

Chapter I

Introduction

1.1 Background

This study aims to explore and analyze public services with the public complaints program in the leadership of temporary officials (PJ) Regent of Jepara Edy Supriyanta period 2022-2024 in carrying out optimal public complaints services in realizing services that refer to the agile government for the welfare of the people of Jepara Regency. The amount of sub-districts in Jepara Regency that are far from the city center makes it difficult for people to complain about problems with the development of related facilities and infrastructure in Jepara Regency, especially with the complicated complaint process making people reluctant to complain about problems the government. The reach of Jepara is limited, many complaints are not adequately responded. This is due to a need for more information about which locations are considered important enough and should be prioritized as development priorities in Jepara Regency itself, such as areas far from the city center with a lot of infrastructure farthest from adequate.

The Jepara government has opened a Hot-Line for public complaint services to facilitate these complaints. However, the service is only available in SMS, Whatsapp, Facebook, Twitter, and interactive dialog through Kartini FM Jepara Radio. The shortcomings of this service are in the distribution to the relevant agencies and handling, even the complainants unknowable the progress of the problems they report because there is no particular system that handles them. Even if the problem still needs to be resolved, the complainant may not know because they cannot follow the progress of their report. In the midst of the many complaints the community responds to, the government plays an essential role in responding, managing, and making decisions following the changing conditions that occur in each problem being faced. An organization must give a fast and precise response, this is because the longer the organization acts, the more challenges and other environmental changes will occur. (Lusch et al., 2010).

Agile government is desperately needed in managing. Calling up to creating prosperity for the community because the government needs problem complaints to develop an area.

Technology development in these areas is accelerating, as evidenced by the large number of people who already use sophisticated android mobile devices. People seek information and communicate through mobile devices rather than directly. The people of Jepara Regency need a complaint tool to efficiently submit complaints to the government. The government has provided the facility, but it has yet to be proven effective by the complaints that received criticism and suggestions.

Meanwhile, community facilities are still waiting for a response. In addition, the management itself still uses email as a means of liaison. An easy means is needed for people to complain about problems and for the government to respond to complaints and evaluate the government. Referring to these problems, Jepara Regency utilizes decentralized or centralized offline-based infrastructure to make it easier for the public to access various types of services in government agencies in one place. This research focuses on applying agile principles as a benchmark reference for the public complaints program under Edy Supriyanta as a temporary official regent of Jepara. To achieve Agile Government, the government must utilize Information and Communication Technology (ICT) as an effort that can be used as a link between the government and its people. Using ICT in an agile government will make it easier for the government to be more agile to face current and future challenges from changes in its environment. Based on the principles of agile governance, namely:

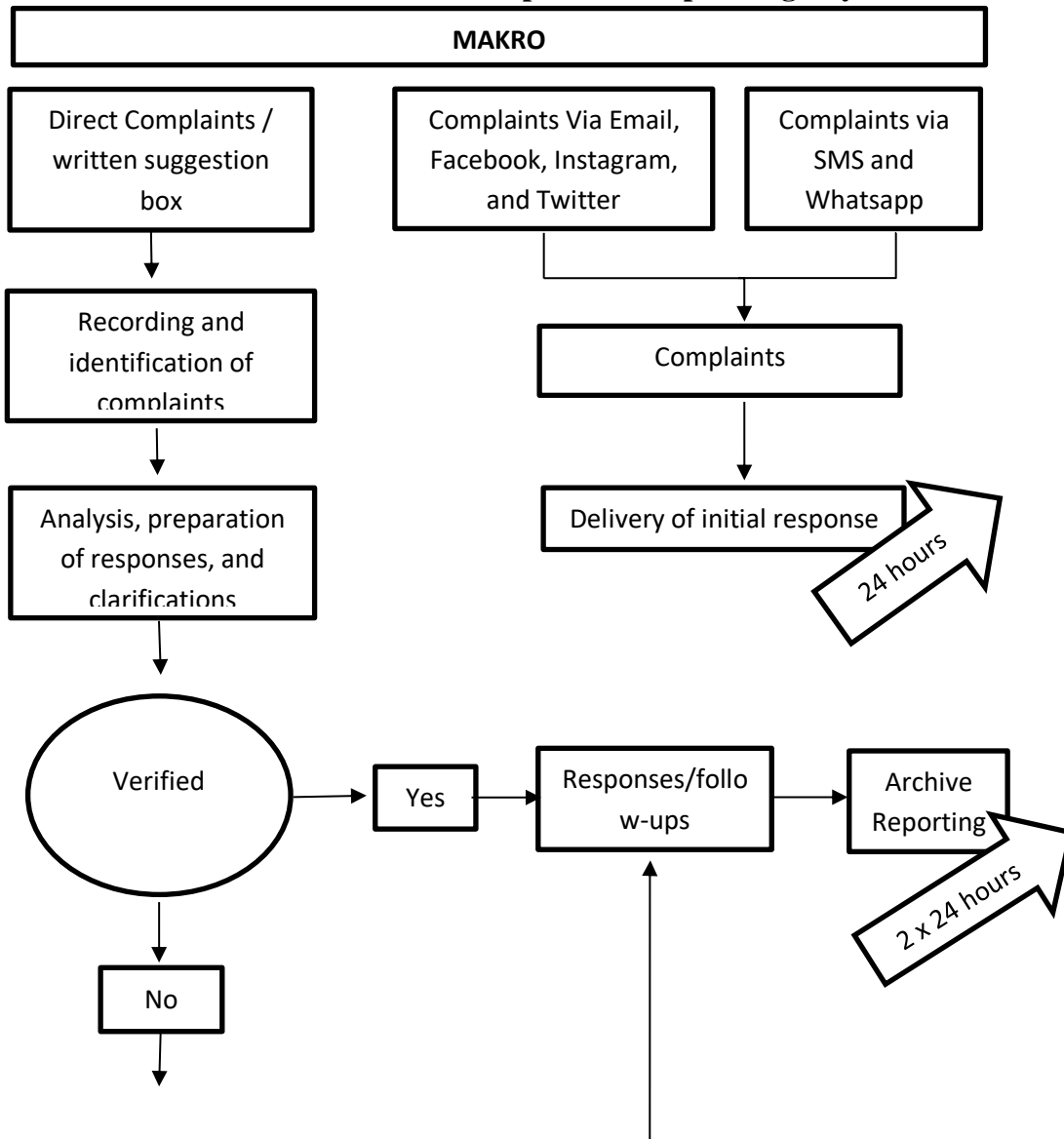
- a) Good enough governance
- b) Business-driven
- c) Human Focused
- d) Based on quick wins
- e) The systematic and adaptive approach
- f) Simple design and continuous refinement

(Luna et al., 2015) Defines agile governance as follows: *"Agile government is the ability of human society to sense, adapt and respond rapidly and sustainably to changes in its environment, employing the coordinated combination of agile and lean capabilities with governance capabilities, in order to deliver value faster, better, and cheaper to their core business"*. (Luna et al., 2015). With a flexible system to follow developments, the quality of

people's lives can improve with the development of government technology to make the public service sector more effective and inexpensive so that the community gets broad participation.

Responding to President Joko Widodo's statement in the Indonesian Vision speech delivered on July 14, 2019, called for government agencies to reform the bureaucracy structurally and in the bureaucratic mindset (Sugiarto, 2019). The goal is for the bureaucracy in Indonesia to become more straightforward, effective, and efficient and become an agile bureaucracy. Many significant changes have occurred in the bureaucratic system. The public service mall is the fruit of bureaucratic reform. The existence of changes that change a massive behavior of society, such as the development of information technology, helps the government to encourage significant changes in the scope of public administration of public services. Empirical data on public complaint services in Jepara regency, there are two data as followed below:

1.1.1 Makro data of Public complaints of Jepara regency.



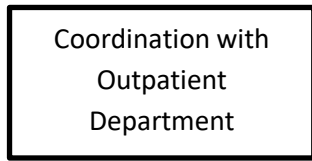


figure 1. 1 Dinsospermades Regency of Jepara

The macro empirical data above shows the flow or process of public complaints. The system is flexible with the selection of complaint methods through online or offline methods. The Jepara district government built an online-based service on September 9, 2022, with the name of the complaint service "Wadul Bupati Jepara" based on monitoring from the official website, it has received eight reports from citizens. The three access methods above can be received and thoroughly selected by Jepara District officers with 1x24 hour service and, through the following process, will be forwarded to the agency and followed up in the end, citizens can access the status of the complaint to review the continuation of the case being processed.

1.1.2 Mikro Data of public complaints of Jepara regency

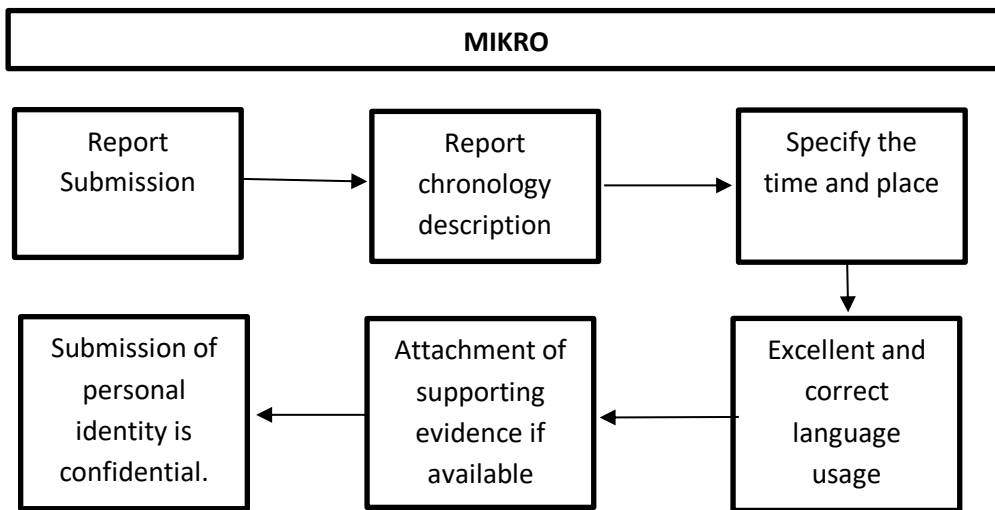


figure 1. 2 PPID Regency of Jepara

The technologically backward Jepara community, such as the elderly, needs good offline access as well, such as the Public Service Mall, so that all people have access, therefore the creation of physical and non-physical facilities is developed by the Jepara government, so that becomes accessible to the people of Jepara to become a tool in the welfare of the people of Jepara regency.

1.2 Research Question

Based on the background description above, the researcher formulates the problem formulation as follows:

1. How is the implementation of Agile Government principles in the innovation of public service complaints in Jepara regency?
2. What are the results of the Jepara regency public complaints program following the principles of Agile Government?

1.3 Research Purpose

This research has the following objectives.

1. Measuring how effective the efforts to carry out the performance of public complaints services in realizing the agile government
2. Knowing the strengths and weaknesses of running the agile government to provide optimal community service.
3. Making the Jepara Regency public service mall can run the agile government in serving the people of Jepara.
4. become a reference for the temporary officials Regent of Jepara Edy Supriyanta to run the community complaint program

1.4 Benefit of Research

In this study, the researcher hopes to provide the following:

1. In the academic field, this research is expected to add information and knowledge to the Faculty of Social and Political Sciences, especially in the Department of Government Science, Universitas Muhammadiyah Yogyakarta. Related to innovation in public complaint services in realizing the agile government
2. The results of this study can provide benefits and contributions to the development of science, especially those related to Agile Government, Jepara Regency, and innovation in the development of public complaints in the public service area.
3. This research is a study of Political Science and Government which is expected to contribute to the leadership of the following elected regent and can provide solutions to the shortcomings of the current regent.

1.5 Literature Review

This section will focus on the explanation of several parts related to research, namely public service innovation, this literature review will explain the relative relationship of the problems that have been described in the background, But first the researcher must find a research gap and the results are as follows :

1.5.1 Vos-viewer network visualization diagram cluster I.

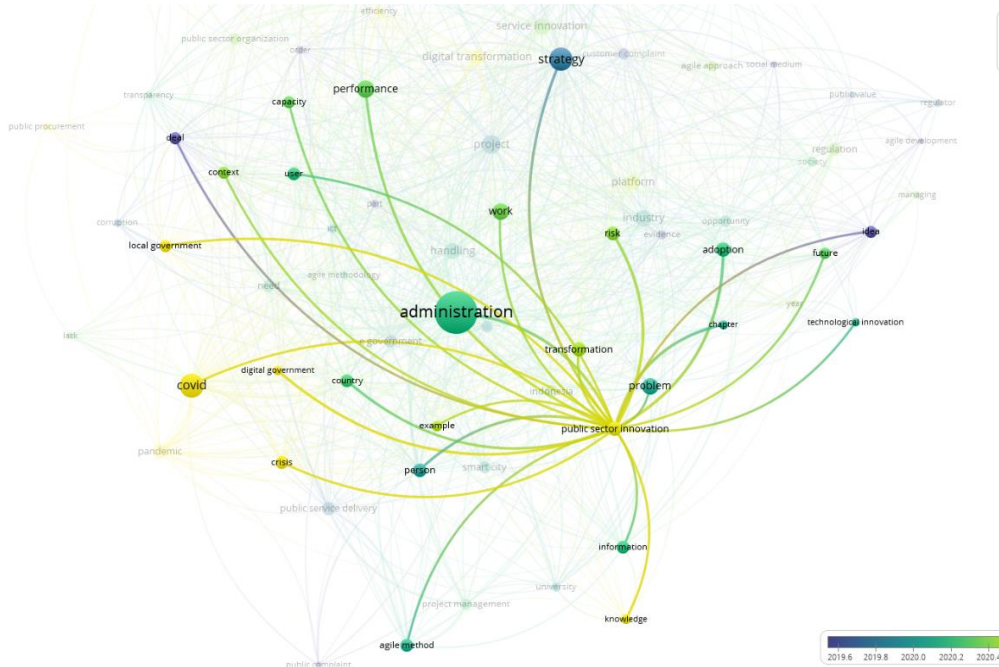


Figure 1. 3 Processed with Vos viewer

1.5.3 Vos-viewer network visualization diagram cluster III.

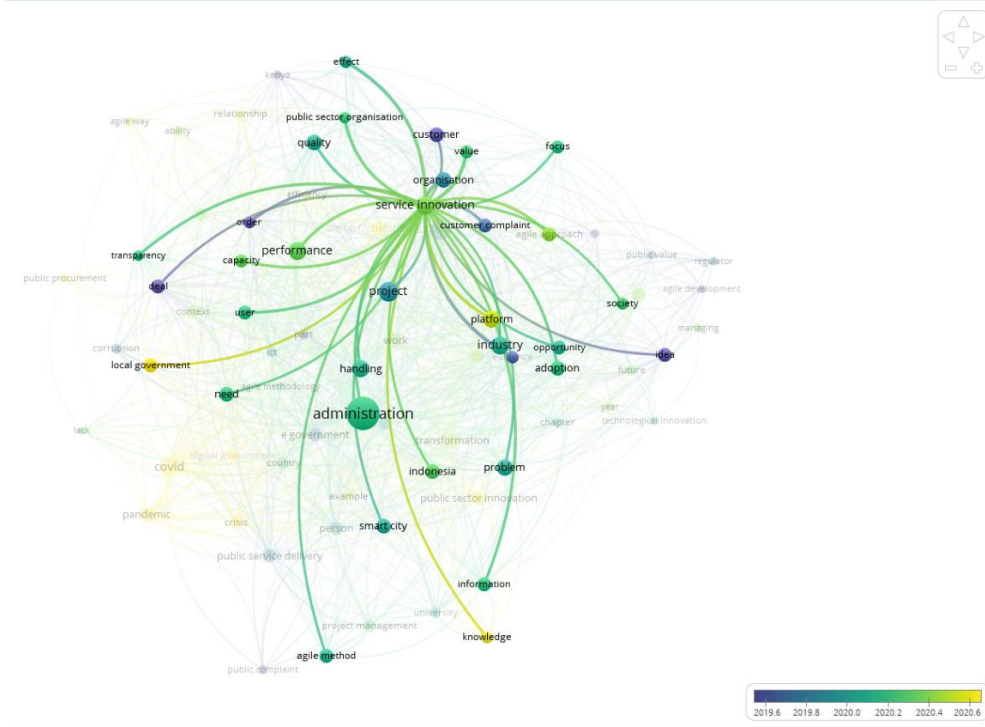


Figure 1. 5 Processed with Vos-viewer

1.5.4 Table of research cluster.

Cluster 1	<ul style="list-style-type: none"> 1. Public sector organisation 2. Service Innovation 3. Social medium 4. Customer
Cluster 2	<ul style="list-style-type: none"> 1. Agile government 2. Agile methodology 3. Public service managemnt

Cluster 3	<ul style="list-style-type: none"> 1. Agile development 2. Public sector innovation 3. Public procurement 4. Public complaint
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Table 1,6 Table of research cluster

The image is a mapping of previous research nets that are related to each other related to the agile government using the keyword public service innovation with 1000 documents through a search on Google Scholar. Three colors indicate different years of publication. The purple color focuses on topics including: “Public sector organization”. “Service innovation”, ”Social Medium”, and “Customer”. The color grouping was published in 2019 of July and early 2020. Furthermore, in the second color, namely the green color, it focuses more on topics including the following: “Agile governemnt”, “Agile methodology ”, “Public service management”. The grouping of topics with a spectrum of green color indicates papers published from 2020 of February through 2020 of April. In addition, the last color spectrum is yellow, indicating the final issue year of 2020. This color focuses on the following topics: “Agile development”, “Public sector innovation”, “Public procurenment”,and ” Public complaint”. In conclusion, research on public service innovation is very significant, especially in combining several exciting aspects of developing and managing a service.

1.5.5 Vos-viewer density visualization diagram.

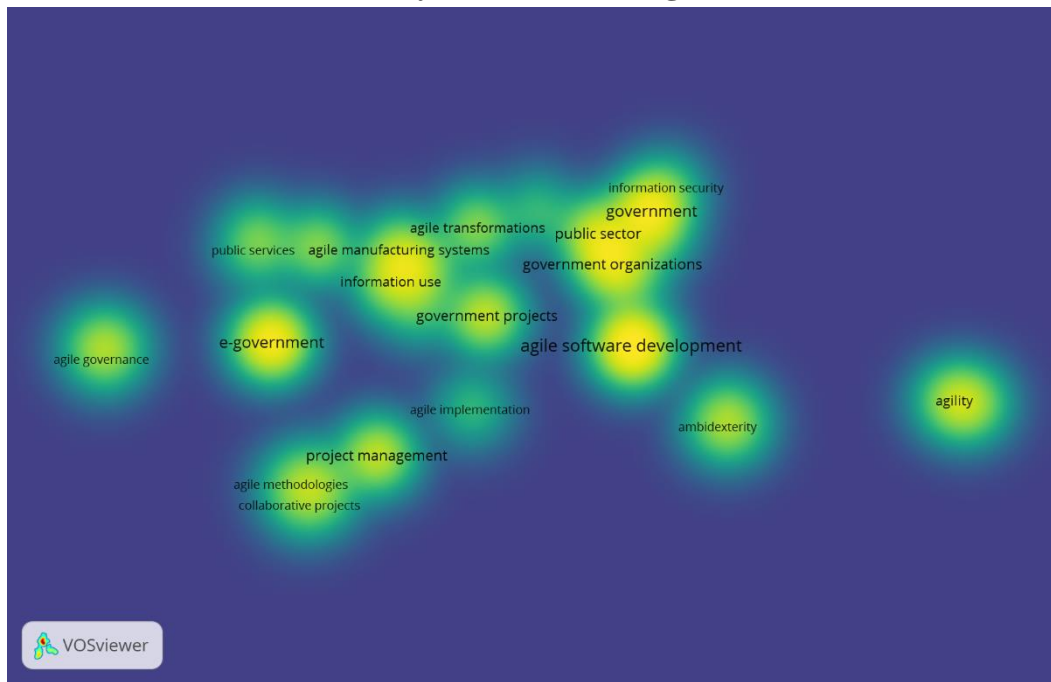


Figure 1.7 Processed with Vos-viewer

The image is through a search in the Scopus database of 30 searches with the keyword "Agile Government" from 2018-2022. The increasingly dominant color difference in bright yellow indicates the number of research topics studied. In contrast, colors that tend to be dark indicate fewer and fewer topics studied that indicate the year of publication in 2018-2022. From the explanation above, agile government research is significant in combining several aspects of development and management to make sustainable innovations in public services. The research gap shows that the topics "publik service", "agile governance", "agile implementation", and "agile transformations" being a topic of little research rather than a title to a topic "Public Sector", "agile software development," and "information use" a topic that has been raised a lot.

To obtain researchers in conducting research, it is necessary to have basic guidelines in this study, namely a theoretical framework that serves as the basis and basis for the researcher's thinking. While the theoretical framework that forms the basis of the researcher thinking in his research is as follows:

1.5.6 Table of literature review.

No	Writers	Title	Research Result
1	(Suryotrisongko et al., 2017)	Design and Development of Backend Application for Public Complaint Systems Using Microservice Spring Boot Hatma	The government needs access to services provided to the community to meet the criteria that the community wants, the advantage that can be obtained in the Microservice system is dividing small services so that when small, changes will not affect other services.
2	(Putra et al., 2022)	Perancangan aplikasi pengaduan masyarakat desa Beber berbasis Android	In this study, the system analysis method used is the PIECES method (performance, information, economy, control, efficiency, service). PIECES is a system analysis method used to get the points of a more specific problem, such as performance, information, economic control or control, efficiency, and service. The creation of a community complaint system that has been updated so that the community complaint process becomes digitized and complaint data can be stored intact in a system.
3	(Enggarani, 2016)	Kualitas Pelayanan Publik dalam Perizinan di Pelayanan Terpadu Satu Pintu (PTSP) Kantor Badan Penanaman Modal dan Pelayanan Perizinan Terpadu (BPMP2T) Kabupaten Boyolali	This research uses primary and secondary qualitative methods and normative-empirical legal research with a statute and conceptual approach. Changes in the globalization era have made bureaucratic space more efficient. Boyolali Regency has improved the quality of public services by developing a one-door integrated service licensing system. The public administration process is mainly related to providing public services to meet public needs quickly and precisely and can meet community expectations.
4	(Nugroho et al.,	Optimalisasi Layanan	This research uses descriptive qualitative methods and

	2020)	Kesehatan melalui inovasi pelayanan publik proyek perubahan pelatihan kepemimpinan	uses primary and secondary data. The researcher then concluded the results of his research based on data from interviews with the Head of the State Administration Institute and several figures in the Tangerang city health service. Researchers held a series of activities starting from identifying problems and opening workshops for the audience with the aim of socialization by expecting to be able to provide knowledge and arouse the willingness and enthusiasm of state officials to optimize public services through monitoring and evaluation to create innovation.
5	(Torfing & Triantafillou, 2016)	Enhancing public innovation by transforming public governance	This research uses a descriptive qualitative research method which will then provide a factual description of the research conducted. The results of this study are broadly based on recent research, this book examines how the current public governance system can be changed to increase public innovation. It calls for new roles and reforms in the public sector.
6	(Zakir & Mazdalifah, 2020)	Aplikasi pengaduan masyarakat kecamatan Secanggang menggunakan metode agile dan fuzzy berbasis android	In this research using, quantitative methods and the Tsukamoto Fuzzy Inferenzi system were chosen to determine the level of service performance. With the public complaint application, it can help the community of Secanggang Subdistrict in making complaints to the government by using the Fuzzy algorithm, it will be known about the performance of the Secanggang Subdistrict government to determine the level of satisfaction of the Secanggang Subdistrict government services as expected.
7	(Holidin et al., 2016)	Reformasi birokrasi dalam transisi	In this study, the authors used the method in this article, the use of secondary data. The literature results have yet to be fully achieved, but the quality of public services is the core of organizing good governance. Increasing

			public trust in government is a key to bureaucratic reform in public administration. The expected condition of bureaucratic reform is that it can reduce corrupt practices and increase public trust.
8	(Mutiarin et al., 2021)	Formulation of E-Participation Design of E-Public Service in Realizing Agile Government Based on Information Technology: Case Study in Indonesia	This study used a descriptive qualitative method with bibliometric analysis using the Vosviewer 1.6 application. Information technology-based E-participation in realizing Agile Government can help access governance that is transparent in the space for decision-making, the formulation of E-participation also designs the community to realize governance that is fast, precise, accurate, productive, and efficient.
9	(Idrus & Ferdian, 2019)	Inovasi Pelayanan Publik (Studi Pelaksanaan Program “SIDUKUN 3 in 1” Dalam Meningkatkan Kualitas Pelayanan Administrasi Kependudukan di DKI Jakarta)	This study uses a descriptive qualitative method because the author tells in detail about the "SIDUKUN 3 in 1" program to make innovations to answer problems in DKI Jakarta related to birth certificates. It provides one service counter to facilitate population administration for mothers who have just given birth. There is a cut in the bureaucratic flow to create an efficient impact on reducing costs so that it is possible for underprivileged people to get services. Services that involve other agencies provide easy access to each other.
10	(Wibowo & Kertati, 2022)	Reformasi Birokrasi Dan Pelayanan Publik	The research used a mix-method (qualitative and quantitative). The writing was done using the secondary data analysis method, using pre-existing quantitative and qualitative data to find and analyze new problems. The expected conditions in bureaucratic reform are that every change can impact reducing corruption, collusion, and nepotism, much better budget execution, and the benefits of development programs for the community
11	(Taufik &	Birokrasi Baru untuk	In this research, the author uses a qualitative descriptive

	Warsono, 2020)	new normal: Tinjauan model perubahan birokrasi dalam pelayanan publik di era Covid-19	method, with the type of library research. An outbreak of a natural disaster requires the bureaucracy to be more active in providing services to the community. The GPDRR Forum with post-pandemic recovery encourages the bureaucracy to be more accessible to the entire community without exception, its unresponsive nature will tend to lose legitimacy and public trust. The post-pandemic impact will be a benchmark for the progress of the bureaucracy as it undergoes significant adjustments.
12	(Ziadi et al., 2016)	The Effectiveness Of Information System In Public Complaint Service: An Implementation Of E-Government Based On Jakarta Smart City Applications	In this study the authors used a qualitative descriptive approach method. Analyze the process and role of the government in handling community complaint services by two innovative city applications Qlue and CROP, and describe and measure using the DeLone & McLean model to test the effectiveness of information systems in community complaint services.
13	(Damanpour & Schneider, 2009)	Characteristics of innovation and innovation adoption in public organizations: Assessing the role of managers	This study uses descriptive methods with secondary data, focuses on the relationship between innovation characteristics and adoption in the public sector, specifically in US local governments, and addresses two research needs. Innovation as an adopting organization's response to environmental forces, such as population growth and economic health growth.

Based on the literature review table above, the overall differentiating element of this research is partly because this research focuses more on the innovations presented by Jepara Regency with the Community Complaint program with the leadership transition of the Jepara regent. It uses the help of information and communication technology systems to develop online and offline programs. Public service facilities that can be accessed by all Jepara people responsively. This shows that the primary concern of this research is different from the literature review above.

Previous studies have different research objectives. The literature review above has objectives such as examining the innovation of public complaint services, analyzing leadership transitions and the influence of leadership. In comparison, this research combines all of them and will produce additional research.

1.6 Theoretical Framework

1.6.1 Agile Government

Agile government is the ability of human societies to sense, adapt, and respond quickly and sustainably to a changing environment by combining the coordination of agile and lean capabilities with governance capabilities, to realize value faster, better, and cheaper. Of course, this helps organizations take advantage of new opportunities and intervene early when addressing emerging challenges. (Mutiarin et al., 2022) The Agile Government Center stated that Agile government institutions operate within the following principles :

- a) The main priority is 'Customer' or user satisfaction. The organization can identify problems related to clients/users.
- b) Staff members are empowered to reduce barriers to employee performance.
- c) Focused on iteration and learning. Focuses on the results or products that clients/users need
- d) Small teams carry out work in a short period. Agile teams work in short production cycles.
- e) Individuals operate within a set of focused networks
- f) Use innovative tools and working approaches that facilitate innovation and support problem-solving.
- g) Identify potential and address risks early.(Mutiarin et al., 2022)

Experts define agile governance as the ability of an organization in terms of budget efficiency and reading opportunities quickly and precisely so that competitive and innovative actions emerge. (Huang et al., 2014) In this agile governance concept, the government must be agile in dealing with existing and unexpected developments. So that in dealing with various situations that are or will occur, the government can adjust and take appropriate and innovative actions following changes or situations that occur in the country. The principle is one of the most critical things in agile governance. (Luna et al., 2015) suggests six principles of agile government, including:

- a) *Good enough governance* means that the organization's setting must always be considered and referenced in a level of governance.
- b) *Business-driven* means that business must still be taken into consideration in every decision.
- c) *Human-focused* means that there needs to be space in governance for the community to participate, and of course, every input needs to be respected.
- d) *Based on quick wins*, This means that a success that has been achieved quickly should be used as more encouragement in order to achieve better achievements than before.
- e) *Systematic and adaptive approach*, In the face of rapid and systematic change, a team is needed that can expand their abilities, especially their intrinsic abilities.
- f) *Simple design and continuous refinement*, the team's ability to create a simple design is required to deliver quick results and must keep improving.

Concept broadly: “*Agile governance is the ability of human societies to sense, adapt, and respond rapidly and sustainably to changes in its environment, utilizing the coordinated combination of agile and lean capabilities with governance capabilities, in order to deliver value faster, better, and cheaper to their core business*”. Agile governance is the application of agility to the system responsible for sensing, responding, and coordinating the entire body of the organization: the governance (or steering) system. Different from the specific agile approaches many organizations take (such as agile software development or agile manufacturing), where the influence is limited to a localized outcome, typically at some stage of the value chain of those organizations. (Luna et al., 2015).

Theory of agile government.

No.	Agile Governance	Conventional Governance
1	It is more about behavior and practice ... than process and procedures .
2.	It is more about achieving sustainability and competitiveness ... than...	...be audited and be compliant .
3	It is more about transparency and people's engagement with the business... than...	... monitoring and controlling .
4	It is much more about sense , adapt and respond ... than...	...follow a plan .

Table 1. 8 Table of theory agile government according (Beck & Beedle, 2001)

Other theories identify six academic units (constructs) that can describe and explain the phenomenon of agile governance, by explaining the phenomenon of agile governance, through its relationships and interactions, namely:

- a. Effects of environmental factors: conceptualizes the effects perceived by the organizational context, as a result of perceived by the organizational context, as a result of the influences brought about by the external environment in which the organizational context is located.
- b. Moderator factor effects: conceptualizes the effects perceived by the organizational context as a result of the influence caused by the external environment in which the organizational context is located. Organizational context results from the influence caused by moderator factors that form part of this context. Such factors tend to oppose organizational performance, that is, inhibit or restrain organizational performance, slowing down its progress. The nature of these factors varies according to the peculiarities of each organizational context. Each organizational context.
- c. Agile capability is acquiring, developing, applying, and evolving competencies. Competencies are related to the principles, values, and practices of the agile and lean

philosophies in the organizational context. Of the agile and lean philosophies in the organizational context.

- d. Governance capability is the ability to acquire, develop, apply and develop competencies related to being agile and lean in an organizational context. Competencies related to how being agile and lean in an organizational context is conducted, managed, or controlled, including the relationships between the parties involved and society's objectives.
- e. Business operations: conceptualizes the set of organized activities involved in the day-to-day functioning of a business, including the relationships between the different parties involved and the objectives governed by society. The day-to-day functioning of a business is performed to generate value.
- f. Value delivery: conceptualizes the ability to generate results (and be the benefits arising from that place) for the business through value delivery, while encompassing all forms of value that determine the health and well-being of value, while encompassing all forms of value that determine the health and well-being of the organization in the long term. Organization in the long term.

According to (Xu et al., 2011), Organizational context is an essential factor that significantly influences the research and practice of Information Systems, and their effectiveness, because different components of organizational context represent different environments in which Information Systems are developed and implemented. The constructs can be instantiated for the following organizational contexts: (1) teams, (2) projects, (3) business units, (4) companies, or even in (4) multi-organizational settings. In this conceptual development, "team" is a generic word that can be applied to several complementary connotations in organizational contexts, such as technical people, business people, and even steering committees.

An agile government is needed to realize an effective, responsive, and efficient bureaucracy by creating a professional and integrity bureaucracy in realizing good governance. Based on various studies, agile governance is present to be able to encourage someone to be able to implement fast organizational governance in order to be able to provide an increase in the performance and production process in the administrative area (Jos, 2015). Agile governance is the ability of the organization to be able to respond to

order quickly. Because there are unexpected changes and cuts to create an effective and efficient system to meet the demands and needs of a dynamic society (Holmqvist & Pessi, 2006). In addition, Agile Governance as the ability of an organization to be able to streamline funds and seek and execute all opportunities that exist (Huang et al., 2014)

1.6.2 Public Service Innovation

According to the minister of PANRB regulation no.30 of 2014, Public service innovation is a breakthrough in the type of public service that is either an original creative idea or adaptation/modification that provides benefits to the community, either directly or indirectly. Innovation is an important thing that has a role in dealing with various problems related to organizations, communities, individuals, and the state. The role of a state in the public sphere is that of a facilitator and negotiator. Meanwhile, public policy and innovation play a crucial role when a policy's results cannot meet society's development in the era of globalization. Innovation in public service can be in the form of a new product, renewal of structured system technology and new administration, or even a renewal of planning on administrative staff. In public services, innovation is mandatory for the government, both central and local, to implement. This implementation is related to a type of public service, namely decentralized services.

Decentralized service itself is a step to seek a level of welfare quality: prosperity and independent value for the community in a region. More specifically, public service innovation is defined as achieving and improving the effectiveness, efficiency, and accountability of public services through new methodological approaches or public service tools (Yanuar & Mochammad, 2019).

Public service innovation is required for the government to implement decentralization to improve the welfare and independence of the community and its region. According (Prawira et al., 2014) define, innovation is the process of using new technology in a product so that the product has added value. Innovation can be in goods, services, or ideas someone accepts as new, so if an idea or idea has existed in the past but can be considered innovative for consumers and service providers who are just finding out about it.

According to (Samsara, 2013), five attributes can be used in seeing innovation in an agency, namely:

1. Relative Advantage
2. Compatibility
3. Complexity
4. Triability
5. Observability

Based on the theory described above, public service innovation is the application of new ideas in organizing the fulfillment of the wants and needs of the community by state administrators so that people can meet their needs.

That innovation is carried out to reduce costs, increase efficiency, deliver good quality at the right price, and obtain profit and growth. Innovation is an effort to maintain the organization's existence in the environment. The existence of organizational innovation is expected to respond to the complexity of the environment, especially in fierce competition, and create sources of competitive advantage. This can be achieved through 1) the introduction of new technology, 2) new applications in products and services, 3) the contribution of new markets, and 4) the introduction of new forms of organization.

Innovation is a new way of doing or producing something that replaces the old way. However, innovation has a geophysical dimension that makes it new in one place but maybe something old and familiar in another. According (Suwarno, 2008), Sugandini quoting Rogers (in the journal include:(Sholahuddin, 2017) suggests that the attributes or characteristics of an innovation can be seen through :

- a. *Relative advantage* An innovation must have advantages and more value than previous innovations. There is always a novelty value inherent in innovation that characterizes what distinguishes it from others.
- b. *Compatibility* has compatibility with the innovation it replaces. This is intended so that the old innovation is not immediately discarded, apart from the reason for the cost factor. The old innovation also becomes part of the transition process to the latest innovation. In addition, it can facilitate the innovation's adaptation and learning process of the innovation more quickly.

- c. *Complexity* innovations may have a higher level of complexity than previous innovations. However, since an innovation offers a newer and better way, this level of complexity is generally not an important issue.
- d. *Trialability* It can only be accepted if it has been tested and proven to have advantages or more value than the old innovation. Therefore, an innovative product must pass the "public test" phase, where everyone can test an innovation's quality.
- e. *Observability* An innovation must also be observable in terms of how it works and produces something better.

Innovation is seen in more than just the scope of products and services or services. Product and service innovation includes changes in the shape and design of products or others. In comparison, the process comes from the continuous quality renewal movement and refers to a combination of organizational changes, procedures, and policies related to innovation. According to (Muluk, 2008) suggests that there are at least 5 (five) types of innovation in public sector organizations, namely as follows:

- 1) Product Innovation, this innovation departs from changes in the design and product of a service which distinguishes it from previous or previous service products.
- 2) Process Innovation refers to the continuous quality renewal and the combination of changes, procedures, policies, and organization needed by the organization to innovate.
- 3) Service Method Innovation is a new change in the aspect of customer interaction or a new way of providing or delivering a service.
- 4) Strategy or policy innovation, this innovation refers to aspects of the vision, mission, goals, and new strategies. Also, it concerns the actual realities that arise, so a new strategy and policy are needed.
- 5) System innovation is a novelty in interactions or relationships carried out with other actors in the context of a change in organizational management.

Based on the explanation above shows that innovation has various types. Innovation does not only refer to new products and services; innovation is also only understood as the use of technology in implementing public sector organizations.

Meanwhile, according to (Ancok, 2012), innovation is not only about the creation of a product but also includes many other things:

a. Service Innovation

Service is an essential element in the marketing of goods and services. Service is related to customer emotions. People will leave an item or service if the service provider is slow in working and unfriendly, including waiting long enough to get a product or service. Companies continue to think and look for solutions to improve service quality.

b. Process Innovation

Manufacturing an item or delivering a service to customers/customers will take time, cost, and effort. Both for the provider of goods and the user of goods. For goods providers, for example, an inefficient process will make an item enter the market late, and the operational costs of making goods will be high. In operational activities, an organization must simplify work processes to gain efficiency or find a new process by abandoning the old operating process to make a stepping stone in achieving organizational work results.

c. Product Innovation

Product users want multipurpose products. For example, a cell phone. People want a multifunctional mobile phone, not only as a means of voice communication, email, and written conversation (chat), but also as a work schedule organizer, camera, calculator, and even capable of making presentation materials such as PowerPoint, writing documents, and preparing balance sheets. In addition to the above, users also want economical, robust, easy, and simple items to operate and use. It should also be noted that the items a person uses become part of his or her personality. The item's characteristics will be related to the prestige and social class of the user. Therefore, the product's design, appearance, and features are fundamental to the user.

1.6.3 Complaint handling.

A complaint is defined as follows, "A complaint is an expression of dissatisfaction about the standard of service, actions or lack of action. of service, actions or lack of action. Affecting an individual customer or group of customers". A service complaint or grievance is an expression of dissatisfaction with the standard of service, action, or lack of action service apparatus that affects customers. customers.(Priambodho, 2020).

Aspects of complaint handling according to (Saleh, 2010) page 159, there are 4 aspects namely :

1. Good Will, namely with the goodwill of the leader of the organization or company in accepting and managing customer complaints through policies that can be used as a basis for handling complaints.
2. Mechanism, namely the existence of clear and systematic flows and procedures in managing a complaint so that both the complainant and the officer are. Managing a complaint so that both the complainant and the officer can easily monitor the progress of the complaint. Easily monitor the progress of the complaint submitted.
3. Infrastructure, namely in the form of adequate facilities and infrastructure that support the complaint to take place well, for example, facilities and infrastructure that support the complaint can take place properly, for example, a special place for the complaint management team, complaint box, complaint box, and complaint box. Special complaints management team, complaint box, questionnaire or complaint/suggestion form, hotline and complaints/suggestions, hotlines, and so on.
4. Attitude, namely the officer's attitude in responding to complaints submitted by customers. Customers. The attitude displayed must be perceived positively by everyone who makes a complaint. People who submit complaints.

Meanwhile, according to (Tjiptono, 2009) page 173 there are four aspects of handling complaints, namely:

1. Accessible, namely, the service provider agency guarantees that the community is easy to submit complaints. Easily submit complaints with supporting facilities

2. Simplicity, namely the simplicity of the agency in cutting the stages of service in the process of resolving grievances stages in the process of resolving grievance handling
3. Speed means that every complaint is handled as quickly as possible with a realistic timeframe for completion that is realistically informed to the community. In addition, every development and progress in handling community complaints that are being resolved must be communicated to the community being determined must be communicated to the community concerned.
4. Fairness in handling complaints based on applicable laws and regulations. Based on the appropriate legal basis, it is by the regulations that have been set for handling complaints.

From the aspects of Complaint Handling above in this study, what will be used is the elaboration of Akh used in the development of Akh. Muwafik Saleh with Tjiptono, namely mechanism, infrastructure, attitude, speed, and fairness.

1.7 Conceptual Definition

The conceptual definition is writing about concepts briefly and clearly from the researcher's view, which will be a limitation in research. Conceptual definitions make it easier to understand, interpret and describe theories in research. The following is a conceptual definition that closely relates to the topic to be studied.

1.7.1 Agile Government

Based on the previous theory, the concept of agile government refers to how the innovation of an institution undergoes digital development that participates in a program where the role of the institution and the community is also involved so that the community complaint program can become a benchmark in overcoming problems in the lives of local people, from planning to evaluation, to improve program effectiveness and efficiency.

1.7.2 Public service innovation

Based on the previous theory, public service innovation refers to how an institution or non-governmental group participates in a program in which the government is also involved. In the case of community complaints, the public needs to develop more flexible access to public services and work together to solve a problem

with the government to improve the program's effectiveness and efficiency for the community's welfare.

1.7.3 Complaint handling

Based on the previous theory, complaint handling refers to how the government should be handling or managing customer complaints quickly, precisely and satisfactorily. This process requires a simple approach and continuous monitoring so that solutions can be provided quickly.

1.8 Operational Definition

The operational definition in this study describes Agile Government between the Communication, Informatics, Coding, and Statistics Office program and the Jepara city public complaint program to achieve agile government principles in the level of innovation to obtain local government programs for the city of Jepara, Central Java.

1.8.1 Table of Operational Definition

VARIABLE	INDICATOR
Principles of agile government	<i>Good enough governance</i>
	<i>Business-driven</i>
	<i>Human Focused</i>
	<i>Based on quick wins</i>
	<i>The systematic and adaptive approach</i>
	<i>Simple design and continuous refinement</i>
Public service innovation	Relative advantage
	Compatibility
	Complexity

	Triability
	Observability
Complaint handling	Good Will
	Mechanism
	Infrastructure
	Attitude

Table 1.9 Operational Definition

1.9 Research Framework

1.9.1 Research Framework.

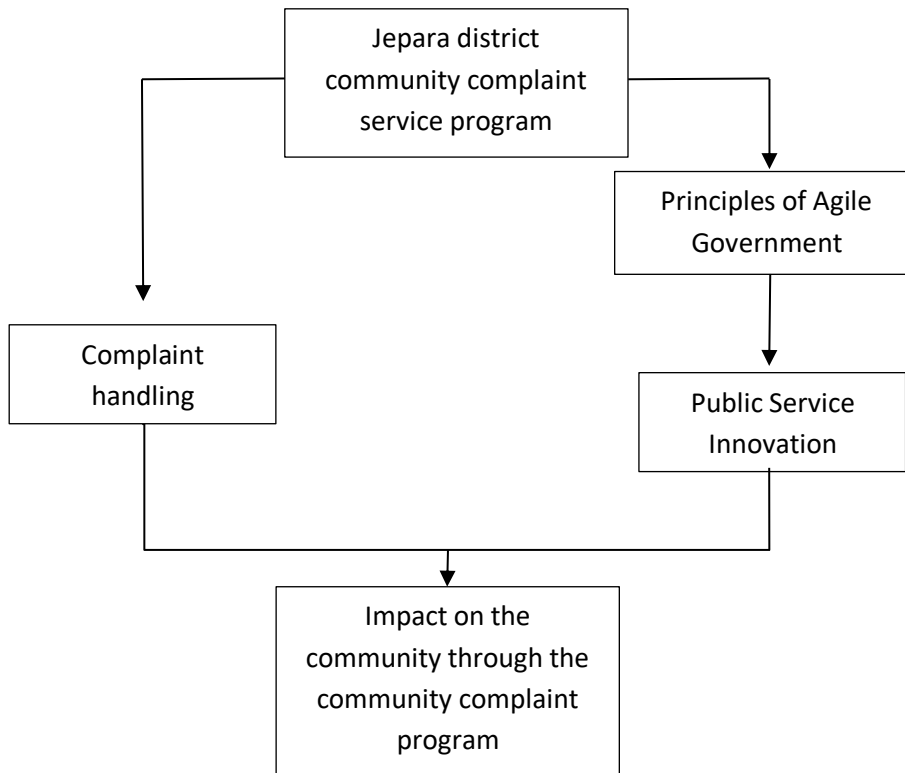


Figure 1.10 Research Framework

1.10 Research Methods

1.10.1 Type of Research

This research uses a qualitative approach method in processing the data from the research. The data to be collected in the research is not in the form of numbers, but the data comes from interview scripts, field notes, personal documents, memo notes, and other official documents. The ultimate goal of this qualitative research results is to describe the empirical reality of what innovations have been carried out during the sustainability of the public complaints program in realizing Agile Government in detail, in-depth, and thoroughly. (Janssen & van der Voort, 2020)

This research will be conducted in Jepara Regency and use primary and secondary data. Secondary data comes from researchers' journals, local government websites, books, and newspapers that have a relationship with public services that run agile government and have adequate facilities and infrastructure to support public services in the form of community complaints. Primary data comes from interviews with the regional secretary of Jepara Regency, the secretary of Diskominfo running the program, and several officers who work at the community service center or Mal Pelayanan Publik (MPP). Data collection was carried out using direct interview techniques with parties related to the research, then making observations and documentation.

Using descriptive qualitative methods, it is expected to produce detailed descriptive conclusions on the analysis of innovations that support the public complaints program to realize agile government. The research uses descriptive qualitative methods that are systematic, factual, and accurate about public service innovations for community complaints in Jepara Regency by realizing agile government. The purpose of descriptive research is to describe the factual data. (Sugiyono, 2014).

1.10.2 Research Location

This research is located in Jepara Regency, with several locations to be precise at the Jepara regent's office, Jepara Regency regional secretariat office, Mal pelayanan Publik (MPP), Diskominfo Office, Jepara District PPID Office (information and documentation management officer), and other relevant elements.

1.10.3 Unit Analysis Data

The area designated as the unit of analysis in this study is Jepara Regency, Central Java province. The research subject is community complaint innovation Mal pelayanan publik (MPP) Jepara district.

1.10.4 Data Collection Technique

This research uses several data collection techniques to obtain information or data. Researchers need this data collection technique to answer and explain the problems in the study. The data collection techniques used by researchers are:

1.10.4.1 Interviews

Interviews are one of the techniques that can be used to collect research data. Interview techniques can be more valid in terms of data compared to documentation studies. However, the interview technique is also open to criticism because it is considered inefficient in terms of time, cost, and energy. Even so, collecting data through interviews is easier than ever. (Al-Hamdi et al., 2020) The interview technique used in this research is a guided interview. According to (Al-hamdi, Sakir, Suswanta, Eko Atmojo, & Effendi, n.d.) A guided interview is a form of interview where the interviewee will be given some questions that are formed or created before the interview, the advantage of this type of interview is that we narrow down the questions that will be asked to the interviewee and the questions will be closely related to the research topic. In addition, research can take the form of virtual interviews where interviews will be conducted using virtual platforms such as zoom or Whatsapp video calls or even through virtual chats, with purposive sampling as a method to select informants.

1.10.4.2 List of Interviewee.

Informants	Position
Arif Darmawan, S.Sos, M.H.	Head of Communication and Information Office of Jepara Regency
Endang Retnoningsih, S.H.	Head of Informatics of Jepara Regency
Lailly Nuraini, S.psi.	Head of Performance Subdivision and Bureaucratic Reform of Jepara Regency
Arizal Darul Varistyawan, S.Kom.	Communication Staff of Diskominfo of Jepara Regency

Farida Agustina, S.Sos	Sub Coordinator of Jepara Information Services
Muslichan, S. Kom., M.M.	Head of Communication Communication and Information Office of Jepara Regency

Table 1.11 List of interviewee

1.10.4.3 Documentation

According (Sugiyono, 2014), documentation is a method used to obtain data and information in the form of books, archives, documents, written figures, and pictures in the form of reports and information that can support research. Documentation is used to collect data and then review it. According (Al-hamdi et al., n.d.) The documentation method is a data collection technique used by researchers, with the main target of this data being past archives, files, journals, books, news, and others. However, these data must come from credible sources, meaning that the data to be presented in the research must not be ambiguous data, so transparency is also required in this form of data, and if researchers are required to collect data from news sources, credible and mainstream news sources are required. Documentation will take the following forms:

1. Interview notes regarding public complaint
2. Pictures of the process during research
3. Data records from the Public Service Public complaints program for the last three years.

1.10.5 Type of data

In this study, there are two types of data used by researchers, these data are primary data and secondary data.

1 Primary Data

Primary data comes from sources or other sources obtained directly by researchers conducting research without going through a second or third party (Sugiyono, 2014). Sources of primary data can be obtained from individual interviews with sources to obtain data that matches the data desired by the researcher, the researcher will conduct interviews with several sources, such as the head of Diskominfo, the head of PPID Jepara, the community in the public service mall, the State Civil Apparatus (ASN). The

completeness of data from interviews conducted by researchers dramatically affects the quality of research.

2 Secondary Data

Secondary data is obtained from books, papers, and documentation related to the research. Data obtained after the first processing means that the data taken comes from the second party. This data supports the preliminary information obtained from libraries, literature, previous research, books, etc., from the documentation. . The primary source of data will be acquired as follow:

- 1) Journals and books related to the research increase the legitimacy of the data.
- 2) The program of public complaint office of Jepara Regency provided the data files.
- 3) The data collected from Jepara regency regarding public service
- 4) Credible online/offline news source.

1.10.6 Data Analysis Technique

Data analysis techniques are carried out by categorizing data and making it more specific and detailed. This is done so that the data collected can be easily understood, making it easier to inform the findings to others. Qualitative research emphasizes descriptive research and combines analysis with inductive methods, processes, and meaning (subject perspective). (Al-Hamdi et al., 2020).

1.10.6.1 The four steps of data analysis

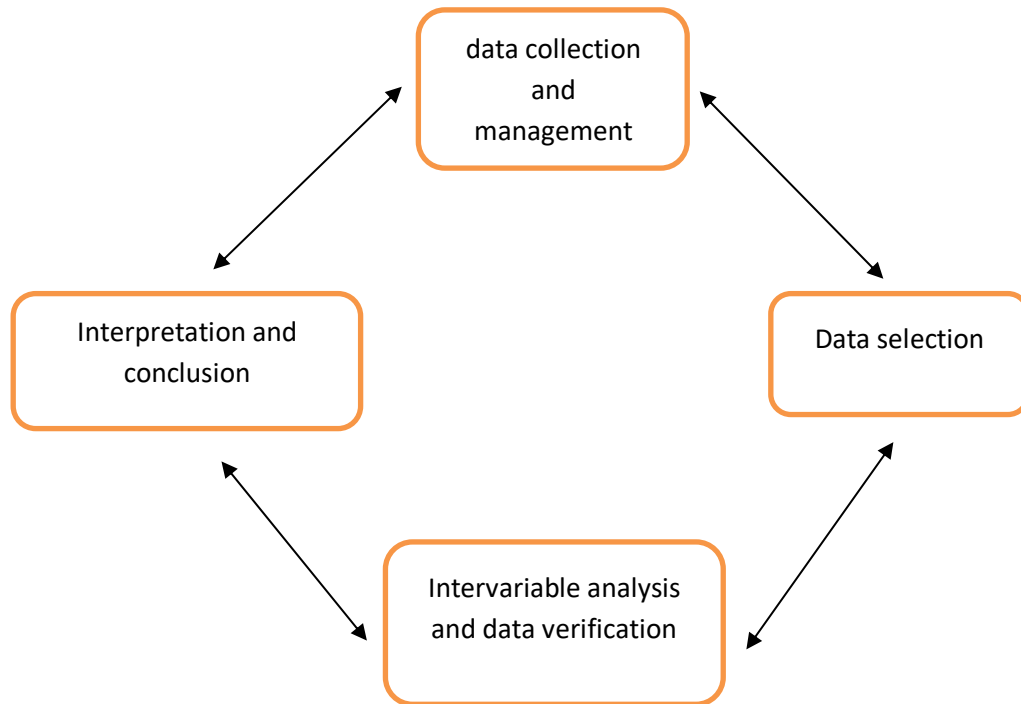


Figure 1.12 (Al-Hamdi et al., 2020)

According (Al-hamdi et al., n.d.) There are four essential steps in the data analysis process:

1. Data collection and management

After completing data collection from documentation studies, interviews, observations, and FGDs, the first stage in data analysis is to organize the data according to the research needs. At this stage, the researcher also transcribes the interviews' voice recordings into text commonly referred to as "transcripts". Finally, the data has been collected, selected, and sorted based on predetermined indicators or measurement tools.

2. Data selection

Data selection is selecting and sorting out valuable and relevant data to be used in the analysis process, both descriptive data and tabular and image data, and setting aside data that is considered less relevant to the research topic.

3. Intervariable analysis and data verification

Once the data has been selected, the next step is to link the findings of one variable or indicator with another variable or indicator. The most important thing at this stage is data verification. The way to verify data is by confirming it with informants.

4. Interpretation and conclusion

This interpretation answers the problem formulation proposed at the beginning based on the analysis between variables and data verification. The results of this interpretation then become the basis for concluding, becoming the last chapter of the entire research series.