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Original Article



Government Responsiveness through Gub Report Innovation in Central Java Province, Indonesia

Arief Dharmawan ^{a,*}, Retno Sunu Astuti ^a and Teguh Yuwono ^a^a Department of Public Administration, Faculty of Social and Political Sciences, Universitas Diponegoro, 50241 Semarang, Jawa Tengah, Indonesia; retnosunu@gmail.com (R.S.A.); tyuwonos22@gmail.com (T.Y.)* Correspondence: ariv.dharmawan19@yahoo.com (A.D.)

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Abstract

Innovation in public services is a must in responding to challenges in today's digital era. Public services previously slow, transparent, and full of KKN can be trimmed with innovation. The public can monitor the government and provide criticism or input. Government officials are required to be able to work with this technological development or what we know as e-government. E-government is a digitization process initially carried out manually, simplifying bureaucracy and providing various services to the community. This study aims to determine the function of the government's response to various community complaints through the Gub Report channel in Central Java Province. The method used in this study is a qualitative-descriptive method using secondary data related to the substance of the study, such as documents, previous research journals, and related regulations. This study found that for 2022, from January to October, the number of complaints recorded was 18,543, and a total of 9,758 complaints were processed. Public sector organizations must experience classic constraints: limited capacity and unequal human resources. To realize a responsive government, Central Java Province needs to receive complaints from the community through direct and open government services. The selection process of the echelon apparatus is more selective and competitive in preparing its change program through public service innovation, educating the public about the process of using the Gub report website channel, and educating the public about the procedures for using the Gub report website channel.

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1. Introduction

The form of the state is government; more specifically, the government is composed of bureaucracy. Bureaucracy is a process/system consisting of a collection of people who work to carry out the duties and functions of the state, and people in the bureaucracy are called bureaucrats. The bureaucracy is the hand of the state close to the people. The activity of bureaucracy in everyday life is directly related to society through public service (Rahman & Tarigan, 2020). According to the New Public Services (NPS) paradigm, which emphasizes the Government as a servant, the bureaucracy must serve, not direct, and not be run with business principles (Sofianto, 2019). NPS, with the concept of service to citizens, not customers, in organizing public administration and public policy. In the NPS approach, public administration cannot be carried out like in private companies as desired in the NPM because the state administration must create a democratic atmosphere in

the entire public policy process by paying attention to the interests and values of the people. Government employees do not serve customers but provide services for the benefit of society (Wirman, 2012).

The bureaucracy should serve and create a simple system with optimal results. A factor that often injures the purity of a bureaucracy is the interests of a handful of bureaucrats who abuse their power in government. For their personal and class interests, services are made long and complicated, and in the end, people must spend money to get fundamental rights. Of course, the community, in this case as a recipient of services, is harmed. According to the original ideals formed, the bureaucracy's purity needs to be restored (Rahman & Tarigan, 2020). A simple and non-convoluted bureaucracy continues to be pursued so that the government runs effectively and adaptively with the spirit of service. Agile bureaucracy is crucial to achieving

development goals. Not only implementing policies but ensuring that people enjoy services. Not just sent but delivered. Things ended up accelerating. Digitalization of bureaucratic governance through SPBE (see Figure 1) continues to be carried out despite the pandemic. Digitalization is a catalyst to accelerate the transformation of public services. The people certainly deserve excellent service. The government must continue providing easy access for people who need public services and apparatus skills for more regular public services.

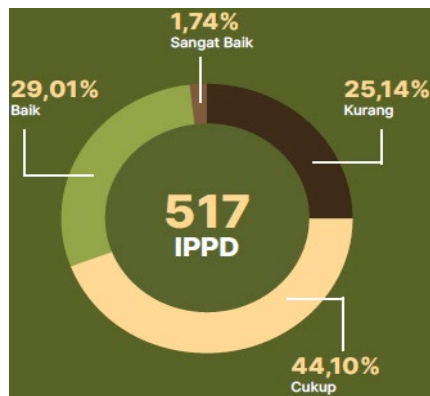


Figure 1. Development of National SPBE Implementation.

Presidential Regulation No. 81 of 2010 states that the objectives of bureaucratic reform include eliminating abuse of authority by public officials, improving the quality of public services, improving the quality of making and implementing public policies, increasing efficiency (both in terms of cost and time) in every implementation of the organizational agenda, transform the bureaucratic system in Indonesia to be more proactive, anticipatory, and effective in facing the challenges of social change that are happening in society and form the most improved bureaucracy (Huda, 2020).

Looking at the Presidential Regulation above, it can be concluded that the reason for implementing government management innovations is organizational performance efficiency and improving public service quality (Kaul, 1997). Through e-government encouraging governments to carry out public sector reforms to meet the changing needs of society (Pedersen, 2018), e-government is also seen as an effective tool to increase accountability in public organizations (Al-Shbail & Aman, 2018; Uddin & Uddin, 2020).

Public Services in Law 25 of 2009 means activities to meet service needs by laws and regulations for every citizen and resident of public service providers' goods, services, and administrative services. Raharjo (2022), the world of government, public or public services by government apparatus is a form of implementation of the function of the state apparatus as a public servant also needs to continue to improve in quality. A government apparatus must work to improve the quality of public services by the community's demands.

The government responds to every community effort in development, and public services are considered not optimally felt by the community. Responsiveness Government requires a quick response to changes in the situation/condition, accommodating the community's aspirations, and taking initiatives to overcome various community problems. If good governance conditions can be achieved, then the realization of a clean and responsive state (Hadi, 2016).

One form of achieving government responsiveness is the Gub Report website innovation. Gub Report is a website and application service that can be downloaded through the Android Play Store. The Informatics Communication Service of Central Java Province developed the complaint portal in collaboration with the GRMS (Government Resources Management Systems) Team to continue developing websites and applications to facilitate public complaints services. Gub report is a medium to accommodate reports from the community to the governor so that all complaints and complaints of any kind originating from the community are accommodated and processed by the admin to be immediately forwarded to the SKPD (Regional Apparatus Work Unit) of Central Java Province for immediate follow-up. The public can monitor and view the process through the website or application.

Handling complaints in the Central Java Provincial Government ranks is automatic, meaning every community complaint mandate. For example, all agencies are ready. If it turns out that it is not his authority, the person who receives the complaint forwards it to the service concerned. This aligns with the commitment to bureaucratic reform through innovation in Central Java, manifested in the mission statement by accelerating dynamic bureaucratic reform and expanding targets to the Regency/City government (Deby et al., 2018). Bureaucratic reform is expected through three main dimensions: increasingly dynamic public services, the effectiveness and efficiency of government management, institutional capacity, and better management of apparatus human resources (Cordella, 2007).

Based on the explanation above, this research aims to conduct a review related to the current development of the Gub Report. Internally, whether through the complaint website, Gub Report can encourage the commitment of responsiveness to government among the Central Java Provincial Government apparatus. In terms of external affairs, does the Gub report answer the complaints felt by the public as recipients of services from the government?

In addition, another research objective is to encourage/accelerate the bureaucratic reform process through dynamic innovation and expand the target to the District Government and City Government in Central Java.

Identifying public services that have been successfully carried out and completed through the Gub Report is necessary. This research is expected to contribute to the development of the Gub report in improving bureaucratic reforms based on public service innovation in Central Java Province.

2. Materials and Methods

The design of this study uses descriptive research using a qualitative approach. Data collection is carried out using secondary data related to the substance of the research, such as documents, previous research journals, and related regulations. The object of this study is the website of the Central Java Gub report. The stages of analysis (Sartika, 2019) are carried out in several ways, namely as follows: first, collecting various literature/articles about the results of previous research related to the research theme and supported by various relevant and informative journals/ articles and books. Second, processing data obtained from various journals/ articles to be sorted according to the result and research focus translated into units and arranged into a pattern. Third, it explains in the form of words and sentences. The conclusions are made using the inductive method, namely the generalization of various phenomena and providing several recommendations about the government's responsiveness in Central Java Province via public service innovations integrated into the complaint channel of the Gub report.

3. Results and Discussion

Research has been carried out related to the government's response to public service innovation through the Gub Report complaint channel with a descriptive research method of qualitative approach. The purpose of this study was to make it easier for people to submit their complaints to the government. In summary, it is divided into three main objective results, namely as follows:

3.1. Government Responsiveness

Can the Gub report complaint website encourage the government's responsive commitment among government officials in Central Java Province? Answering this question, the complaint on the Gub Report website/channel is also connected to all regencies/cities. Therefore, every responsible Gub Report admin must follow up on complaints given by the community. Based on the data that has been collected, the graph below shows the 5 (five) SKPD (Regional Apparatus Work Units) of the Central Java Provincial Government that often get reporting complaints by the community from January 1 to October 31, 2022, as seen in Figure 2:

According to this data, the most complaints made by the community were to the Education and Culture Office of Central Java Province, with as many as 909 complaint

reports or 31.68%. Not only the SKPD sector data was collected, followed by the Manpower and Transmigration Service, as many as 650 complaints or 22%. The Social Service Office has as many as 486 complaints, or 16.93%. The ESDM Office had as many as 436 complaints or 15.2%, and the Public Works Office of Bina Marga and Cipta Karya had as many as 388 complaints or 13.5%.

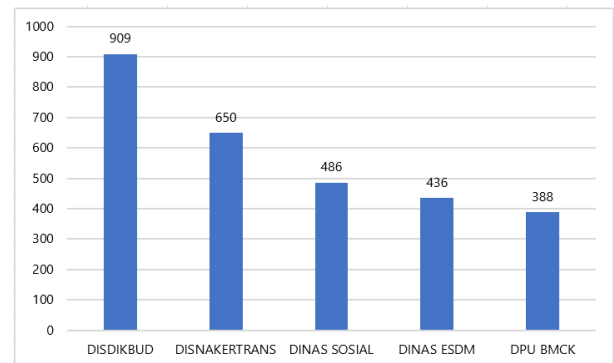


Figure 2. Stakeholders Sector Complaints Central Java
Source: laporgub.jatengprov.go.id (2022)

Complaints that are often complained about or submitted by the community through the Education and Culture Office are related to the honor of Non-Permanent Teachers (NPT), the existence of donations/levies made by the school, the process of accepting new students/students at the high school level (Senior High School) as is the authority and is the responsibility of the Central Java Provincial Government, etc. Not only the SKPD sector data collected, but complaints also come from the Regency/City Government. The Central Java Provincial Government, as the central government's representative in the regions, in this case led by the Governor, also has the authority and responsibility to the regions he leads. Many community complaints through websites and applications come from the regency/city area, so the Governor has the authority to intervene in the region if community reports need to be followed up. vertical agencies and categories of complaints that were most complained about by the public from January 1 to October 31, 2022. As the data in Figure 3 follows:

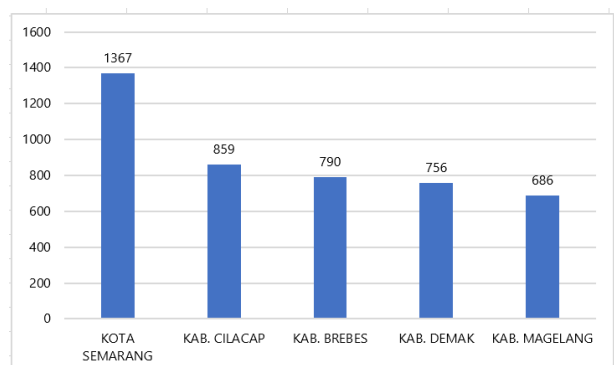


Figure 3. District/ city sector complaints in Central Java, Indonesia
Source: laporgub.jatengprov.go.id (2022)

Figure 3 displays the reporting of community complaints through the Gub Report website, which is connected to all Regency/ City Governments. Semarang City has the most complaints compared to other Regencies/ Cities, namely as many as 1,367 complaints reporting or 30.6%, followed by Cilacap Regency as many as 859 complaints or 19.2%, Brebes Regency as many as 790 complaints or 17.7%, Demak Regency as many as 756 complaints or 16.9% and Magelang Regency as many as 686 complaints or 15.38%. Complaints by category (see Figure 4) are highest in the infrastructure category, followed by the Social Community, Forkopimda, Education, and Health categories. For more details, see the chart below:

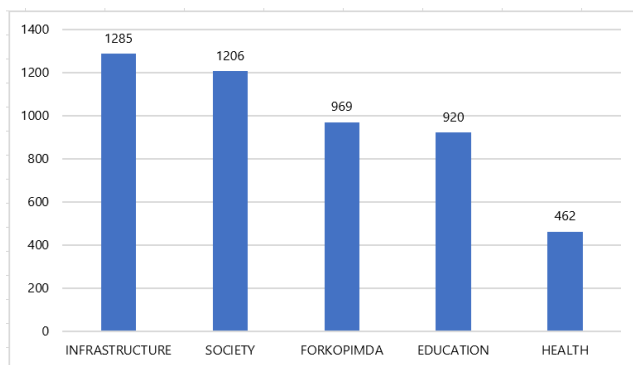


Figure 4. Complaints by Category
Source: laporgub.jatengprov.go.id (2022)

Figure 4 shows the complaints based on categories; we can see carefully that the infrastructure category has the most significant number of complaints by the community. The number of complaints reached 1,285 complaint reports, or 26.5%. Then followed by several other categories, namely, Social Society with as many as 1,206 complaints or 24.9%, FORKOMPINDA 969 complaints or 20%, Education 920 complaints or 19% and Health as many as 462 complaints or 9.5%. According to Fitzsimmons in Sedarmayanti (2004), one of the dimensions for determining the quality of service is responsiveness. Responsiveness is the awareness or desire to help consumers and provide fast service. Dwiyanto (2002) defines responsiveness as an organization's ability to identify, prioritize, and develop community needs in various service programs (Yusnadi, 2020). Responsiveness measures an organization's responsiveness to service users' expectations, desires, aspirations, and demands (Arfan et al., 2021). Also, responsiveness is a willingness to help service users and provide services sincerely (Dwiyanto, 2006).

According to Winarno (2016), the responsibility of public services is needed because it is proof of the ability of public organizations to provide what is demanded by all people in a country. In this case, responsiveness is an efficient way of managing affairs at the central and regional or regional levels to provide services to the community. Therefore, the central and regional

governments are said to be responsive to community needs if policymakers identify community needs. With his knowledge, he is accurate and can answer what is of public interest (Arfan et al., 2021).

3.2. Community Service

Does Gub's Report answer the complaints felt by the public as recipients of services from the government? As previously explained, Central Java Province currently has a website that accommodates complaints from the public. The website is Gub Report. The website is managed by the Central Java Provincial Communication and Information Service and the GRMS (Government Resources Management System) Team. Gub Report as a medium or channel of public communication with the governor.

Currently, apart from going through the website, it is also available as an application on the Play Store (Android). However, as stated in the Apps Store (iOS) application, it is still unavailable. Through the complaint channel, the community can channel complaints and will soon be followed up by the relevant SKPD (Regional Apparatus Work Unit). Since its launch by the Governor of Central Java, Ganjar Pranowo, Gub report, website and social media (Facebook, Twitter, Instagram, Youtube), the intensity of complaints and complaints received tends to increase yearly.

If you open the "Gub report " community complaint channel, there are various problems complained by the community ranging from damaged roads, complaints about licensing arrangements, reports of fuel increases, levies, Galian C to requests for assistance from people who expect a helping hand from the Governor of Central Java, Ganjar Pranowo. Through the "Gub Report" channel, all reports and complaints of the community are accommodated and distributed to relevant parties to be resolved immediately.

The screenshot shows the Gub Report website interface. On the right, there is a 'FORMULIR LAPORAN' (Report Form) with fields for Name, Email, Phone Number, and Address. Below the form, there is a section for 'LAPORAN TERKINI' (Latest Reports) displaying a list of recent complaints with their dates and locations.

Figure 4. Website display of Gub report channel.
Source: laporgub.jatengprov.go.id (2022).

On the other hand, the documented complaints were processed. The processing results are used to read trends in incoming community reports while monitoring

trends in the government's response to these reports. This trend is combined with other reports from other social media platforms such as Facebook, Twitter, Instagram, and YouTube (Setiawan & Nainggolan, 2019).

On the basis of the status of the report successfully collected in 2017, there were recorded public complaints that came through other social media channels. The number of reports that entered this other channel reached 8,267 complaints. Thus, the total number of community reports submitted on all complaint channels reached 19,649. In 2018, the achievements of the Central Java Provincial Government in dealing with community problems improved. From the "Gub Report" channel, there were 4,948 reports of public complaints. Meanwhile, from social media, 3,836 reports were recorded. So, the total number of public complaints received by the Central Java Provincial Government is 8,784. Of all these reports, the government managed to handle 4,547 complaints or 51.60 percent.

In 2019, the reports collected came from the Gub Report complaint channel, social media (Facebook, Twitter, Instagram, Youtube), and other platforms (SMS, SP4N, Complaints, Applications, etc.). Based on the data obtained, there were 13,109 complaints filed. In 2020, 26,0122 reports/complaints and 15,727 reports were completed. Entering 2021, the number of complaints or community reports recorded is 22,000 complaints, and as many as 13,214 have been completed in the process. For 2022, from January to October, the number of complaints recorded was 18,543 complaints, and 9,758 complaints have been completed.

A total of 363 have yet to be answered, 6,151 verifications, 1,555 progress, 190 reports rejected, and as many as 525 are not under the authority of the Central Java Provincial Government. The following is the status of reporting complaints globally until October 31, 2022:

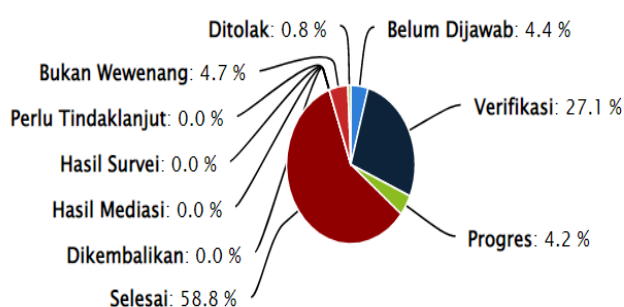


Figure 6. Global Defense Reporting Statistics

Source: laporgub.jatengprov.go.id (2022)

The explanation of Figure 6 more detailed is as follow:

1. Entry Report: List of all complaints dispositioned to the service (e.g. Dinas Kominfo Prov Jateng).
2. Verification Report: A list of complaints that have received a response and are ready to be followed up.

3. Unanswered Report: A list of complaints that have not received a response at all.
4. Returned Report: A list of complaints that are not official authority and are returned to the Governorate Admin.
5. Not Authority Report: List of complaints that are not the authority of the Central Java Provincial Government.
6. Follow-up: Follow-up process after the report is verified.
7. Completed: The process of each incoming complaint has been completed by the SKPD, which is authorized to handle community complaints.

The preparation of guidelines for managing the Gub Report as a medium for complaints from the people of Central Java refers to Governor Regulation No. 13 of 2018 concerning the Management of Public Complaints through Electronic Communication Media in Central Java. Complaints are through the Gub Report website and integrated with other complaint channels. On the basis of the complaint reporting channel that was successfully collected in the period from January 1 to October 31, 2022, it can be seen in Table 2 as follows:

Table 2. Channel of Gub report complaints

No	Channel(s)	No. of complaint(s)	%
1	SMS Report Gub	161	2,3
2	Android	972	14,25
3	Website	3.245	47,5
4	Indonesian	645	9,45
5	Website	159	2,33
6	Website	1.469	21,5
7	Twitter	118	1,73
8	Indonesian	51	0,74

Gub report is a compliant media for the people of Central Java, which is managed in one website-based application and an android application (Gub report Admin). As for the admin side, Gub report has several sources of complaints while from the community (user) side Gub report has several channels to make complaints. The following is an example of the complaint process of Gub report through the Facebook platform (see Figure 4).

Berlilana & Lai (2018) found that in the context of e-government, the relationship between society and government can be represented using information systems, such as licensing, auctions, tax payments, and information distribution. The two elements of relationship quality are part of the benchmark in the application of e-government to the government. This is also in line with research by Farida et al. (2020) on the application of e-government to government, showing that e-government is a revolutionary solution to public administration and supports the old (traditional) model government process towards all-automatic (modern) services to the public as beneficiaries of public services and their participation in decision-making to achieve

transparency in the process governance. E-government is a new system that can help the government with information transparency and online public services.

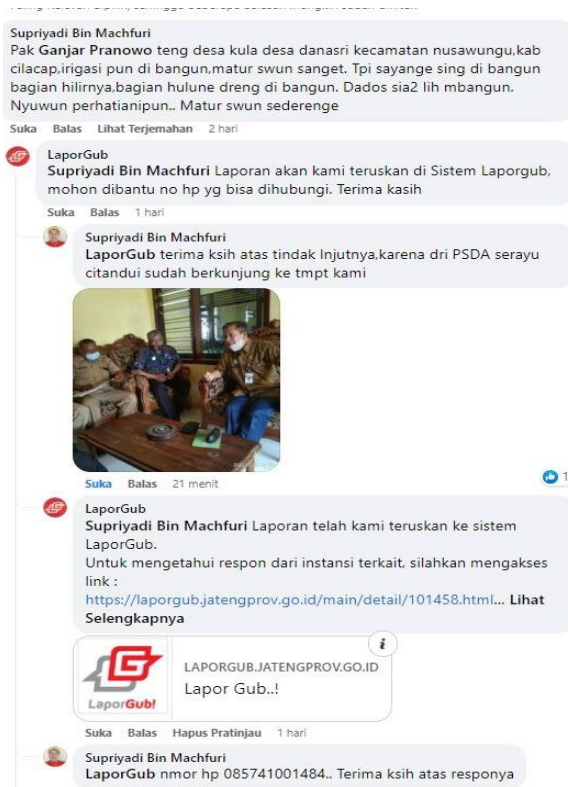


Figure 4. Community Complaints Report Gub.
Source: Facebook Ganjar Pranowo Official (2022)

All government agencies are required to implement SPBE, better known as e-government. Presidential Regulation No. 95 of 2018 concerning Electronic-Based Governance Systems (SPBE) is a new chapter for governance or governance in Indonesia. Digitizing governance is a step towards bureaucratic reform to improve the quality of public services, so it is hoped that the implementation of e-government will suppress the practice of KKN. Based on the Presidential Regulation, all state organizers from the central to the regional level are 'forced' to implement e-government in an integrated manner as a new chapter in managing all government affairs and community services implementing SPBE.

According to Presidential Regulation (Perpres) Number 95 of 2018, the Electronic-Based Government System (SPBE) is a government administration that utilizes information and communication technology to provide services to SPBE users. As explained in Article 2 of this Presidential Regulation, the principles of SPBE include:

1. Effectiveness;
2. Alignment;
3. Continuity;
4. Efficiency;
5. Accountability;
6. Interoperability; and
7. security.

Since the various legal rules that underlie the creation of e-government, local governments have also competed to develop and implement an e-government system, from new ones just displaying their regional profiles to those who have tried to use information and communication technology as a basis for services to the community (Arfan et al., 2021). Indonesia has implemented an Electronic-Based Government System (SPBE) or E-Government, which is necessary at all levels of bureaucracy. Some examples of services that the government has provided include webinars, the use of the Zoom application, Microsoft Team, e-budgeting, project planning, e-licensing, delivery system, e-controlling, e-reporting to e-monev, and others.

Working quickly, easily, cheaply, and smartly is the dream of everyone, including workers in the public sector. Civil Servants want to get the job done quickly without working overtime. The public also yearns for public services, especially in government and private agencies that can work quickly and intelligently. Public services can only be available more dynamically, effectively, and efficiently with smart work.

However, the problem is that public sector organizations still experience various classic obstacles, namely limited capacity and uneven human resources. Some still use the old ways and are reluctant to change according to the times. Information technology is very fast and dynamic in the 21st century today. You must adjust to avoid being left behind and abandoned. Many bureaucrats still think all administrative, tiered, hierarchical, and all-bureaucratic. As a result, many public services need to be improved, slow, and even give rise to KKN (Corruption, Kolusi, and Nepotism). Therefore, public service innovation is very important to be carried out in the sectors of public organizations (Serrano Cárdenas et al., 2019). This will be explained in more detail in the following sub-sections.

3.3. Bureaucratic reform through public service innovation

The quality and innovation of public services is the most important thing; we cannot avoid it today. In addition to being strengthened by regulations and procedures, the system also needs to improve qualified human resources and have competence and integrity in serving the community. According to data from the Regional Civil Service Agency of Central Java Province, the Civil Apparatus of the State of Central Java Province is 36,632 people, consisting of 18,390 men (50.2%) and 18,244 women (49.8%). Based on age, employees with an age range of 21 to 30 years are 2,068 people or 5.66%, and the age range of 31 to 40 is 5,070 people or 13.84%. Furthermore, the age range between 41 to 50 years was 11,586 people or 31.62%, and the age of ≥ 51 years and over was 17,908 people or 48.8%.

Based on the data collected through the Central Java Provincial BKD, we can see that in the productive ages before entering retirement, namely under 50 years old, it becomes a capital injection and supporting systems to achieve a qualified bureaucracy, has integrity, commitment, and credibility and is far from KKN. Through the HR aspect, the Central Java Provincial Government should have a good capacity in managing Good Governance.

Various policies and innovations carried out by the Central Java Provincial Government were even used as aspirations for participants in the leadership training of the Supreme Court of the Republic of Indonesia. These various innovations have made the Central Java Provincial Government win several awards, including an award from the State Administration Institute (LAN) RI as the 2020 National Best Training Institution and the results of the Central Java KPK survey to become the province with the most integrity.

Most recently, Central Java Province was again included as the most informative provincial candidate in 2022 in the Public Test event by the Information Commission in Jakarta (1/11). Ganjar Pranowo said that the people of Central Java had difficulty accessing public information in the past. Those who want to complain about lousy service or complaints have yet to respond. Including those who want to access public information; that is where Ganjar Pranowo seeks to carry out bureaucratic reforms. He made several breakthroughs to make it easier for people to access public information in Central Java. Some are in the form of websites, applications, telephones, SMS, WA, and others. In addition to websites and applications, Ganjar optimizes social media to provide public information disclosure. He requires all OPDs in Central Java to have a social media account and a blue tick.

Why is innovation important? Any government will always strive to transform in the face of changing times. One of the transformative strategies of the government sector is innovating (Nurharyoko et al., 2020). Innovation is significant because it is believed to be a critical step for improving organizational performance to be more effective and efficient (Damanpour & Schneider, 2008). Furthermore, Windrum (2008) states that innovation in the public sector significantly contributes to national economic growth and public welfare.

Rahayu (2020) mentioned that innovation is generally understood in the context of behavior change. Innovation is usually closely related to an environment with dynamic and evolving characteristics. Rogers (2003) says that innovation is an idea, practice, or object considered new by the individual of one other adoption unit. The definition of other sources states that innovation is an activity that includes the entire process of creating and

offering services or goods that are new, better, or cheaper compared to those previously available.

On a more superficial level, innovation means providing convenience, speed, and excellence: easy for service users, actors, and organizational governance. Ease and speed are what should be important goals of innovation. Good innovation can provide convenience for practitioners (bureaucrats) and the public as beneficiaries of public service providers. Innovation must be done because it can support the government to create public policies that are comprehensive, inclusive, and more relevant to current needs. This innovation can create a new order and help us get out of the old one that is less comprehensive (Nurharyoko et al., 2020). Innovation is an approach that can help increase the public sector's capacity productively and sustainably (Christiansen & Bunt, 2012).

In Permenpan RB No. 30 of 2014, concerning Guidelines for Public Service Innovation, it is explained that compiling, establishing, and implementing service standards it must be done by considering the principles of:

1. Simple; easy to understand, follow, and execute effectively and efficiently.
2. Consistency: Consider the timing, requirements, and applicable procedures.
3. Participatory: Involving the community and related parties is necessary to achieve harmony.
4. Accountable: can be implemented and accounted for consistently by interested parties.
5. Sustainable: Service standards must be able to apply according to policy developments and the need to improve service quality.
6. Transparency: accessible and known to the public/ public.
7. Justice: ensuring that the services provided can reach all communities with different geographical locations, different socio-economic statuses, and differences in physical and mental capabilities.

The commitment to bureaucratic reform through innovation in Central Java is manifested in the mission statement by accelerating dynamic bureaucratic reform and expanding targets to regency/city governments (Prasetya, 2017). The Central Java Provincial Government has also issued Governor Regulation No. 28 the Year 2019 Concerning the Road Map for Bureaucratic Reform of Central Java Province 2019-2023 (Sofianto, 2019).

Ganjar Pranowo wants to encourage a change in the mindset and work culture of the bureaucratic office in Central Java through innovations toward service heads and agency heads. Ganjar Pranowo and his Deputy, Taj Yasin Maimoen, will expand bureaucratic reforms to the district and municipal government level in the second

term of government. The provincial government's reform and bureaucratic agenda also refers to the RB Minister of Finance Regulation, which orders all provincial governments to make a road map for bureaucratic reform (Setiawan & Nainggolan, 2019).

The Central Java Bureaucratic Reform Road Map is stated in the Central Java Governor Regulation Number 28 of 2019 concerning the 2019-2023 Central Java Provincial Bureaucratic Reform Road Map. In the Central Java Bureaucratic Reform Road Map, Bureaucratic Reform is defined as reorganizing the bureaucracy from the highest to the lowest level, carried out gradually, concretely, realistically, earnestly, thinking outside the existing habits, paradigm shifts, and with extraordinary efforts.

Digitalization transformation in Central Java has gone well by utilizing the momentum of the COVID-19 pandemic as the leading accelerator. Government digitalization is done at the provincial, district, and city levels (Director of State Apparatus and Bureaucratic Transformation of Bappenas RI, Prahesti Pandanwangi. On the basis of the index (SPBE) of the Central Java Electronic-Based Government System in 2020, it reached 4.2, and the target in 2023 is 3.24. The strategic policy that the Province of Central Java will carry out is through direct services, which will be carried out through roadshows and with efforts to pick up the ball as a form of open government efforts. This effort is carried out to create public information disclosure, public participation, communication, absorption of public aspirations, and transparency in government administration. Digitalization of government is carried out by developing networks and IT infrastructure, managing electronic-based government information systems (e-government), and improving the ability of ASNs to use them (Sofianto, 2019).

Nalien & Ilham (2016) stated that the Public Service Innovation Competition organized by the Ministry of State Apparatus Empowerment and Bureaucratic Reform (PAN-RB) could produce innovations that have succeeded in bringing changes and greatly influence the implementation of bureaucratic reform in optimizing government administration in Indonesia, especially in local governments. In line with them, Twizeyimana & Andersson (2019) show that public expectations of e-government are more likely to improve the relationship between citizens and the state, with implications for the democratic process and government structure.

4. Conclusions

The responsiveness of the government through the innovation of Gub Reports in the form of e-government in Central Java Province can be concluded that the complaint process submitted by the community through the Gub Reports website has been chiefly answered and followed up by SKPD in the Provincial Government,

Regency and City Governments in Central Java Province. Some sectors with the highest complaint reports are the infrastructure and Health sectors. The government's response/responsiveness as a public servant is well carried out, although some reports still need to be or cannot be followed up.

The Gub report complaint channel answers the complaints felt by the community and as a medium or channel of communication between the community and the governor. In addition, complaint channels are also opened in all other media (Facebook, Twitter, Instagram, and YouTube), and the intensity of complaints and complaints received tends to increase yearly. Finally, in carrying out the bureaucratic reform process through public service innovation, the Central Java Provincial Government has human resources who have productive ages to achieve a qualified bureaucracy, have integrity, commitment, and credibility, and are far from KKN.

On the basis of the study's findings, the recommendations that can be given to improve the government's responsiveness in responding to community complaints are that public service activities must continue to prioritize transparency and quick response in responding to community complaints. This hierarchical process that is running and considered long must be abandoned and follow the process of changing times while still prioritizing the principles of accountability, transparency, responsibility, and zero tolerance for KKN so that it is hoped that public services run ideally.

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