



Padang Panjang City Inspectorate Strategy in Handling Community Complaints and Aspirations Through the Guardian Reporting Service

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ARTICLE INFO

Article history:

Received 11 September 2023

Received in revised form 23 November 2023

Accepted 15 December 2023

ABSTRACT

This research is motivated by the desire of the Padang Panjang City Government in realizing the achievement of the third mission of the city government which reads Improving responsive, innovative, and participatory governance. However, this will not be possible without joint efforts between the city government and the community, so that the government through the Padang Panjang Mayor Regulation Number 45 of 2020 concerning Guidelines for Management of Public Complaints Through Guardian Reporting Services in the Padang Panjang City Government, the Lapor Wali program was formed with the hope become a means of government in responding to the needs of conveying the aspirations of the people of Padang Panjang City. In this study, the theory used is strategy theory by Kotten. The method used is descriptive qualitative, with data collection techniques using interviews, documentation, and observation. The selection of informants was carried out using a purposive sampling technique. The results of this study conclude the strategy of the Padang Panjang Inspectorate in dealing with complaints and aspirations of the community through the guardian's report service has been carried out well although there are still some obstacles in handling it such as the inspectorate's communication with the related OPD is still not optimal.

Keyword:

Strategy, Guardian Report, Inspectorate

INTRODUCTION

Good-quality public services cannot be separated from the government's strategy for fulfilling citizens' rights by managing the aspirations, demands, desires, and complaints of the community in order to create quality public services (Kalsi & Kiran, 2015; Lantos, 2001; Mesra & Hariadi, 2023; Osman et al., 2019). Based

on the Decree of the Minister of State Apparatus Empowerment No. 62 of 2003 concerning the Implementation of Public Services, one must pay attention to the following elements: a. simplicity; b. clarity; c. security; d. responsibility; e. completeness of facilities and infrastructure; and f. ease of access. g.

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discipline, politeness, and friendliness; h. comfort (Rahmawati et al., 2021). During the time of President Susilo Bambang Yudhoyono (SBY), the Presidential Work Unit for Development Monitoring and Control (officially abbreviated as UKP-PPP, often abbreviated as UKP4) was formed, which is a work unit formed to carry out special tasks related to the smooth fulfillment of the United Indonesia Cabinet II work program. At that time, Kuntoro Mangkusubroto served as its head, whose appointment and inauguration were carried out simultaneously with the United Indonesia Cabinet II. UKP4 was officially formed on December 8, 2009, based on Presidential Regulation Number 54 of 2009. UKP4 is a continuation of the Pre-Program Management Work Unit and Reform (UKP3R). UKP4 is located under and is directly responsible for the president. The Vice President assists UKP4 in carrying out its duties, and it collaborates with and seeks information and technical support from ministries, non-ministerial government organizations, regional governments (Pemda), and other related parties. The main task of UKP4, according to Article 3 of Presidential Decree 54/2009, which has been amended by Presidential Decree Number 10 of 2012 in Article 3 paragraph (2) plus two new letters, namely letters e and f, is "to assist the President in carrying out supervision and control of development so as to achieve development targets." President Joko officially disbanded UKP4.

Widodo as of February 23, 2015, based on Presidential Regulation Number 26 of 2015, Article 40, paragraph b. To achieve the goal of quality public complaints, the government established Presidential Regulation Number 76 of 2013 concerning National Public Service Complaints, which was marked by the establishment of a National Public Service Complaint Management System (SP4N), a nationally integrated community aspiration and

complaint delivery service. Public complaints are a form of participation and also the community's role in supervision in order to realize good governance and stay away from the practices of corruption, collusion, and nepotism (KKN). The Padang Panjang City Government, West Sumatra, launched the Report the Guardian service to coincide with the commemoration of World Anti-Corruption Day as a form of effort to improve services for the community and prevent actions that could lead to corruption. This is because Padang Panjang City was declared the first-ranked anti-corruption city in West Sumatra. After Mr. H. Fadly Anwar, B.B.A., was appointed Mayor of Padang Panjang, the Corruption Eradication Commission (KPK) came directly to Padang Panjang to instruct Padang Panjang to have transparency in terms of the budget and also regarding the entire performance of the State Civil Apparatus (ASN). Therefore, in order to realize transparency, several supporting aspects are needed, one of which is community participation. It is hoped that community participation can help create transparency and monitor the performance of ASN within the Padang Panjang City government. To realize community participation, a program was formed, namely the Guardian Reporting Service, which is a complaint channel for the community to convey complaints and aspirations in their daily lives. Therefore, in order to effectively handle public complaints through the Guardian Reporting Service, as well as provide excellent and optimal service, it is necessary to form a Guardian Reporting Task Force (SATGAS) with the decision of the Mayor of Padang Panjang. This is stated in the Decree of the Mayor of Padang Panjang Number/700/22/Itda-Pp/Vi-2020, concerning the Establishment of a Task Force for Reporting Guardians within the Regional Inspectorate of Padang Panjang City.

Based on the Decree of the Mayor of Padang Panjang Number/ 700/ 22/ Itda-PP/VI-2020

concerning the Establishment of a Guardian Reporting Task Force (SATGAS) within the Padang Panjang City Regional Inspectorate, in order to create effectiveness in handling the community through the Guardian Reporting Service, it is necessary to form a Task Force that is responsible for all reports from the people of Padang Panjang City. In carrying out its duties, the Guardian Reporting Task Force within the Padang Panjang City Inspectorate is responsible for the Inspector at the Padang Panjang City Inspectorate. Apart from that, all forms of costs required as a result of the enactment of this Mayor's Decree come from the Padang Panjang City Regional Revenue and Expenditure Budget (APBD) at the Padang Panjang City Inspectorate DPA.

Reports from the public regarding complaints and aspirations can be submitted to the Guardian Report service in 3 ways, namely:

1. Guardian Report Website
2. House of aspirations
3. WhatsApp

Apart from that, the initial formation of the Wali Report was also due to direct direction from the Corruption Eradication Commission (KPK), which asked the Mayor of Padang Panjang directly. This is also in line with the priority of the Mayor of Padang Panjang in mission number 3, as stated in the RPJMD of Padang Panjang City, namely that the administration of government prioritizes improving the technical administration of government based on the principles of accountability, control, responsiveness, professionalism, efficiency and effectiveness, transparency, vision, and participatory, as well as the supremacy of law, by applying the principles of good governance so as to provide excellent service to the community. After the Guardian Reporting Service Innovation is inaugurated, the public can convey their complaints and aspirations through the Rumah

Aspiration and the Guardian Reporting Website itself. namely report-wali.padangpanjang.go.id, which is one of the work programs of the Inspectorate. On the LAPOR WALI website, there are several features that the public can use to process the complaints they are experiencing. After the website was created, training was held for the administrators of each OPD to operate the website. Apart from the website, there are also reports via WhatsApp, which can then be accessed by all the people of Padang Panjang City to convey various complaints in their daily lives. There were 35 reports from the public regarding complaints and aspirations submitted to the Guardian Report service in 2021. Of the total number of reports received in 2021–2022, there were 35 through various complaint channels that have been provided; the highest complaint channel was received through Rumah Aspiration, namely 26 reports. Of the 35 reports, 20 came from the West Padang Panjang community and 10 from the East Padang Panjang community. Additionally, there were 5 reports whose addresses were unknown (because the report in question lacked identification).

Strategy theory, there are four indicators, one of which is regarding organizational strategy. This is related to the vision and mission of the guardian reporting service, namely making it easier for the public to convey complaints and aspirations in their daily lives. Therefore, the Inspectorate provides three forms of complaint channels that can make it easier for the public to choose how to convey their complaints and aspirations (Hornig & Tsai, 2012; Ittner & Larcker, 1997; Pertusa-Ortega et al., 2010; Wu, 2012).

RESEARCH METHODS

The research method used in this research is descriptive qualitative. This research uses data collection techniques through interviews, observation, and documentation. The informant selection

technique was carried out using purposive sampling with the main informant, namely the Regional Apparatus Organization (OPD) of the Padang Panjang City Regional Inspectorate, as the party implementing the community complaint handling program through the Guardian Reporting Service. The triangulation informants for this research are the Ombudsman of West Sumatra Province and the community who have submitted complaints through the Guardian Reporting Service.

RESULTS AND DISCUSSION

The issue of handling public complaints is something that needs to be handled seriously and effectively by the government through the strategies used (Bryson et al., 2014; Innes & Booher, 2004). A good strategy is one that starts with careful planning and goes to the evaluation stage to see whether the strategy implemented is able to overcome the problem (Poister, 2010).

According to Padang Panjang Mayor Regulation Number 45 of 2020 concerning Guidelines for Managing Public Complaints Through Guardian Reporting Services within the Padang Panjang City Government, the Padang Panjang City Regional Inspectorate is in charge of handling public complaints in Padang Panjang City. In order to effectively handle public complaints through the Guardian Reporting Service, as well as provide excellent and optimal service, it is necessary to form a Guardian Reporting Task Force (SATGAS) with the decision of the Mayor of Padang Panjang. This is stated in the Decree of the Mayor of Padang Panjang Number/700/22/Itda-Pp/Vi-2020, concerning the Establishment of a Task Force for Reporting Guardians within the Regional Inspectorate of Padang Panjang City. The theory used in this research is type-type theory. The type of strategy proposed by Kotten consists of four variables: organizational strategy,

program strategy, resource support strategy, and institutional strategy.

Organizational Strategy

Organizational strategy is something related to the formulation of missions, goals, values and new strategic initiatives (Engert & Baumgartner, 2016; Galpin et al., 2015).

Organizational Mission

According to Kotler et al. (2001), a mission statement is a statement about the organization's goals, which are expressed in the products and services that can be offered, needs that can be addressed, community groups served, values that can be obtained, and aspirations. and aspirations for the future.

Handling community complaints and aspirations is included in the mission of the West Sumatra Provincial Inspectorate, namely "Increasing the Role and Quality of Supervision and Encouraging Accountability in the Regional Government Environment". In implementing this mission, the realization of handling community complaints and aspirations is focused on handling and following up on reports from all communities. This is in line with the Padang Panjang Inspectorate's program, namely the Guardian Reporting Service, which focuses on handling community complaints and aspirations by providing several complaint channels for the community to convey complaints and aspirations in their daily lives.

Organization goals

Goals are long-term conditions that an organization wants to achieve. Goals can be interpreted as a derivative of the mission, where with the existence of organizational goals, there will be final results desired by an organization (Ebrahim et al., 2014; Gagné, 2018). Organizational goals are contained in the

OPD Strategic Plan (Renstra), which is prepared every 5 years. Based on the regulations of Governor of West Sumatra Number 39 of 2021 concerning the Strategic Plan for Regional Apparatus for 2021-2026, it is known that the strategic goals and objectives of the Inspectorate of West Sumatra Province are as follows:

1. Increasing the Quality of Financial Management and Accountability of Regional Government Performance, with the targets:
 - a. Increasing the Capability of Government Internal Supervisory Apparatus (APIP)
 - b. Increasing the Quality of Regional Government Internal Control
2. Increasing Accountable and Serving Organizations, with the targets:
 - a. Increased Accountability of OPD Performance
 - b. Increasing the Quality of the Organization's Internal Services

Program Strategy

This strategy focuses on the program being implemented and the impacts or implications of the program itself for organizational goals.

Programs and Activities

According to Caffarella & Daffron (2013), a program is a statement of activities or steps needed to complete planning. The Guardian Reporting Service is a program that the Padang Panjang City Inspectorate has created to handle community complaints and aspirations. The Guardian Report Service is divided into three complaint channels, namely:

- a) Aspiration House
- b) Guardian Report Website
- c) WhatsApp

The Guardian Reporting Service is a program that the Padang Panjang Inspectorate has established to handle all reports of complaints and aspirations from the people of Padang Panjang City. So that all complaints from the public can be better organized and followed up properly, the Guardian Report complaint mechanism is regulated in Padang Panjang City Government Regulation Number 45 of 2020 concerning Guidelines for Managing Public Complaints through the Guardian Report Service within the Padang Panjang City Government as follows:

Complaint Handling Mechanism

1. Submission of Complaints
 - a. The reporter who has the right to submit a complaint is an individual, community group, or legal entity who is disturbed by the services of the Padang Panjang City Government.
 - b. The reporter can submit a complaint through the Community Complaints Management Center and Regional Apparatus, either in oral and/or written form.
2. Complaint Procedures

Mechanism for receiving Guardian Report complaints:

 - a. Receiving a complaint includes checking the completeness of the complaint and registration documents as well as providing a response to the complainant/reporter
 - b. Review and classification consist of problem identification, examination of the substance of the complaint, clarification, evaluation of evidence and selection
 - c. Complaint disposition, namely forwarding the complaint to OPD

- d. Implementation of monitoring of complaints that have been disposed of
- e. If the complaint can be resolved, the Guardian Report Management Team is forwarded to the Regional Apparatus

Mechanism for receiving complaints through the Disposition of the Guardian Report Management Team or directly to Regional Apparatus:

- a. Receiving complaints includes checking the completeness of complaint and registration documents and providing responses to complainants
- b. Review and classification include problem identification, examination of the substance of the complaint, clarification, evaluation of evidence and selection
- c. Complaint resolution includes submitting the resolution to the relevant officials in the organizing environment, answering through the Guardian Report system, providing information to the reporter, follow-up reporting and archiving
- d. Report every complaint resolution to the Mayor

Complaint Terms:

1. Oral complaints must fulfill the following requirements:
 - a. State your name, complete address, identity number and contact number who can be contacted; and
 - b. Description of the complaint signed and accompanied by data supporter.
2. Written complaints are divided into 2 (two), namely:

- a. Non-electronic; and
- b. Electronic.

3. Written complaints as referred to in hefd in paragraph (2) must be accompanied by the following requirements:

- a. Complete name and address accompanied by a photocopy of identity and contact number where you can be contacted
- b. A description of the complaint signed and accompanied by supporting data

Impact of the Program on the Organization

According to Hananto & Lituhayu (2018), impact is a result or implication of an activity. A policy or program has an impact on an organization, either directly or indirectly.

The impact of the program on the Padang Panjang City Inspectorate greatly influences the organization's performance because the achievement of handling reports from the public can help realize the mission and goals of the organization. In addition to organizations, with the Guardian Reporting Service program, the community can easily convey complaints and aspirations in their daily lives, which are supported by various complaint channels from the Guardian Reporting Service.

The Padang Panjang City Inspectorate has so far achieved all of its goals through its programs and activities. Of all the programs carried out by the Padang Panjang City Inspectorate, it also has an impact on the goals to be achieved by the Padang Panjang City Government. At the end of each year, there is, of course, a performance evaluation, so from the performance evaluation of the programs carried out, you can measure whether they

were successful or not. If the program is successful, it will have a good impact on the Padang Panjang City Inspectorate, which is said to be successful, but if not, it will have the opposite impact.

The programs and activities that have been implemented by the Padang Panjang City Inspectorate have been carried out well; this is in line with achieving targets, and several activities have achieved maximum targets. From the results of evaluation measurements and performance accountability analysis carried out by the Padang Panjang City Inspectorate, it shows that the performance that has been implemented in general and the performance achievements of the Padang Panjang City Inspectorate are said to be good and successful.

Resource Support Strategy

This strategy focuses on maximizing the utilization of essential resources such as human resources, finance, facilities, infrastructure, and so on, in order to improve organizational performance.

Human Resources

Human resources are what drives an organization in its activities, in the sense that human resources are something important and cannot be replaced. Human resources must be managed well in order to increase effectiveness and efficiency in an HR organization at the Padang Panjang City Inspectorate, consisting of 33 employees with various educational backgrounds. The dominant level of education in the Padang Panjang City Inspectorate is bachelor's level with 22 people, followed by postgraduate/master's degree with 7 people, doctoral degree with 1 person, and high school with 1 person. In terms of quantity and quality, the Padang Panjang City Inspectorate has no problems in the process of handling complaints and aspirations from the community. Efforts to improve HR capabilities are made by

participating in technical guidance activities held by the Inspectorate itself.

Financial Resources

A budget is a source of financing for a program/activity. The budget for a program or activity comes from different funding. In handling slum areas, different budget sources are used. Sources of funding for handling slum areas come from the Central APBN, APBD, DAK, grants, or self-help from the community.

The source of funding for handling community complaints and aspirations comes from the APBD. The budget originating from the APBD is contained in the Budget Implementation Document (DPA) of the Padang Panjang City regional work unit in the amount of Rp. 215,196,700, which will focus on optimizing the handling of all public reports. So far, the budget received from the APBD through general transfer funds - general allocation funds in 2022 has only 47.19% of the budget used for regional income and expenditure, according to the Budget Realization Report (LRA), or Rp. 113,639,276.

Facilities and infrastructure

Infrastructure is a tool needed to support organizational performance. The handling of slum areas in Padang City in terms of facilities and infrastructure has not experienced any problems and is adequate.

Institutional Strategy

This strategy focuses on developing organizational capabilities for implementing strategic initiatives.

Structure and Authority

Handling slum areas is the authority of the institution; the institution referred to here is the Padang Panjang City Regional Inspectorate agency. Handling community

complaints and aspirations through the Guardian Report Service is the authority of the institution referred to here, which is the Padang Panjang City Inspectorate Agency. In handling complaints and aspirations, a task force (SATGAS) was formed in accordance with the Decree of the Mayor of Padang Panjang, NOMOR/700/2/Itda-PP/I-2021, concerning the establishment of a task force (SATGAS) for reporting guardians within the Regional Inspectorate of Padang Panjang City. The structure of the Guardian Reporting Task Force consists of a Director, Person in Charge/Deputy Person in Charge, Administrator, Member/Verifier, and Secretariat.

Owned policies and regulations

One important structural aspect of an organization is the existence of SOPs (standard operating Procedures). SOP is a guideline that an organization uses in its operations. The Padang Panjang City Regional Inspectorate manages the handling of public complaints in Padang Panjang City using SOP as a guideline. When handling complaints from the people of Padang Panjang City, it refers to Padang Panjang Mayor Regulation No. 45 of 2020 concerning Guidelines for Managing Public Complaints Through Guardian Reporting Services within the Padang Panjang City Government.

CONCLUSION

Based on the data and findings analyzed using the strategy types theory proposed by Kotten, it can be concluded that the Padang Panjang Inspectorate's strategy in handling community complaints and aspirations through the guardian reporting service has been implemented well, although there are still several obstacles in handling it. One of the obstacles is that communication is still not optimal between OPDs in following up on all complaints and aspirations of the people of Padang Panjang City.

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