

# Application-based organizational communication analysis: The implementation of qlue by the provincial government of Jakarta

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## Abstract

The Provincial Government of Jakarta innovated the way they communicate with their citizen by using a mobile application named *Qlue*, and since then the handling of complaints from Jakarta's citizen has become more effective and efficient, in terms of complaint submission up to problem-solving issues. In return, the citizen of Jakarta has become more proactive to monitor how the government responds the submitted complaints. *Qlue* itself is a third-party smartphone application, whose the Provincial Government of Jakarta has been cooperating with. The purpose of this research is to find out the improvement in communication side between Jakarta's citizen and Provincial Government of Jakarta after *Qlue* has been implemented locally, which is based on innovation decision concept in organization. This research is using qualitative research method and supported by qualitative content analysis. The subject of this research is the Provincial Government of Jakarta. The research is conducted through analyzing the contents of online news portal containing the usage of *Qlue* since its launching in December 2014 until early 2017. The result suggests that the implementation of *Qlue* application has received positive responses from its users. By using this integrated system, the handling of the complaints can be monitored by real time. This research has also found that Jakarta's citizen has become more proactive and understands how to convey their complaints and place more trust in the government because of the ease of communication, transparency, and speed of complaints handling, thanks to the implementation of *Qlue*. The Provincial Government of Jakarta should also be able to maintain and improve the handling of public complaints, either through *Qlue* or any other way, in order to maximize the communication with its citizen in the future

*Keywords:* Communication; Communication Organization; Communication Innovation; Application; Jakarta;

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## 1. Introduction

In order to create Jakarta as a comfortable city for living, the Provincial Government of Jakarta has an initiative to launch an innovation program called Jakarta Smart City (JSC). The concept of smart city itself was first presented at the World Summit 2005 in Bilbao, Spain, which seeks for the city to make a change that begins with the improvement of public facilities that will be developed and integrated in terms of public services throughout the technology and information systems. Jakarta Smart City itself was launched on December 16, 2014 by the former Governor of Jakarta, Basuki Tjahaja Purnama. JSC's main goals are to provide comfort for the people of Jakarta and to facilitate the government to take decisions in the making of public policy based on the information disclosure and community involvement. This initiative is poured in Provincial Governor Regulation Number 28 Year 2014 on Establishment, Organization, and Working Procedures of Jakarta Smart City Management Unit to prove that the government took this program seriously.

Jakarta Smart City can be accessed through [smartcity.jakarta.go.id](http://smartcity.jakarta.go.id) and it is connected directly with several mobile applications that supporting the program, such as Waze, Zomato, Safetipin, and Swakita. One mobile application that also supports this program is *Qlue*, a social-media-application-like that can be directly used by the community to convey their complaints about their surroundings, in terms of public facilities and services. Complaints reported by Jakarta's citizen through *Qlue* will be monitored from JSC Monitoring Room which located in Jakarta's City Hall area, and will be submitted and followed up directly by Local Government Work Unit (SKPD) related. By using the application, the citizen who makes the report can also directly monitor

whether their complaint has been acted upon or not by seeing the color indicator in each report. The color indicator divided by three, red means not followed up yet, yellow is in the process of follow-up, while green means the complaints has been resolved completely.

Prior to the use of Qlue, the average time of citizen's complaints handling took up to 300 working hours to be responded. These complain are reported through different complaint channels, such as telephone, SMS, email, and social media like Facebook and Twitter. However, since the use of Qlue, the complaints from citizen can be resolved only within 4-8 working hours, depending on the SKPD related. By using Qlue, citizen can report up to 26 types of complaints, such as traffic jams, garbage, flood, illegal parking, beggars, and so on.

Based on the above explanation, the research question is how the innovation runs by Provincial Government of Jakarta in using Qlue can improve the communication between the government and its citizen?

### *1.1. Organizational Development (OD)*

Burke and Schmidt explained that organizational development is an experimental process to increase the effectiveness of the organization by integrating individual desires for supporting the progress and development towards organization's goals. This OD process also has planned for the changes itself which include periodically system's changes which associated with organizational goals. OD outline has four concepts: process, planned change, overall system, and organizational mission.

OD plays an important role in dealing with changes in managerial behavioral effectively, such as a new concepts in individuals based on complex knowledge enhancement, an ever-changing need, which is a shift from compulsive ideas; new concept of power based on collaborations and arguments; and the new concepts of idealistic humanistic-democratic value that replace the model of the mechanical value system of the bureaucracy.

### *1.2. Innovation Decisions in Organizations*

Decision making to make an innovation within an organization is very important because it concerns the future of the organization, whether the decision brings success or failure due to mistakes in decision making. One of the things that can make an organization must decide to innovate is a problem arise. In other words, innovation is done to solve problems that arise within the organization. The organization is also considered necessary to make an innovation to survive the dynamics of change and the very strict competition for the sake of the survival of the organization itself.

There are several ways to bring change in an organization, in addition to innovation. First is to destroy the organization. Extreme ways like these are sometimes done to change the systems or individuals that exist within the organization but these usually make large-scale changes. Second is to change the structure of communication. For example, an automated information system installed using a computer. With the new technology, it will open up new channels of communication and bring new information that is going to be considered in decision making. Other effects of changing the structure of communication by using new technologies such as computers can reduce the interaction that occurs in the organization so that all affairs that occur in the organization will be more effective and efficient. The third is to re-organize sub-units within an organization. Sometimes this is done to make changes without actually affecting the changes. However, reorganization can make more organizational changes over time. And the last is to change the members of the organization in the existing structure or recruit more innovative individuals. In terms of changing existing members of the organization, it can first be re-trained so they can have new point of views and leads to improve their competence.

### *1.3. Innovation Process in Organizations*

The process of innovation is a series of activities undertaken by individuals or organizations, starting from the stage of initiation, that is when the organization is aware of innovation and decides to adopt it, until the implementation stage, when the organization is implementing the innovation. Here is a model of organizational-oriented stages of innovation (Zaltman & Duncan, 1977).

- **Initiation Stage**

In this stage, there are several things that determine an organization in doing the innovation. First is the awareness that innovation exists and every organization has an opportunity to innovate. Second is the formation of attitudes toward the innovation. Members of the organization usually have a different view through the innovations that will be done. So the organization should be able to gather as much information about the innovation. By doing so, the organization could minimize the error or failure in doing innovation. The third is decision making. At this point, all information about the potential of innovation should be evaluated first. If the

decision-making authority considers that the innovation is indeed acceptable then the innovation will be accepted and applied within the organization.

- **Implementation Stage**

At this stage, the activities undertaken by members of the organization are implementing the innovation. Before the innovation is implemented, members of the organization should try first to implement some part of the innovation. After knowing and understanding how the effects of these innovations, the members of the organization will be able to continue the implementation of innovation. If it turns out that the innovation will not be so influential, then members of the organization can immediately evaluate and improve existing innovations that will be able to give positive results on the development of the organization.

#### *1.4. The Influence of Information Technology to Organizational Communication*

Rapid advances in technology demand a total change in the orientation of the organization's leadership of the role of information in making decisions. In developed countries, all aspects in handling information have begun to lead to the development of information science, commonly known as informatics. Technology utilization or implementation in organization's operational activities will give significant impact not only from the work efficiency but also to the work culture both personally, between units, as well as the whole institution. Information technology-based work administration should also consider human resource development to support optimization on the gradual utilization or implementation of information technology that begins with planning, development, management, operations and up to the maintenance stage.

With the information technology, the productivity of an organization will gradually increase and can create a business model that is difficult to imitate by competitors, because the role of information technology for each organization is unique and specific, as a result from different strategy implemented by every organization. In an organization, information technology utilization also related to the competitive advantage which used to improve the quality of information, monitoring the performance of the organization by using information technology, either as a tool or a powerful strategy to integrate and process data quickly and accurately as well as for the creation of new service products as power competitiveness to face the competition.

In addition, the implementation or utilization of information technology also has the positive impact, which is the efficiency of time and cost in general, that in the long term will provide very high economic benefits. Therefore, an optimal operation must also be considered, so that all information technology devices are multifunctional so that in further development attempted the integration of the device.

## **2. Method**

The research method used by researchers in this research is qualitative research, with the descriptive explanation. Bogdan and Biklan (1982, p.22) describe that qualitative research can produce an in-depth explanation of speech, writing, and behavior based on observations of individuals, groups, communities, and organizations in a given situation and viewed from the intact point of view and comprehensive. Kriyantono (2006) adds that qualitative research aims to explain a phenomenon in depth, using limited sampling but is sufficient to explain the phenomenon, and emphasizes the quality of research data.

### *2.1 Samples and Informants*

Sampling is obtained from an online news portal containing the usage of Qlue by the Provincial Government of Jakarta and Jakarta's citizen. Data retrieval in the form of news taken from the Qlue application was launched on December 15, 2014, to the beginning of 2017, in which centered on the complaints filed by the Jakarta's citizen and responses provided by the Provincial Government of Jakarta in response to and resolve the complaints.

### *2.2 Data Collection*

Primary data used in this research is obtained from the analysis of an online news portal which containing news about the usage of a Qlue application in response to Jakarta city grievance complaints and community complaints settlement by the Provincial Government of Jakarta. Qualitative content analysis is an empirical approach, a methodology that controls text analysis to remain in the realm of communication by following the instructions and the steps that have been determined (Mayring, 2000).

### **3. Result and discussion**

The decision of Jakarta's Provincial Government to adopt smart city concept is one of the steps to perform an organizational development within Jakarta's own system. Through Jakarta Smart City, the government attempts to make a transparent and efficient work by displaying the plans and the performance of the government in the online form which is easily accessible by Jakarta's citizen. This is related to the progress of information technology in which the government is trying to keep up with the existing developments.

The changes caused by the innovation's implementation cannot directly occur as a whole. It needs a team that can be focusing on planning, conducting trial and errors, and implementing the innovations that are needed because they can run the concept of OD itself as a whole. This is also supported by Jakarta's Provincial Governor Regulation No. 280 of 2014 on Establishment, Organization and Working Procedures of Jakarta Smart City Management Unit to ensure that the process of planning and execution is maintained and consistent with the mission of establishing Jakarta Smart City and the usage of Qlue keep running in accordance with the desired goal, which is to make Jakarta as a comfortable city for its people in the first place. From the declaration of the concept of the smart city conducted in 2005 until its launching at the end of 2014 is certainly not a fast process. It requires careful planning and focused tasks in implementing smart city innovations. It also needs to be tested prior to the launching, so when this innovation is launched the innovation program can be directly implemented by all parties.

The implementation of this innovation, especially in the usage of Qlue as a means of communication between its people and the government is due to an issue occurring about public complaints management. Prior to the use of Qlue, the handling of new complaints took 300 hours of work due to the complicated coordination and layered bureaucracy between SKPD. Qlue is present as a link between community and government that is controlled directly through JSC Monitoring Room, in order to make complain settlement process easier because it can be monitored directly by both parties. Through Qlue, complaints can be resolved within a day, even in just 4-8 hours, depending on the type of complaint. That way, Qlue has become a solution for people who want to report any issues happening in their neighborhood. They can directly report to the authorities, in this case is the government, so the issue can be resolved quickly. In this way, the people of Jakarta can feel their comfort is prioritized and their aspirations heard directly by the government, though only limited to report their complaints through the Qlue application.

The decision on implementing this innovation is based on a way to bring the change in an organization, which is by changing the structure of organizational communication. In this case, the external communication carried out between the Provincial Government of Jakarta and Jakarta's citizen. Previously, if the Jakarta's citizen wanted to make a complaint, they must come directly to the nearby government office. Then in accordance with the technology, complaints can be reported through SMS, email, and even social media. Seeing this is not enough to deal with all complaints, it was decided to use an application called Qlue to make the communication process centralized and can be directly monitored by both the public and the government. In this way, a new channel of communication between the government and the people of Jakarta become more open, more effective and efficient. It is effective because complaints report can be done quickly based on the category and can be accessed easily through smartphone and it's efficient because the process of information delivery runs better with quick response. The complaints are also processed as soon as possible.

The implementation of Jakarta Smart City's innovation is also in response to an open government with technological advances, so that there is a change in the governance managerial and administration. This can be seen in JSC where all things that are planned and done by the government can be accessed online. The utilization of this technology still plays a major role in government's efficiency and effectiveness as their work can be monitored by the community directly. Information-based administration based on information technology should also consider the development of human resources to support the optimization in the gradual utilization or implementation of information technology that begins with planning, development, expertise, operational up to the maintenance stage in which the establishment of UPT JSC, then the human resource used is the one who has the potential and the ability to work in that regards. Then, the integration created between the people of Jakarta, the Provincial Government of Jakarta with the relevant SKPD becomes faster and clearer so that the quality of information generated related to the complaints of the community through Qlue became complete and accurate in a timely manner so as to facilitate SKPD related to resolving the complaint. So by using Qlue, citizen's complaints process becomes more optimal in the settlement done by the Provincial Government of Jakarta.

Shortly after its launch, the Qlue was downloaded about 5000 times, which shows the enthusiasm of Jakarta people in taking an active role to participate in building Jakarta to be a more comfortable city for them. Qlue has been used by 100 percent of kelurahan (administrative village/residential area) in Jakarta area, or in other words, has been implemented by as many as 268 kelurahan. The usage of Qlue has also received positive responses, from government staffs, kelurahan level to the government staff, and to the people of Jakarta. With ease in submitting complaints, the application has managed to gather 500-1000 complaints per day. The head of the Jakarta Provincial Government Bureau, Premilasari said that during the year 2016, the public complaints of people made through Qlue had reached as much as 486,613 complaints. Based on data from January to May 2016, the top five complaints category falls to waste reports, illegal parking, public facilities, violations, and congestion. A large number of complaints are also caused by the Provincial Government of Jakarta requiring the RT and RW level to actively report and also provide assistance in handling the complaints that are within the scope of its territory, in order to make complaints can be resolved more quickly.

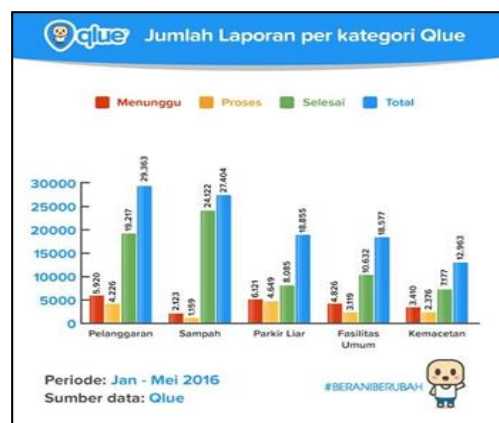


Figure 1. Number of Qlue Reports from January - Mei 2016

#### 4. Conclusion

Provincial Government of Jakarta realizes the need for innovation in order to serve the citizens better. By using the concept of Organizational Development, Provincial Government of Jakarta embodies innovation in the form of organizational communication between the government and the people of Jakarta in terms of handling public complaints to be more effective and efficient so that it can become a comfortable city for its citizens. In terms of innovative decision-making, the government decided to take the means to change the communication structure based on the progress of information technology as it is then implemented in the form of Jakarta Smart City and also the use of Qlue application as a place to communicate virtually with Jakarta's people. At the beginning of its launching, Jakarta Provincial Government also issued several policies to encourage its citizen to use this innovation by requiring officials at the RT and RW level to be able to make such as a weekly reports of public complaints which is easily accessible through using personal smart phones. Thus, officials at the RT and RW levels can also encourage people to use Qlue as a platform for people to effectively and efficiently address their complaints.

The participation rate of Jakarta citizens in reporting or giving complaints about Jakarta through Qlue is very high. By using this technology, the people of Jakarta are enthusiastic to help build Jakarta to become a more comfortable city, which is in accordance with the mission of launching Jakarta Smart City at first place. With the implementation of Jakarta Smart City, then the public trust to the government has also increased indirectly. This happens because people feel that there is no gap between them and the government whenever giving a complaint and feels their aspirations heard by the government. Moreover, the follow-up to the complaints given is relatively quick for the settlement.

In other words, the innovation run by the Provincial Government of Jakarta in terms of organizational communication with the Jakarta's citizen through the Jakarta Smart City program and with the use of Qlue applications is quite successful due to the high enthusiasm of the people of Jakarta in using Qlue to file their complaints, and increasing trust in the government can happen because of this innovation program.

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