public interest, so people use these services for personal and common interests. government services have unique characteristics that can affect quality assessment by the public (Nasif et al., 2020). The quality of government services can be assessed by evaluating the dimensions of Service Quality.

Service quality is used because the concept focuses on user perceptions, in this case the public as users of government's public complaints services. Based on this, the evaluation of service quality carried out will consider the perceptions, expectations, and satisfaction of the public as users of public complaints services (Huai, 2011). This approach helps the government as a public service provider better understand what the public considers important in the services provided. In addition, the service quality dimensions are very measurable to evaluate service quality, thus allowing the government to identify specific areas that need improvement and better management. Through these measurable dimensions, the evaluation techniques carried out can combine evaluation techniques based on user perceptions and experiences and can be proven by data analysis (Zeithaml et al., 1990). This can provide a comprehensive picture of how users assess services and provide clear indicators of the level of satisfaction and expectations that are met. Besides, the concept of service quality can be applied in various contexts, including government services, making this concept very flexible and can be adapted as needed (Parasuraman et al., 1988).

Service quality consists of several dimensions that cover various aspects of service, such as reliability, responsiveness, behavior (assurance) in providing services, empathy, and tangible in meeting the expectations and needs of service users (Parasuraman et al., 1988). In the context of government services, each of these dimensions can be explained as follows (Pakurár et al., 2019):

- Reliability, which means the organization provides services well and reliably.
- Assurance guarantees involve the competence and attitude of the officers.
- Responsiveness, is where officers can respond attentively.
- Empathy, an element that includes caring, providing personal attention and providing service to customers.
- Tangible, measurable evidence includes identifying measurable evidence as physical facilities, such as equipment, personnel, and communications materials.

2.5. Importance performance analysis

IPA is a method often used to assess performance satisfaction and improve management strategies or management policies for government services. The IPA method uses an approach to show the level of performance using two functional components, namely, the importance of public complaint services for the public and the government's performance as a service provider in providing or following up on public complaint services (Fatati & Okdinawati, 2021). In this case, the IPA method is used to see the performance of public complaint services and the government in providing these services, and the level of importance of these public complaint services for the public. The combination of these two things will be able to provide a clear and focused picture and direction for the government to manage strategies in providing services (Sidik et al., 2019).

Figure 3: Importance-performance analysis matrix
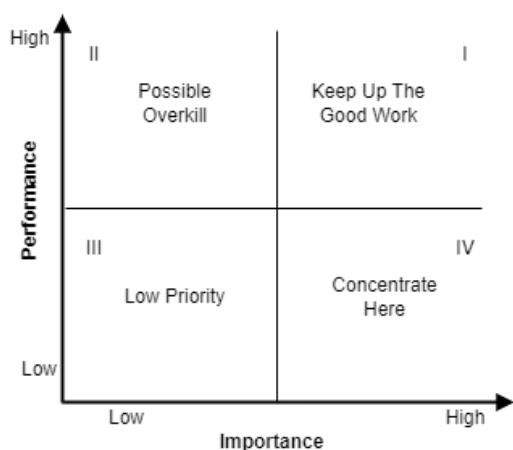
Source: (Esmailpour et al., 2020)

The IPA method uses quadrant measurements, with each quadrant representing categories with different priorities and starting from categories that can be improved to categories that still need to be a top priority, namely starting from quadrant 1, quadrant 2, quadrant 3, to quadrant 4. Using

quadrants can help formulate strategies to enhance government innovation and competence (Sever, 2015). Each quadrant represents a specific assessment category as follows (Esmailpour et al., 2020):

- Quadrant 1 means that performance is good - interests are also good; this shows that the government has successfully provided services, and every element in this quadrant can be prioritized.
- Quadrant 2 means performance is good, low importance, which shows that the development elements that the government has carried out are considered not yet crucial to the public.
- Quadrant 3, means low performance, low importance, which shows a lack of performance and has not been considered necessary by the public.
- Quadrant 4, means low performance, high importance, which means that the government needs performance improvement.

2.6. Loyalty

Loyalty is defined as a consistent level of loyalty and satisfaction from the public towards the services provided by the government, in this case, public complaints services (Alkraiji & Ameen, 2022). In this context, the PSI is an important tool to measure the extent of public satisfaction with various aspects of public complaints services, including reliability, responsiveness, and quality in general. An in-depth literature study on the relationship between loyalty and PSI reveals that high levels of satisfaction tend to contribute to stronger loyalty from the public towards the government or public institution (Picón et al., 2014). Factors such as transparency, public participation, and effective management of public problems and complaints were also found to play an important role in influencing this level of loyalty (Xiao et al., 2023). Thus, research in this literature not only highlights the relationship between loyalty and PSI but also supports the importance of effective strategies in improving public satisfaction to build sustainable loyalty to public services.

Based on the concept of loyalty, there are four types: cognitive, affective, conative, and behavioral (Oliver, 1999). This study links service quality and public satisfaction in using public complaint services provided by the government to public loyalty in participating in government services. The type of loyalty can be interpreted as follows (Oliver, 1999; TaghiPourian & Bakhsh, 2015):

- Cognitive involves beliefs and knowledge about government services. Such as how well people understand the public complaint services provided by the government.
- Affective includes positive feelings or emotions towards government services. Such as the extent to which people feel satisfied or happy with their experience of using public complaints services.
- Conative, relating to the intention or desire to act or use the service. Such as how often people are willing or intend to use public complaints services again in the future.
- Behavioral includes real actions or behaviors shown by the public towards government services. Such as how often people file complaints or use public complaint services.

3. Method

3.1. Procedure and sampling

3.1.1. Procedure

Figure 4: Research methodology
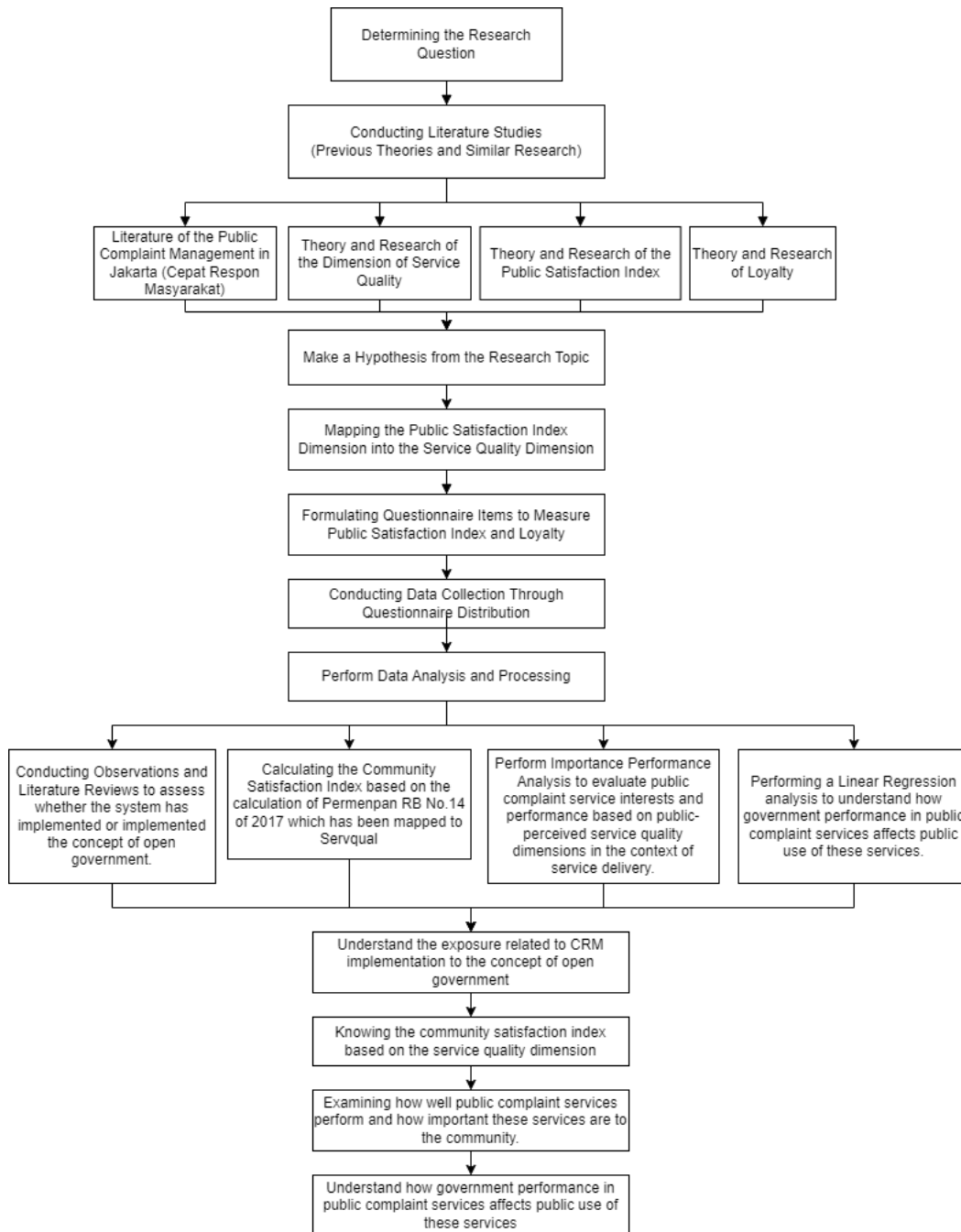
Based on the explanation in Figure 4, to answer the research problem, start with analyzing the literature. The literature analysis conducted can be seen in Table 3.

Table 3: Literature analysis

No	Author, Year	Main Findings	Topic
1	Adnan, et al., 2021	OG involves making public sector information available in open formats, ensuring public access, promoting transparency, enhancing participation, and encouraging stakeholder collaboration	Open Government (OG)
2	Nugroho, et al., 2023	OG initiatives are essential for good governance by fostering public participation, transparency, and collaboration	
3	Gil-Garcia, et al., 2020	OG dimensions include access to information, transparency, participation, and collaboration	
4	United Nation ESCWA, 2020	OG components: transparency, public participation, and stakeholder collaboration	
5	Mahendry et al., 2023	Calculation of the PSI which refers to 9 elements of the Regulation of the Minister of Administrative Reform and Bureaucratic Reform of the Republic of Indonesia No.14 of 2017, along with an explanation of these elements	Public Satisfaction Index (PSI)
6	Febrianti et al., 2023	Calculation of the PSI which refers to 9 elements of the Regulation of the Minister of Administrative Reform and Bureaucratic Reform of the Republic of Indonesia No.14 of 2017, along with an explanation of these elements	
7	Sidik et al., 2019	Explanation of the calculation and mapping of IPA associated with the elements of the PSI obtained from the Public Satisfaction survey held.	Importance Performance Analysis (IPA)
8	Yuhefizar, et al., 2022	Explanation of the calculation and mapping of IPA associated with the elements of the PSI obtained from the Public Satisfaction survey held.	
9	Purwasih, et al., 2022	Tangible, responsiveness, reliability, assurance, and empathy are the five dimensions of SERVQUAL used to assess visitor satisfaction.	Service Quality (SERVQUAL)
10	Liestyanti & Prawiraatmadja, 2021	This study uses the SERVQUAL model framework to explore the expectations and perceptions of the public about the services received. The dimensions used are tangible, responsiveness, reliability, assurance, and empathy.	
11	Oliver, 1999	There are 4 levels of loyalty used to measure the level of loyalty, namely cognitive, affective, conative, and behavioral.	Loyalty
12	Henrique & De Matos, 2015	The level of loyalty can be measured using the concept of loyalty, namely cognitive, affective, conative, and behavioral.	

The literature analysis above is then used as a basis for understanding the main criteria of OG. It is also used as a basis for mapping the elements of the Regulation of the Minister of Administrative Reform and Bureaucratic Reform of the Republic of Indonesia related to the Public Satisfaction Survey into the SERVQUAL dimension. The literature then becomes the basic concept in conducting performance analysis using IPA and guidance on measuring loyalty.

3.1.2. Sampling

This research used purposive sampling, collecting data via the LimeSurvey tool from November 1 to November 10, 2023. The survey was distributed through Jakarta Smart City's official social media, Jakarta Super App (JAKI), and email blasts to those who filed complaints in 2023. It included demographic questions, public complaint service performance assessments, and potential for continued use. Of the 2,258 respondents, 918 who had used the service in 2023 were deemed valid, having completed the survey and made a complaint, while 1,340 had not used the service. Invalid respondents either did not finish the survey or had not made a complaint in 2023.

3.2. Measures and analysis

To determine the level of satisfaction, the PAN-RB Ministerial Regulation guidelines are used, which have nine (9) elements then mapped into SERVQUAL dimensions. SERVQUAL dimension theory, as developed by Parasuraman, Zeithaml, and Berry (1985), identifies five main dimensions that cover various aspects of service users' experiences. Thus, this theory provides a comprehensive view of various important aspects for users as service recipients. These dimensions can be adapted to various types of services, in this research used for complaint service. This theory focuses on users' experiences and perceptions of service quality, thereby providing valuable insight. By identifying service quality dimensions, this theory helps organizations identify areas that need improvement.

Based on these considerations, the mapping of elements for measuring the Public Satisfaction Index based on the PAN-RB Ministerial Regulations was adjusted into SERVQUAL dimensions, as shown in Table 4.

Table 4: Dimensions mapping

No	Dimensions of Public Satisfaction, PERMENPAN RB	Dimensions of Service Quality
1	Requirements	Reliability
2	Cost	
3	Officer Behavior	Assurance
4	Officer Competency	Responsiveness
5	Handling of Complaints, Suggestions and Feedback	
6	Service Time	
7	System, Mechanism, and Procedure	Empathy
8	Facilities and infrastructure	Tangibles
9	Product Specification Type of Service	

Apart from assessing satisfaction, this research also wants to know the effect of service performance on public participation. Therefore, this study uses Oliver's (1999) concept of loyalty, namely cognitive loyalty, affective loyalty, conative loyalty, and behavioral loyalty, to determine the effect of increasing public participation in the use of public complaint services based on the government's

performance in providing services. The following are the questionnaire items used to measure public participation's loyalty level, as seen in Table 5.

Table 5: Loyalty questionnaire

Variables	Questionnaire Items
Cognitive loyalty	I feel that the results of complaint follow-up are worth the time spent waiting for the complaint to be resolved.
Affective loyalty	I will make another report via the available complaint channels
Conative loyalty	I would recommend family, relatives, friends and other people to make a report on the complaint line
Behavioral loyalty	I am committed to making a report again via the complaint channel provided

Quantitative measurements were conducted for this research survey. Quantitative data processing was carried out for the entire survey, namely related to the PSI using SERVQUAL and also related to loyalty. To measure the PSI, because the analysis will be carried out using the IPA method, there are 2 Likert scales used, namely the Likert scale to assess the performance conditions of public complaint services provided or run by the government currently with a scale of 1-4, namely (1 - Strongly Disagree, 2 - Disagree, 3 - Agree, 4 - Strongly Agree) and the Likert scale to assess the perceived needs of the public on aspects of the government's public complaint services with a scale of 1-4, namely (1 - Very Unimportant, 2 - Not Important, 3 - Important, 4 - Very Important). Meanwhile, to measure loyalty, only one Likert scale was used with a scale of 1-4, namely (1 - Strongly Disagree, 2 - Disagree, 3 - Agree, 4 - Strongly Agree).

4. Results and discussion

4.1. Results

Based on the data obtained, the demographics of the respondents can be seen in Table 6. Based on this data, the majority of users are male, and the majority have an age range of 40-60 years.

Table 6: Demographics of the respondents

Categories	Indicator	Amount	Percentage
Gender	Male	709	77%
	Female	209	23%
Age	40-60	517	56%

	24-40	267	29%
	>60	96	10%
	18-24	33	4%
	13-17	5	1%
Education	High school/equivalent	506	55.1%
	Bachelor	228	24.8%
	Diploma	68	7.4%
	Middle school/equivalent	53	5.8%
	Masters	45	4.9%
	Elementary school/equivalent	13	1.4%
	Not attending school	3	0.3%
	Doctoral	2	0.2%
Occupation	Private employees	215	23.4%
	Other	115	12.5%
	Entrepreneurship/trade	111	12.1%
	Taking care of household	106	11.5%
	Non-ASN government employees	96	10.5%
	Freelancer/freelancer	70	7.6%
	State civil apparatus/national army/national police	45	4.9%
	Does not/has not worked	43	4.7%
	Motorbike taxi/courier	30	3.3%
	Professional (doctor/lecturer/lawyer /consultant)	27	2.9%

	Retired	27	2.9%
	Student/college student	18	2.0%
	State-owned enterprises/Regional-owned enterprises employees	14	1.5%
	Fisherman		0.1%

In addition, the frequency of the public using the official public complaint service channel owned by the Jakarta Provincial government is known, as seen in Table 7. Survey data show that Jakarta's Super App with JakLapor is the most frequently used channel for public complaints among the 13 available services.

Table 7: Complaint channels use

No	Complaints Channel	Amount
1	Jakarta's Super App (JakLapor feature)	710
2	Village Head's Office	201
3	X @dkijakarta	61
4	Email dki@jakarta.go.id	49
5	DKI Jakarta Provincial Government Facebook	35
6	District Head's Office	19
7	Mass Media Public Aspirations	13
8	Short Message Service 0811272206	12
9	Mayor's office	11
10	REPORT! 1708	9
11	City Hall	6
12	Governor/Deputy Governor's Personal Social Media	3
13	Inspectorate Office	1

Furthermore, Table 8 shows that the majority of respondents have a frequency of reporting 1-2 times.

Table 8: Intensity of making complaint reports throughout 2023

Number of complaints	Amount	Percentage
1-2 Complaints	665	72%
3-5 Complaints	176	19%
6-10 Complaints	40	4%
>20 Complaints	23	3%
11-20 Complaints	14	2%

The measurement of the PSI uses nine elements based on the PAN-RB Regulation, which has been mapped into SERVQUAL dimensions so that the PSI in this study will be seen based on five dimensions: reliability, responsiveness, assurance, empathy, and tangible. The calculation of the PSI can be seen in the following equation.

$$Public\ satisfaction\ index\ = \frac{total\ respondents'\ perception\ value\ per\ parameter}{total\ parameters\ filled} x\ weight$$

$$weight\ = \frac{1}{number\ of\ parameters}$$

Based on the guidelines for calculating the PSI based on the PAN-RB Regulation, the assessment results can be seen in Table 9.

Table 9: Public satisfaction index of CRM based on SERVQUAL dimension

Dimensions	Public Satisfaction Index (Internal Value)	Conversion interval value
Reliability	3.30	82.49
Responsive	3.19	79.73
Assurance	3.26	81.49
Empathy	3.27	81.74
Tangibles	3.26	81.47
Total Public Satisfaction Index	**3.26**	**81.38**

The results of the PSI calculation show that the value of the CRM-compliant services is 3.26/4 and is in the Good category. The results of the PSI calculation are then analyzed using the IPA method. Therefore, the design of a questionnaire uses 2 Likert scales with the aim of obtaining an assessment related to public satisfaction regarding CRM performance and also an assessment related to the perception of public needs for CRM-complaint services. The PSI and the perceived public

needs value are obtained, as shown in Table 10. The two value elements are used as value components to conduct Importance-Performance Analysis.

Table 10: Public satisfaction index and perception value of CRM

Categories	Public Satisfaction	Perception of Needs
Reliability	3.30	3.32
Responsive	3.19	3.32
Assurance	3.26	3.32
Empathy	3.27	3.31
Tangibles	3.26	3.31
Total Public Satisfaction Index	**3.26**	**3.31**

Public satisfaction is the public's assessment of the performance of the CRM-complaint services. Meanwhile, perception of needs assesses the public's needs for government public complaint services. Among the five elements, the public is most satisfied with the reliability element. Furthermore, the element of empathy has a satisfaction level of 3.27, although the public assesses that the government needs to have a more caring and empathetic attitude in providing complaint services as indicated by the perception of needs value of 3.31. After that, when viewed from the assurance and tangible elements, it has a value of 3.26, which can be understood that the public assesses that the behavior and facilities and infrastructure owned are also considered sufficient and adequate. However, among the five elements, responsiveness is the lowest element that can be of concern to the government, with a score of 3.19. In this case, in serving public complaints, the public assesses that the government can respond more responsively.

After obtaining the two values, an analysis is carried out using the IPA (IPA) method, mapping the SERVQUAL dimensions of reliability, responsiveness, assurance, empathy, and tangibility into the IPA quadrant. The position of each SERVQUAL dimension in the IPA quadrant is based on the public satisfaction value and the perceived public needs value obtained in Table 10. The purpose of mapping into the IPA quadrant is to see the performance of public complaints services and the government in providing these services, and the level of importance of these public complaints services for the public. The results of the IPA analysis of the PSI of the CRM-complaint services can be seen in Figure 5.

Figure 5: Importance-performance analysis
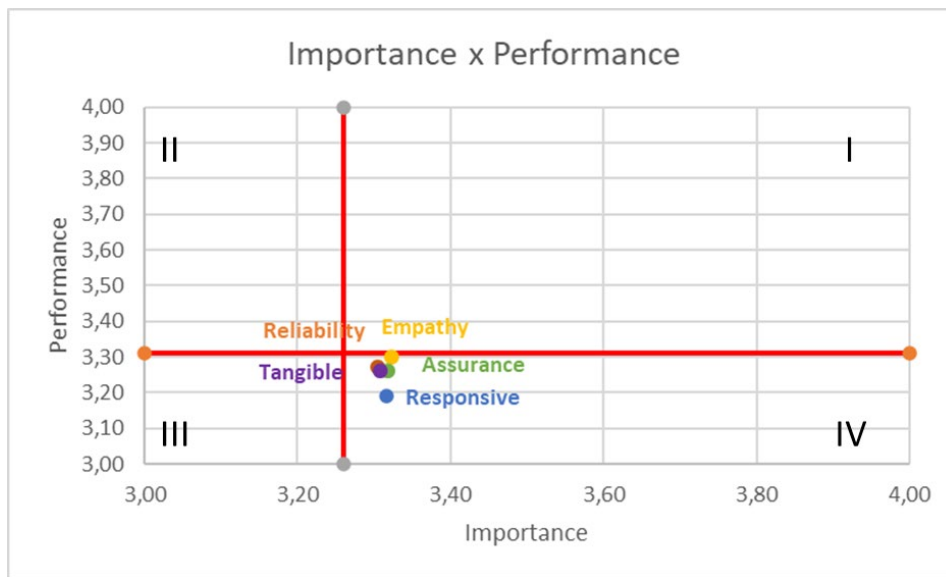
Respondents' assessment of public complaint services shows that the government's performance still needs to be improved. Figure 5 shows the IPA quadrant, which consists of 4 quadrants. Quadrant I shows that the element already has good service performance, and the public's need for the service element is also high, so if service elements fall into quadrant I, it is necessary to maintain their quality. Meanwhile, quadrant II shows that the performance of the services is good, but the public does not need this element in providing service. Quadrant III shows that the government's performance in providing services is not good; besides, the public's need for this element in public service delivery is also lacking. Furthermore, quadrant IV shows that public service performance is relatively deficient. However, the public's need for this element is very high, so it needs to be a concern for the government.

The five elements of SERVQUAL, namely responsiveness, assurance, reliability, tangibility, and empathy, occupy quadrant IV. This shows that the performance of public complaint services provided by the government is low. However, the needs of the public regarding these aspects in the implementation of public complaint services are very high, thus indicating the need for improved performance by the government. Some things need to be improved based on each element, namely [1] From the responsiveness element, namely the need to increase field observations, create informative narratives, and monitor the momentum of complaints. [2] From the assurance element, officers can be more responsive by understanding the contents of complaints and can identify complaints by paying attention to the priority scale. [3] From the reliability element, namely presenting information in a language easily understood by the public. [4] From the tangible element, namely providing a place to provide feedback on the results of the follow-up. [5] From the element of empathy, the officer can maintain the confidentiality of the reporter's data.

Figure 6: Simple linear regression analysis

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.754[a]	.569	.569	1.170

a. Predictors: (Constant), Performance

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1654.571	1	1654.571	1209.207	.000[b]
	Residual	1253.373	916	1.368		
	Total	2907.943	917			

a. Dependent Variable: Loyalty
b. Predictors: (Constant), Performance

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.636	.298		8.850	.000
	Performance	.144	.004	.754	34.774	.000

a. Dependent Variable: Loyalty

Based on the data obtained from the survey results, including those related to the loyalty of public complaint service users, it can then be analyzed to determine the relationship between the performance of government services in providing complaint services and the level of public participation in continuing to use the government's complaint services. This study uses simple linear regression analysis to see the relationship between these two things. The factors analyzed are the performance of the CRM-complaint service as the independent variable and the loyalty or level of repeated participation of the public in using the CRM-complaint service as the dependent variable. Based on the simple linear regression model, it is known that the Sigma value in the test is 0.00, so the Sigma value is <0.05. This shows that the independent variable (public complaint service performance) simultaneously significantly affects the dependent variable (loyalty). The R Square value (coefficient of determination) in this discussion is 0.569, which means that the public complaint service performance variable can affect the loyalty variable by 57%. While 43% is influenced by other variables not tested in the study. This shows that between the public complaint service performance variable and the loyalty variable, there is a significant positive and fairly strong relationship.

4.2. Discussion

Based on survey results and descriptive analysis, the majority use online mechanisms, although there is still an offline mechanism for submitting complaints. The online complaint channels used are the JAKI application, social media X, and Facebook. Meanwhile, offline reporting is through the subdistrict office. This shows that people use more electronic-based channels.

Apart from quantitative analysis, this research also uses qualitative methods, namely observation and literature study. This qualitative method is carried out to determine the implementation of OG carried out by the CRM-complaint service.

4.2.1. Implementation of open government in the Cepat Respon Masyarakat complaint service

OG is a concept of governance that adopts practices to increase transparency, public participation, and collaboration in all aspects of government activities (Pirannejad & Ingrams, 2023). OG is often driven by the use of information and communication technologies (ICTs), such as online platforms and mobile applications, to expand access to information and facilitate greater public participation (Alderete, 2018). The goal is not only to improve government efficiency, assisting the government to refine its strategy for strengthening the resilience and effectiveness of governance (Mutiarin et al., 2024), but also to build public trust and promote greater institutional transparency (Mykhalchenko, 2022). According to Gil-Garcia et al. (2020) and Adnan et al. (2021), the main characteristics of OG are information availability, transparency, participation, and collaboration. Some literature states definitions and concepts related to OG and are expressed through several terms, but have the same meaning and conclusion (Gil-Garcia et al., 2020). The CRM-complaint service is one of the efforts or programs created by the government to provide services to the public to handle complaints about problems in the Jakarta area. The rapid response of the Jakarta Provincial government toward input and requests from the public can be considered a form of good governance principles, including the concept of Electronic Based Government Services (EBGS) or Electronic government (e-government) (Handayani, 2021). E-government refers to using ICT to improve efficiency, transparency, responsiveness, and quality of government services to the public (Nur Pratiwi et al., 2023). This includes efforts to improve the accessibility of public information, facilitate the active participation of the public in the decision-making process, and accelerate responses to requests and inputs from the public (Abuhammad et al., 2024). The implementation of OG in the CRM-complaint services is explained in the following analysis:

4.2.1.1. Transparency in public complaint Cepat Respon Masyarakat

Information availability and transparency, while having slightly different focuses, basically have similar meanings in the context of OG (Hong, 2020). Information availability refers to the general availability of information for the public to access. This includes clarity and openness of information regarding important government policies, data, and processes (Gil-Garcia et al., 2020). On the other hand, transparency emphasizes more on the openness and accessibility of such information so that it can be understood and used by the public to understand how the government makes decisions and carries out policies (Adnan et al., 2021). In implementing OG, these two concepts are often combined in one discussion to emphasize the importance of open and clear access to public information as a key foothold in building public trust and participation in government processes (Gil-Garcia et al., 2020). Implementing OG in public complaint services ensures that information related to the complaint process, including its status and resolution, is easily accessible to the public. The government must provide clear and transparent access to the complaint mechanism, handling procedures, and decisions taken (Puspitasari, 2019). In this study, the CRM-complaint service is the

object of study to find out whether it has implemented the concept of transparency in its implementation.

CRM has implemented the concept of transparency in its implementation. This can be seen from the availability of information about public complaints that can be accessed by the public easily, and the public can understand it well. CRM, in practice, handles complaints about problems people encounter in Jakarta. Problem categories for complaints are varied, some related to traffic flow, social assistance, disturbance of peace and order, illegal parking, and licensing (Regional Secretary Decree No. 99 of 2022 concerning Guidelines for Follow-up Handling of Public Complaints Through CRM Applications). Information regarding the categories can be found and accessed easily by the public in the Regional Secretary Decree No. 99 of 2022 document listed. It can be accessed through the website crm.jakarta.go.id/dasar-hukum (Pemerintah Provinsi DKI Jakarta, n.d.). In Figure 7, it can be seen that the public can easily access information disclosure regarding CRM-complaint categories.

*Figure 7: Transparency regarding CRM legal basis*

Apart from the website, problem categories can be accessed on the Jakarta Super App (JAKI) application. Figure 8 displays the Citizen Report feature in the JAKI Application in the form of available information regarding the problem categories that can be selected.

*Figure 8: Citizen report feature of the JAKI application*
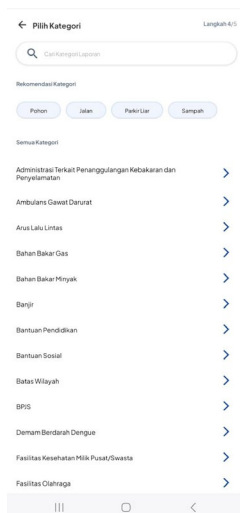
Apart from categories, in handling public complaints through CRM, there are several stages referred to as complaint report status. The status of the complaint report includes completion, coordination, and waiting (Pemerintah Provinsi DKI Jakarta, n.d.). The public can easily monitor the status of their complaint reports and monitor the government's performance in following up on the complaints. This is in line with the transparency concept of OG, the public can easily access and monitor the progress of complaint follow-up via the website https://crm.jakarta.go.id/. Figure 9 shows the website page where the public can check the status of complaint reports and complaint follow-up status.

*Figure 9: CRM complaint follow-up review process*
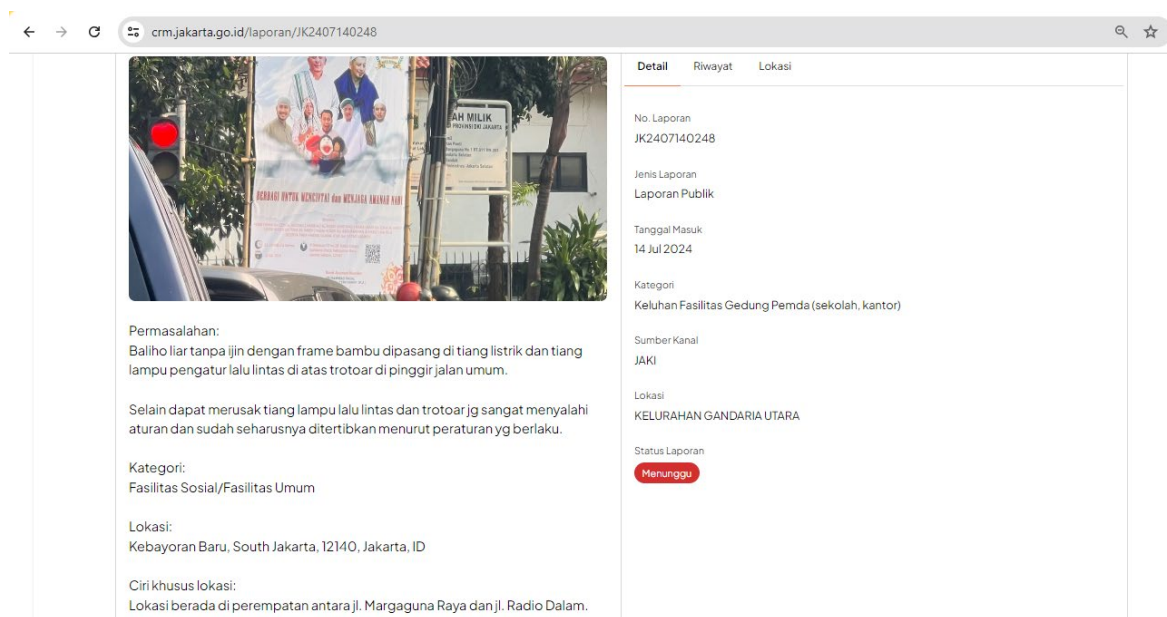
Apart from the website, the progress of complaint follow-up can be monitored through the Citizen Report feature in the JAKI application. The Citizen Report feature in the JAKI application allows the public to track their and others' complaint statuses, demonstrating the Jakarta Provincial government's commitment to transparency. This feature enables easy monitoring of government performance and follow-up processes, exemplifying OG principles and transparency in the CRM-complaint service. Figure 10 shows the Citizen Report feature to monitor the progress of CRM-complaint follow-up.

Figure 10: Citizen report feature in the JAKI application
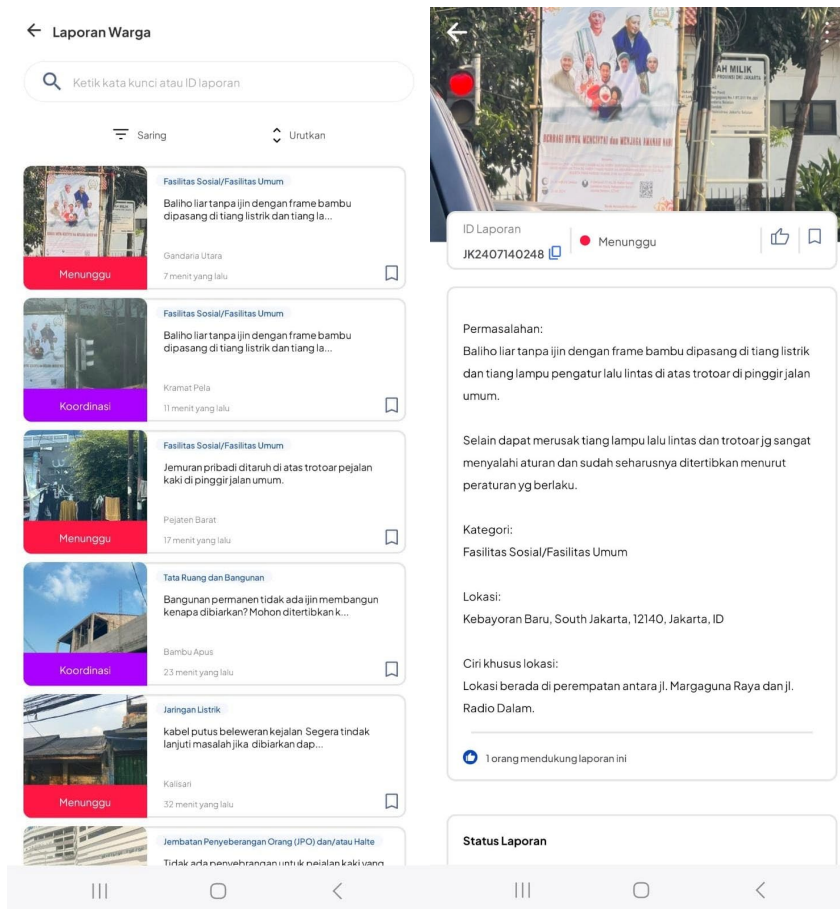
Transparency involves not only allowing the public to monitor government performance openly but also providing information that is clear and easily accessible (Adnan et al., 2021). The availability of public information is a key concept in implementing OG, ensuring that the public can easily access government data, policies, and processes to increase government transparency and accountability (Gil-Garcia et al., 2020). This practice supports active public participation in decision-making and strengthens public trust in government agencies. In relation to CRM, the Jakarta Provincial government provides easy access for the public to CRM-complaint data. The public can use the data for their purposes. Data related to complaints is presented as a dashboard and can be accessed easily through the website https://crm.jakarta.go.id/data-bulanan. The dashboard displays data on complaint reports, including totals, completions, reporters, problem categories, and reporting channels, for any selected time period. This shows that CRM has implemented the concept of OG, namely transparency and information availability. Figure 11 shows the CRM dashboard provided by the Jakarta Provincial government to provide information about CRM-complaint service.

Figure 11: Cepat Respon Masyarakat dashboard
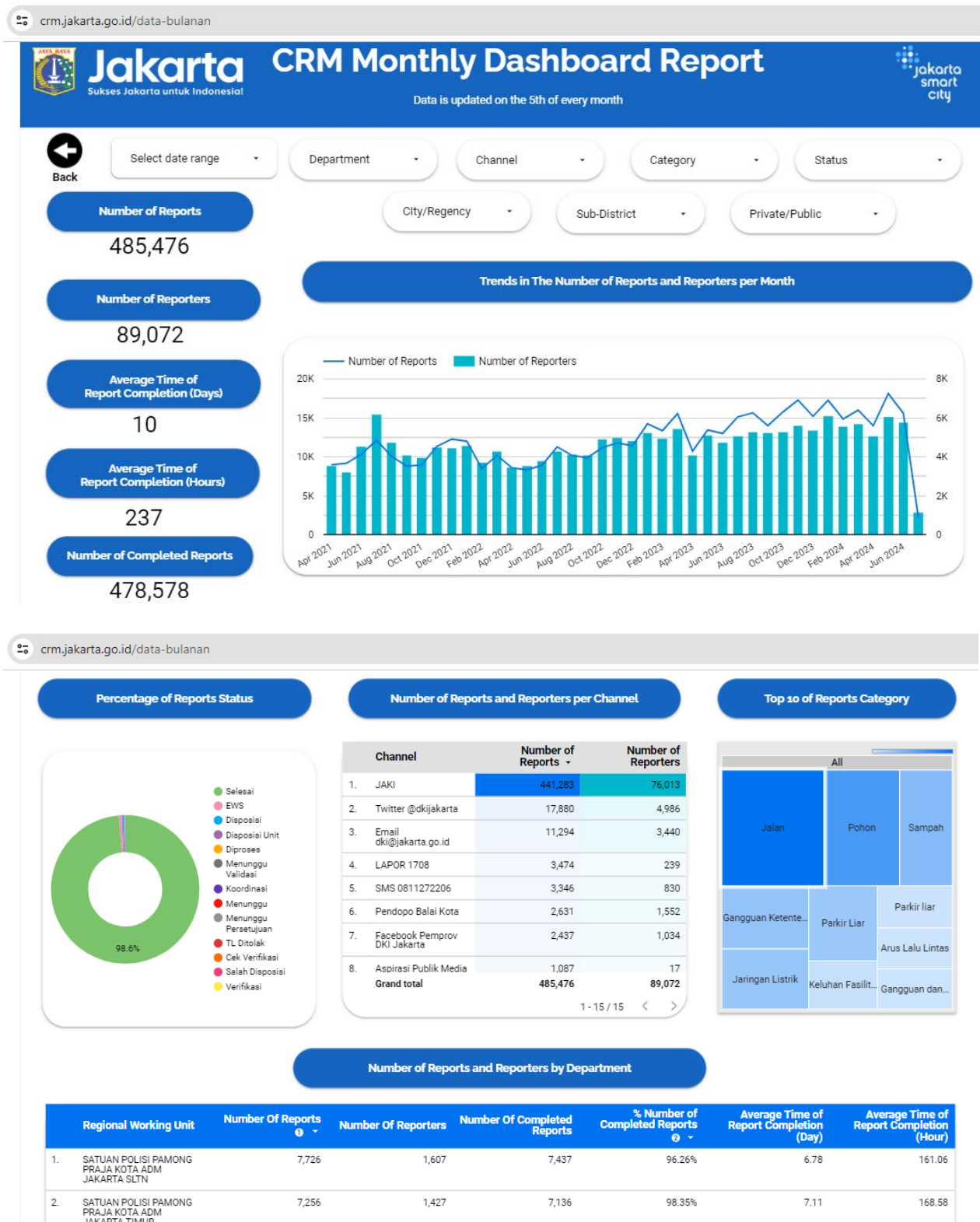
4.2.1.2. Active public participation in Cepat Respon Masyarakat complaint service

The aim of implementing OG is to increase public participation (Gil-Garcia et al., 2020). Active public participation in the CRM-complaint service is one clear proof of the implementation of OG. Through CRM, people can easily report their problems or complaints related to government services such as infrastructure, cleanliness, or other public services (Ismowati et al., 2021). This system not only facilitates fast and efficient reporting but also allows the public to be directly involved in the problem-resolution process by providing feedback, monitoring the status of complaints, and receiving notifications about follow-up actions taken by the government (Rofiyanti et al., 2021). Thus, active participation in CRM not only increases the accessibility of public services but also strengthens the bond between the government and the public in realizing a government that is more transparent, inclusive, and responsive to the public's needs (Handayani, 2021). The public's active participation in CRM is proven by Table 1.

4.2.1.3. Collaboration in Cepat Respon Masyarakat public complaint services

Applying the OG concept through collaboration in the CRM service is crucial for boosting public involvement and enhancing service effectiveness. Public input and problem reporting make the government more responsive to citizen needs, strengthen accountability, and foster a transparent, collaborative relationship between the government and the public (Ansell & Gash, 2008). The Jakarta Provincial government established regulations to streamline public complaint reporting and ensure prompt responses. These clear, comprehensive regulations enhance transparency, allowing the public to understand and monitor the complaint process and follow-up actions (Brewer, 2007). They also increase government accountability and regulate collaboration in CRM management, optimizing human resources, technology, and budget resources to improve public services and responsiveness.

The regulation made by the Jakarta Provincial government as a form of implementing the OG concept, namely collaboration for CRM-complaint services, is the Jakarta Provincial Secretary's Decree No. 99 of 2022 concerning Follow-up Guidelines for Handling Public Complaints Through CRM Applications. The regulation outlines the entire complaint process, from submission and information entry to handling and follow-up. It also covers managing and protecting personal data in the CRM application and sets information security policies. It defines the responsibilities of all parties involved, including government agencies. Additionally, the regulation establishes a monitoring and evaluation system for CRM performance, including reporting mechanisms and regular improvements.

Based on the Jakarta Provincial Secretary's Decree No. 99 of 2022, the government utilizes information technology to provide transparent access to information regarding the complaint process, reporting status, and follow-up actions taken. CRM integrates various complaint channels to receive complaint reports from the public in Jakarta. CRM uses Twitter, Facebook, and mass media public aspirations as official complaint channels for collaboration. This shows that the government, through CRM, works with customers or the general public via platforms such as Twitter or Facebook to understand, respond to, and solve their problems or complaints. Apart from that, there is the LAPOR 1708 channel, the official complaint channel belonging to the Central government, which is

also one of the channels integrated with the CRM system. This shows collaboration between the Central government and the CRM public complaints service. Apart from that, in the previous period (2015-2020), the collaboration dimension was implemented in collaboration with industry/startups, namely the Qlue Application. Complaint reports made through official complaint channels also consist of various categories, each requiring special handling from the party authorized to handle that category. Therefore, in implementing CRM, the Jakarta Provincial government follows up on complaint reports in collaboration with various Regional Apparatus Organizations (OPD). The Regional Apparatus Organizations (OPD) appointed to collaborate are also OPDs in the Jakarta Province region, representing their respective fields or scopes (Decree Letter of the Regional Secretary of Jakarta Province No.22, 2022).

Another regulation made by the Jakarta Provincial government as a form of implementing the OG concept, namely collaboration for CRM-complaint services, is Jakarta Provincial Governor Regulation No. 39 of 2019 concerning the Implementation of Handling Public Complaints through the Citizen Relations Management Application. The Gubernatorial Regulation outlines the obligations and procedures for using CRM to handle public complaints about Jakarta's government services. It details the types of complaints accepted, such as those related to public services, facilities, security, and the environment. The regulation specifies submission procedures, required information, and government handling protocols. It also establishes a monitoring and evaluation system to ensure effective complaint management and mandates periodic performance reporting and follow-up on evaluation findings (Jakarta Province Governor Regulation No. 39, 2019).

Based on the analysis presented above, it can be seen that CRM has implemented the OG concept. Through transparency, active community participation, and collaboration, the government can strengthen relationships with the public and increase the overall effectiveness of public services. It is not just about solving concrete problems reported by the public but also about building trust, inclusivity, and sustainability.

4.2.2. Importance-performance analysis

The results section above has already explained that based on the public satisfaction survey, all dimensions of SERVQUAL were in quadrant IV. Quadrant IV shows that public service performance is classified as deficient even though the public's need for these elements is very high, thus providing a clear view that there is an urgent need to improve performance in the SERVQUAL dimension in order to meet the high expectations or interests of the public as service recipients. The SERVQUAL dimensions in quadrant IV are reliability, responsiveness, assurance, empathy, and tangible.

The Reliability and Empathy dimensions represent elements from the Ministry of Administrative Reform regulations and Bureaucratic Reform, namely Requirements, Costs, and Procedures. The results of the analysis show that the public's need for easy and straightforward procedures when submitting complaint reports is very much needed. However, the actual execution still needs to be improved. The public wants to report a problem effectively, demonstrated by simple and uncomplicated requirements. This is in line with research conducted by Ismowati et al. (2021), which shows that the public wants easy and clear complaint reporting requirements so that their complaint reports can be followed up immediately. However, the requirements and procedures for reporting a

complaint are often inappropriate. This has an impact on hampering follow-up on complaint reports (Ismowati et al., 2021). Therefore, information regarding requirements and procedures must be considered in how it is presented.

The Responsive and Assurance dimensions represent elements of the PAN-RB Minister Regulation, namely Executive Competence, Complaint Handling, Suggestions and Input, Service Time, and Implementing Behavior. The analysis shows that the capability of officers or service providers to follow up on complaints or provide services is very important for the public. The public wants their complaints to be followed up professionally, but the reality still needs to be improved. This is in line with research conducted by Herlina et al. (2022), which states that it is important to pay attention to the knowledge and competence of public service officers. This research highlights the importance of developing knowledge and attitudes among officers through training and development. When training and development activities for public service officers have been carried out, both can have a significant impact on the delivery of public services (Herlina et al., 2022).

The Tangible Dimension represents elements of the PAN-RB Minister Regulation, namely Facilities and Infrastructure and Product Specifications for Types of Services. The analysis shows that the availability and condition of facilities and infrastructure significantly impact public satisfaction with services. This is in line with research conducted by (Makmur (2022), which explains that the condition of clean, hygienic, safe, and comfortable facilities and infrastructure greatly influences public satisfaction and has an impact on public health. In Makmur's research (2022), the service provided is health services for COVID-19, but this perception can also be the same for any type of service.

4.2.3. Simple linear regression analysis

The results section shows that the performance of the public complaints service influences the level of public participation in using the public complaints service, or in other words, the performance of the public complaints service influences the loyalty of the public in using the CRM-complaints service. The R Square value (coefficient of determination) in the discussion using simple linear regression analysis is 0.569, which means that the public complaint service performance variable can influence the loyalty variable by 57%. This finding aligns with research conducted by Tan et al. (2017), which shows that the performance and form of public services provided by service providers will greatly influence the public as recipients of these services. This research took the example of public services in a library open to the public. When officers provide good service performance, the public as library visitors or service users will be happy and increase the possibility of the public returning to visit the library and use the services provided by the public library (Tan et al., 2017). Apart from that, research by Imaz et al. (2015) also shows the same relation. When the public transportation services provided have good quality and performance, it will have an impact on the public as users of public transportation services continue to use these services (Imaz et al., 2015). Examples of these studies can be compared to any form of service, including the CRM-complaint service. The better the performance of the CRM-complaints service, the higher the likelihood that the public will continue to participate in the complaint service actively.

5. Limitations and future research

This research has limitations and does not fully address aspects such as the quality of follow-up by officers, the knowledge and skills of field officers in reporting complaints, the government's communication strategy for increasing public participation, and public understanding of the Regional government's scope and authority according to regulations.

Future research should incorporate an in-depth qualitative approach to uncover nuances and contexts beyond surveys and to understand the narratives behind public satisfaction. It should also identify and include variables such as local culture, political history, and government policies or programs that may influence public satisfaction.

6. Conclusion

This research focuses on analyzing the implementation of open government (OG) in the Cepat Respon Masyarakat (CRM) complaint service, as well as assessing its implementation for the public. Research shows that CRM has implemented the OG concept, which includes transparency and availability of information, public participation, and collaboration. This is demonstrated by the technology used by the Jakarta Provincial government, such as in the form of a website as a medium for dissemination of data and information regarding report information, dashboards to visualize the data, and features in applications to make it easier for the public report complaints and monitor the complaints in accordance to the reporting process regulations provided by the government. Apart from that, this research also shows that OG has already been implemented, proven by the development of regulations by the Jakarta Provincial government to regulate the implementation of OG. Then, research shows that the performance of public complaint services has dimensions that can be improved in order to provide and deliver better service, namely dimensions of reliability, responsiveness, assurance, empathy, and reality. This research also shows that improvements to these dimensions need to be made to improve public complaint services. Furthermore, this research also shows that the performance of public complaint services influences the public in participating in reporting complaints through public complaint services.

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Author Contributions

The author, Inkreswari Retno Hardini, was responsible for conceptualization of the research, data curation used in the research, and conducting formal analysis and investigation of the research. Additionally, she managed the methodology of the research, project administration, resources, software or tools used in the research, validation of the research, visualization or data presentation, and writing the manuscript.

The author, Reisa Siva Nandika, was responsible for data curation used in the research, conducting investigation of the research. Additionally, she was responsible for project administration, resources, visualization, and writing the manuscript.

The author, Hamdi Hamdi, contributed significantly to conceptualization and development of the research. He was responsible for designing the methodology and ensuring its appropriate application throughout the study. Additionally, he provided supervision and oversight, guiding the research process and offering critical insights during the writing phase. His role also included reviewing and editing the manuscript to ensure clarity, coherence, and alignment with academic standards.

The author, Syora Alya Eka Putri, contributed to data curation used in the research, formal analysis, investigation, and project administration. She contributed to managing resources, software, visualization, and writing the manuscript as well.

About the Authors

Inkreswari Retno Hardini

Inkreswari Retno Hardini is currently a lecturer at Jakarta State University and formerly worked as a Product Analyst at Jakarta Smart City. She earned her bachelor's degree in Informatics Engineering from Syarif Hidayatullah State Islamic University Jakarta and later completed her master's degree in Information Technology from the Bandung Institute of Technology. She has since increasingly focused on information technology and education.

Reisa Siva Nandika

Reisa Siva Nandika is a product enthusiast who focuses on Technology and Digitalization, primarily in the public service sector. She graduated from State Polytechnic of Jakarta in Informatic Engineering and has collaborated with various government agencies since her undergraduate and until the present. Currently, Reisa serves as a Product Analyst at Jakarta Smart City, part of the Department of Communication, Information, and Statistics within the Jakarta Provincial Government.

Hamdi Hamdi

Hamdi holds both a Bachelor's and Master's degree in Communication Science from Prof. Dr. Moestopo (B) University in Indonesia. He has also obtained a Strategic Public Relations certificate from the National Professional Certification Agency of the Government of the Republic of Indonesia (2023-2025). He has been working at Jakarta Smart City, Jakarta Provincial Government, as a Subject Matter Expert (SME) since 2015. His interests lie in e-Government and Smart City technologies. Currently, he serves as the Product and Service Management Manager (2020-present) and previously held the role of Acting Lead Business and Government Relations (2020-2023). In 2019, Hamdi was part of the team responsible for drafting the Strategic Plan of Jakarta Smart City for its assessment to become a Semi-autonomous Agency (in Indonesia, BLUD) in Indonesia. Additionally, he served as the writing coordinator for the ASEAN ICT AWARD, WORLD SUMMIT ON THE INFORMATION SOCIETY proposal for the Jakarta Provincial Government from 2020 to 2023.

Syora Alya Eka Putri

Syora Alya Eka Putri served at Jakarta Smart City as a social researcher and was involved in several projects that focused on society and city innovations. She has a master's degree in sociology at Universitas Indonesia. Currently, she is actively participating in literacy and knowledge management for Jakarta Provincial Government.