

**ANALYSIS OF INFORMATION REQUEST AND PUBLIC COMPLAINT SERVICES  
AT THE PPID OF CENTRAL JAVA PROVINCE TRANSPORTATION DEPARTMENT  
FROM RESPONSIVE GOVERNANCE PERSPECTIVE**

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**ABSTRACT**

Transparency of public information and government responsiveness are important principles in realizing responsive governance. This study focuses on the public information request and complaint services organized by the Information and Documentation Management Officer (PPID) at the Central Java Provincial Transportation Department. Through these services, the government can identify public needs, questions, and complaints, so the ability to respond to services is an important aspect in assessing responsive government practices. However, in practice, there is still a gap between the initial response to complaints and the follow-up to their resolution. This study aims to analyze the responsiveness of public information request and complaint services at the PPID of the Central Java Provincial Transportation Department and identify factors that influence it from a responsive governance perspective. The research approach used is descriptive qualitative, with data collected through in-depth interviews, direct observation, and documentation studies. The results of the study are expected to provide an overview of the level of responsiveness of public information and complaint services at the PPID of the Central Java Provincial Transportation Department and serve as recommendations for improving the quality of public information services and follow-up to handling public complaints.

**Keywords :** Information Transparency, Public Complaints, PPID, Responsive Governance.

## **ABSTRAK**

*Transparansi informasi publik dan daya tanggap pemerintah merupakan prinsip penting dalam mewujudkan tata kelola responsif. Studi ini berfokus pada layanan permohonan informasi dan pengaduan masyarakat yang diselenggarakan oleh Pejabat Pengelola Informasi dan Dokumentasi (PPID) pada Dinas Perhubungan Provinsi Jawa Tengah. Melalui layanan tersebut, pemerintah dapat mengetahui kebutuhan, pertanyaan, maupun keluhan masyarakat sehingga kemampuan dalam merespons layanan menjadi aspek penting dalam menilai praktik pemerintahan yang responsif. Namun, dalam praktiknya masih ditemukan kesenjangan antara respons awal terhadap aduan dengan tindak lanjut penyelesaiannya. Penelitian ini bertujuan untuk menganalisis responsivitas layanan permohonan informasi dan pengaduan masyarakat pada PPID Dinas Perhubungan Provinsi Jawa Tengah serta mengidentifikasi faktor-faktor yang mempengaruhinya dalam perspektif responsive governance. Pendekatan penelitian yang digunakan adalah kualitatif deskriptif, dengan data yang dikumpulkan melalui wawancara mendalam, observasi langsung, dan studi dokumentasi. Hasil penelitian diharapkan dapat memberikan gambaran mengenai tingkat responsivitas layanan informasi publik dan pengaduan masyarakat di PPID Dinas Perhubungan Provinsi Jawa Tengah serta menjadi bahan rekomendasi untuk meningkatkan kualitas layanan informasi publik dan tindak lanjut penanganan aduan masyarakat.*

**Kata Kunci :** *Transparansi Informasi Publik, Pengaduan Publik, PPID, Tata Kelola Pemerintahan Yang Responsif.*

## BACKGROUND

The right to obtain information is a human right, and openness of public information is one of the important characteristics of a democratic country that protects the sovereignty of the people and creates good governance. A country where public information is not disclosed is not a democratic country. Because democracy requires participation, and participation can be born from openness of information. And in order to implement the right to information, Law Number 14 of 2008 concerning Openness of Public Information (UU KIP) has been established.

According to UNDP, One of the characteristics of good governance is responsiveness. Responsiveness is a logical consequence of the existence of information transparency, where every element involved in the process of governance is required to be responsive to the needs, aspirations, and complaints of the community as stakeholders. Responsive governance shows an awareness that public service is not only an administrative obligation, but a real form of respect for the rights of citizens.

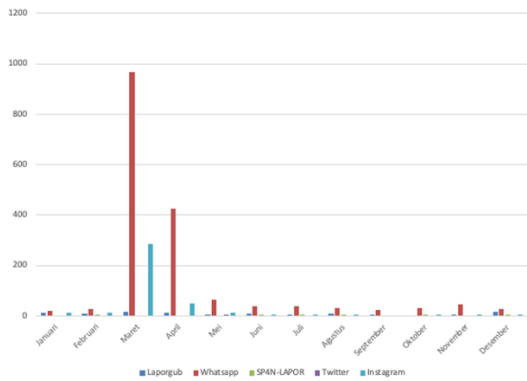
The importance of responsive governance lies in its ability to create a healthy reciprocal relationship between the government and the community. In the context of increasingly complex social dynamics, the government is required to be able to adapt and respond quickly to changes and public demands.

The Information and Documentation Management Officer (PPID) is an extension of a public agency that has an important task in realizing information transparency in government agencies. The existence of PPID is the main means of bridging the information needs of the community with the provision of data and documents by the government. With a strong legal basis from Law Number 14 of 2008 concerning Public Information Transparency, every public agency, both central and regional, is required to appoint and operate PPID in carrying out the function of providing information services to the public in a transparent, accountable, and fast manner.

One example of the implementation of PPID that follows the development of digitalization is PPID at the Central Java Province Transportation Department. This Transportation Department is a technical agency that plays a role in managing and supervising the transportation sector. The Central Java Provincial Transportation Department formed PPID as a unit responsible for providing fast and open public information services, especially through the digital platform that has been provided.

The Central Java Provincial Transportation Department through the Information and Documentation Management Officer (PPID) provides an information request and public complaint services through various channels.

**Figure 1. Public Complaint Platform Chart During 2024**

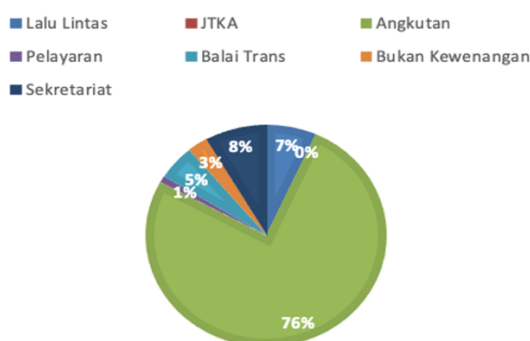


Source : PPID Perhubungan Jatengprov’s Website (2024)

Out of all of the available complaint channels, WhatsApp is the media most widely used by the public in submitting complaints or requests for information. This high number allows that the public prefers channels that are direct and easily accessible.

In addition to looking at the number of complaints based on the channels used, it is also important to understand the types of problems that are most often complained about by the public. This classification helps PPID identify which areas need more attention, and supports more targeted decision-making in improving public services.

**Figure 2. Classifications of Complaint**  
**KLASIFIKASI ADUAN 2024**



Source : PPID Perhubungan Jatengprov’s Website (2024)

The PPID of the Central Java Provincial Transportation Department receives complaints from various fields that are part of the organizational structure of the department, such as traffic, transportation, shipping, transportation centers, and the secretariat. In addition, there are also complaints that are categorized outside the authority of the department. As seen in the diagram, the most complaints came from the transportation sector during 2024 compared to other sectors.

Furthermore, in the context of responsive public services, openness to public complaints must be followed by concrete ability in responding to each report received. During 2024, the Central Java Provincial Transportation Department has recorded the number of complaints received each month and provided an initial response to all of these reports, as shown in the following table.

**Table 1. Number of Complaints During 2024**

No.	Month	Number of Complaints	Number of Responses	Number of Follow Ups
1.	January	49	49	7
2.	February	53	53	0
3.	March	1272	1272	62
4.	April	488	488	0
5.	May	78	78	4
6.	June	54	54	5
7.	July	42	42	3
8.	August	44	44	14
9.	September	26	26	6
10.	October	35	35	6
11.	November	57	57	6
12.	December	45	45	1
<b>TOTAL</b>		<b>2243</b>	<b>2243</b>	<b>114</b>

Source : PPID Perhubungan Jatengprov’s Website, Processed by Researcher (2025)

The PPID of the Central Java Provincial Transportation Department consistently responded to and responded to all complaints received in 2024. Every month, no complaints were missed by the

PPID of the Central Java Provincial Transportation Department to be responded to. However, in reality, even though all complaints have been responded to by the PPID of the Central Java Transportation Department, there is still a GAP in the form of challenges in the substantial follow-up process to the contents of the complaint. Not all complaints that are responded to are automatically followed up to completion.

**Figure 3. Example of GAP in The Complaint Services**

NO	TANGGAL DAN WAKTU	MEDI	RIKAP MEDIA SOSIAL BULAN JUNI 2024		TANGGAPAN	Tindak Lanjut
			SI AJUAN	BENCING DAN WAKTU TANGGAPAN DAN TINDAKLANJUT		
1	03/06/2024 14.46	laporngak	izin melampirkan Lampu PJU di Ruas 2, Provinsi "MAY" Lokasi laporan di Jemberan Bismati, Kecamatan Sukoharjo, Kab. Sukoharjo, Jawa Tengah. Mohon segera dipertimbangkan dikarenakan membahayakan pengendara. Lampu mati karena "KABEL PUTUS" harap diperbaiki secepatnya. t: 4.00k lampu.	03/06/2024 10.23	Terima kasih akan segera kami tindaklanjuti	
2	10/06/2024 10.06	laporngak	Melaporkan dari posisi sekutunya terdapat tanggapan putar balik: 1. Pemutar balik tetap banyak seperti landas perantara biru yang saya sampaikan di foto (tu foto diambil di bukit-jem-pada, bukit-jem (jika di jalan padat traffic)) mau mobil motor truck bikin macet dan repot dan BERBAHAYA yang mau masuk ke gerbang Indah 2. Supetles jg malah menggerakkan putar balik dan hanya mememsa sangg tidak di peraku pelanggaran rambu lalu lintas 3. Sudah sebulan lebih tapi tidak ada hasil sebulan yang yg hilang sudah harusnya laporan yang disertai di foto menurut PERDA PEROV JATENG tanggapan tersebut tetap berlaku dan harus akan koordinasi dengan Polres akan tetapi tidak terlihat ditanggapi dengan serius permasalahan mohon ditindak lanjuti dengan serius. Jika mambu tersebut bertukutan hukum maka jadi ada sanksi pidana maupun denda bagi sang pelanggar Silahkan dibuktikan sesuai PERDA yang berlaku, sekian dan terimakasih	10/06/2024 11.27	Terimakasih atas info dan masukannya, karena yang memiliki kewenangan penindakan pelanggaran lalu lintas di jalan adl petugas polisi maka akan dikordinasi kan dgn polisi sukoharjo. Maafmwan	
	20/06/2024 08.56	laporngak	Saya baru saja tadi sekitar jam 20.00 kurang, hari ini Minggu, di jam 20:00 dipanggil oleh tua-tua jember no. 08, di daerah perhutani di cipto, saya paham ga menyangkut yang di foto di belakang ya mau jua lah kokorand dan kayak sengaja ngajak saya, trus heheh, dikasi anak, ngompol ngompol beresna "paseasa", makudnya apa kayak alu?? Pabahal	24/06/2024 10.14	Mohon maaf atas kejadian yang tidak menyenangkan tersebut. Kami mengecek dan tindaklanjuti kepada cew yang berlagas saat kejadian.	

Source : PPID Perhubungan Jatengprov's Website (2024)

The examples of public complaints above show that although each report has been given an initial response, but only a small portion has been followed up further. There are even follow-up responses that are only temporary as shown in the image above.

Although there have been many studies discussing the openness of public information and services by public agencies from a responsive governance perspective, there has been no study that specifically highlights the responsiveness of the PPID at the Central Java Provincial Transportation Office in following up on requests for information and public

complaints. In fact, the low level of follow-up to these complaints can reflect the weak implementation of the responsive governance principle in public service practices. Therefore, this study is important to fill this gap and provide a deeper understanding of the quality of public information services from a government responsiveness perspective.

## THEORITICAL FRAMEWORK

### A. Public Administration

Administration based on etymology comes from Latin which consists of ad + ministrare, which operationally means to serve, help and fulfill. In its original language, it is formed by the noun administration and the adjective administrativus. While in English it becomes administration and in Indonesian it becomes administration. (Hadari, 1994: 23).

Public administration is a field of study and practice that focuses on the management and implementation of public policy by the government. This field includes various activities carried out by government agencies to provide services to the community and achieve social and economic goals. As a discipline, public administration involves the study of theories and practices related to the management of public organizations, interactions between government and society, and policy implementation mechanisms. According to Joko Sutanto (2020), public administration plays an important role in creating an effective public services.

## **B. Good Governance**

Governance refers to the processes and structures used to manage and direct an organization or society. This concept encompasses a variety of mechanisms, including policies, rules, and practices that ensure accountability and transparency in decision-making. In a broader context, good governance also includes social and political dimensions, such as community participation in the decision-making process.

Some of the main characteristics of good governance in public administration according to UNDP in the Good Governance Textbook (Karso 2022) :

### **a. Participation**

Every citizen has the right and obligation to take part in the process of state, government and society, either directly or through the intermediation of legitimate institutions that represent their interests.

### **b. Transparency**

Transparency covers all aspects of activities that concern all public interests. Transparency must be built within the framework of freedom of information flow.

### **c. Responsiveness**

Responsiveness is a logical consequence of openness. Every component involved in the process of building good governance needs to be responsive to the desires and complaints of every stakeholder.

### **d. Consensus Orientations**

Act as a mediator for various different interests to reach a consensus or it is also

possible to apply various policies and procedures to be determined by the government.

### **e. Fairness**

Good governance will provide equal opportunities for both men and women in their efforts to improve and maintain their quality of life.

### **f. Effectiveness and Efficiency**

Every activity and institutional process is directed to produce something that truly meets needs through the best possible use of various available resources.

### **g. Accountability**

Decision makers in public sector (government), private and civil society organizations have accountability to the public, as well as to the owners (stakeholders).

### **h. Strategic Vision**

Leaders and communities have a broad and long-term perspective on good governance and human development.

## **C. Public Management**

Public Management is a relatively new specialty, but it is rooted in a normative approach. Woodrow Wilson, author of "The Study of Administration" in 1887 (Wilson in Shafritz and Hyde, 1997), was a pioneer. This school of thought focuses on public management. In his writings, Wilson urged public administration to immediately focus on a more businesslike orientation, improving the quality of government personnel, and adopting organizational and governance methods.

The focus of this call was to improve executive function within government, which was deemed to have gone beyond reasonable limits due to widespread corruption, collusion, and nepotism, by adopting business management principles. Wilson laid out four basic principles for the study of public administration that still characterize public management today :

1. Government as the primary organizational setting;
2. Executive function as the primary focus;
3. The search for more effective management principles and techniques as the key to developing administrative competence; and
4. The comparative method as a method of study and the development field of public administration (Perry & Kraemer, 1991: 5-6).

#### **D. Responsiveness Governance**

According to Dwiyanto (2017), responsiveness is the ability of bureaucracy to recognize community needs, set service agendas and priorities, and develop service programs according to community needs and aspirations.

Zeithaml, et al. (in Hardiyansyah, 2011: 47) stated that responsiveness is the willingness to help consumers and be responsible for the quality of services provided. Dwiyanto (2017) added that responsiveness can be used as a measure of public organization performance because it directly reflects the ability of public

organizations to achieve their missions and goals, especially in meeting community needs (Setianingrum and Tsalatsa 2016).

Zeithaml, et al. (in Rasdiana, et al. 2021:249-265) explain in detail and state that responsiveness is included in one of the dimensions of public service quality, where responsiveness itself consists of several dimensions, namely :

1. Ability to Respond: Every society has different characters, therefore as a service officer you must know how to behave and communicate well.
2. Speed of Service: Fast service means the alertness and sincerity of officers in answering questions or requests from the public.
3. Accuracy of Service: Accurate service means that in providing service there should be no mistakes either in terms of work or conversation.
4. Accuracy in Serving: Accuracy in providing services needs to be considered so that there are no mistakes that can harm the community.
5. Timeliness of Service: The meaning of service with the right time is that officers in serving the community are expected to complete their services within the specified time period.
6. Ability to Respond to Complaints: Every leader of a public service unit is required to resolve every report or complaint or public complaint regarding dissatisfaction in the provision of services in accordance with their authority.

Responsiveness of public services is very necessary, because it is proof of the ability of public organizations to provide something that is demanded by all people in a country.

**RESEARCH METHOD**

This research uses a qualitative descriptive research method which aims to understand the phenomena of what is experienced by the research subjects, for example behavior, perception, motivation, actions. The subject of this study is the officers of PPID Central Java Provincial Transportation Department and the public who submitted the complaints.

Data sources in this research will be conducted by primary and secondary data which is the respondents through in-depth interviews, observation, and documentation. The secondary data of this research will be obtained from various official documents and archives owned by the PPID of The Central Java Province Transportation Department.

**RESULT AND DISCUSSION**

**The implementation of information request and public complaint services at the PPID of the Central Java Provincial Transportation Department from Responsive Governance Perspective**

The implementation of information request and public complaint services at the PPID of the Central Java Provincial Transportation Agency from a responsive governance perspective is assessed based

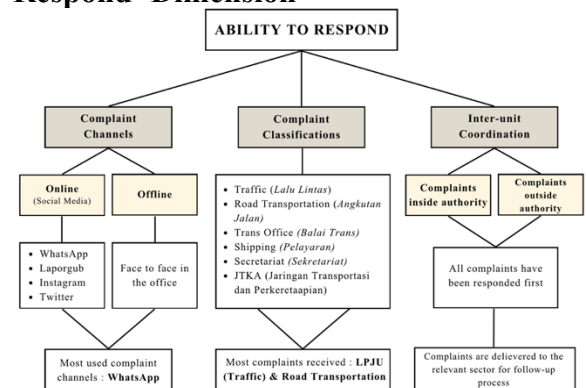
on 6 dimensions of responsiveness by zeithaml as follows :

1. Ability to Respond

The result from this dimension shows that PPID succeed to responds to all of the complaints submitted by the public. the public still receives initial information and assurance that their complaints are being processed or forwarded to the appropriate authorities. This shows the seriousness of the PPID officers in committing to responding first to all incoming complaints, then classifying whether the complaint falls within the authority of the Central Java Transportation Department or not.

Meanwhile from the public’s perspective, they have felt the seriousness of PPID by providing an initial response and forwarding it to the relevant parties to continue the follow-up process. Statements from community informants also indicate that they are quite satisfied with the PPID's response.

**Figure 4. Mind Mapping of ‘Ability to Respond’ Dimension**



Source : Processed by Researcher (2026)

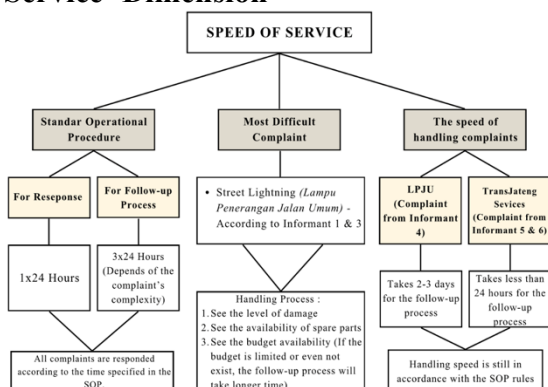
2. Speed of Service

The result of this dimension shows that the speed of service at the Central Java Provincial Transportation Department

complaints service has clear standards set through Standard Operating Procedures (SOPs). The initial response time is set at a maximum of 1x24 hours, and the follow-up time is set at 3x24 hours. In practice, these provisions are generally adhered to. This is further reinforced by the experience of the public receiving responses in less than a day, or even within an hour, of complaints being submitted.

Although the standard timeframe for complaint follow-up process is 3x24 hours, in practice, this can be affected by the type of complaint, the extent of the damage, the availability of spare parts, and budget allocations. Complaints related to traffic sector such as *Lampu Penerangan Jalan Umum* (LPJU) and Transjateng services can take longer depending on technical complexity and program planning. Therefore, while the initial response is relatively quick and in accordance with SOPs, the complaint follow-up process remains dependent on technical and administrative factors.

**Figure 5. Mind Mapping of ‘Speed of Service’ Dimension**



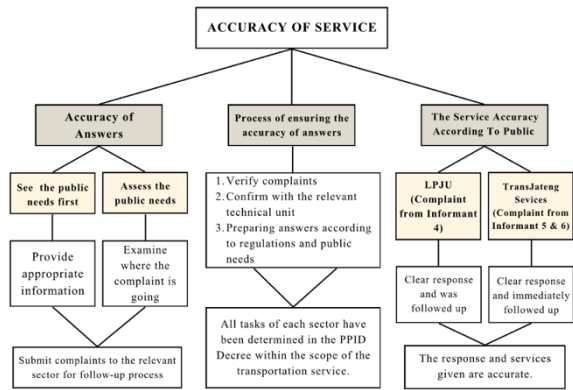
Source : Processed by Researcher (2026)

### 3. Accuracy of Service

The result of this dimension shows that the accuracy of service at the PPID of the Central Java Provincial Transportation Department is not only measured by how fast they respond, but also by how appropriate and relevant the answers and actions are to the public’s complaints. The handling process is carried out step by step, starting from identifying the applicant’s needs, verifying the complaint, and coordinating with the relevant technical unit. Because there is a clear division of roles between departments, the responses given are not general, but adjusted to the specific issue reported, making them more relevant and accountable.

From the public’s perspective, service accuracy can also be seen in their experiences. The complainants stated that the responses provided were clear, informative, and aligned with the problems they reported. In both LPJU and Trans Jateng cases, complaints were not only answered formally but were followed up according to the appropriate authority and needs. Overall, the accuracy of service has been implemented quite well, as the information provided is understandable, not misleading, and directed toward solving the reported problem.

**Figure 6. Mind Mapping of ‘Accuracy of Service’ Dimension**



Source : Processed by Researcher (2026)

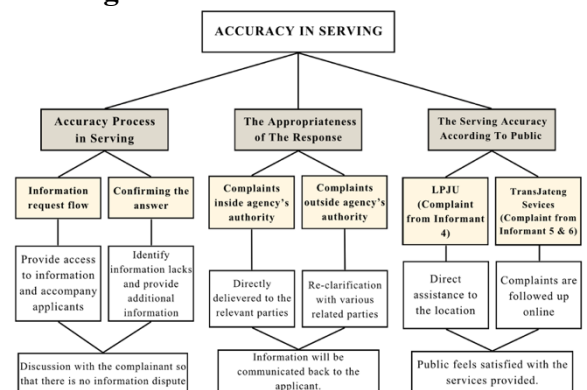
#### 4. Accuracy in Serving

The result of this dimension shows that the accuracy in serving in this study refers to the service process, including how the Transportation Department serves and how assistance is provided to complainants. This accuracy is evident from the beginning of the complaint, when officers do not immediately provide an answer, but first understand the content and direction of the complaint, align it with applicable authorities, and ensure the answer comes from a competent party. If there is a discrepancy or potential misunderstanding, further clarification and communication are carried out to ensure the information provided truly matches the reporter's needs.

From the public's perspective, accuracy in serving is perceived through the clear way officers explain information, responses that don't seem hasty, and support until the problem is resolved. Several informants reported that they received not only written answers but also additional explanations, relevant information, and even the opportunity to observe directly the handling of the problem in the field with the officers.

If it's compared to accuracy of service, the main difference is in the focus of the assessment. Accuracy of service places greater emphasis on the accuracy of service results or outputs, such as whether responses and follow-up actions align with the substance of the complaint. Meanwhile, accuracy in serving focuses more on the service process itself, from understanding complaints, clarifying them, coordinating with relevant parties, giving information to the public, and resolving the problems. In other words, accuracy in serving emphasizes on how services are delivered, not just the end result. These two aspects complement each other and are equally important in assessing the quality of complaint handling services.

**Figure 7. Mind Mapping of 'Accuracy in Serving' Dimension**



Source : Processed by Researcher (2026)

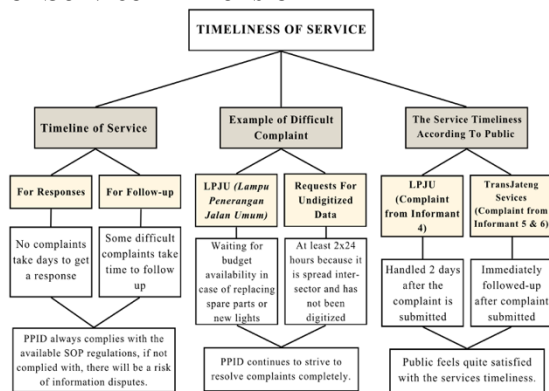
#### 5. Timeliness of Service

The result of this dimension shows that from the PPID Officers' side, even though some complaints take longer to resolve due to budget constraints or a certain level of difficulty, the PPID continues to provide explanations and maintain communication with the public, ensuring the

service process remains timely and understandable.

Meanwhile from the public's perspective, timeliness of service is perceived not only through the speed of the initial response, but also through serious follow-up, the resolution of complaints to completion, and the further information throughout the process. Complainants' experiences indicate that some delays are acceptable as long as there is certainty, transparency, and clear results.

**Figure 8. Mind Mapping of 'Timeliness of Service' Dimension**



Source : Processed by Researcher (2026)

### 6. Ability to Respond Complaints

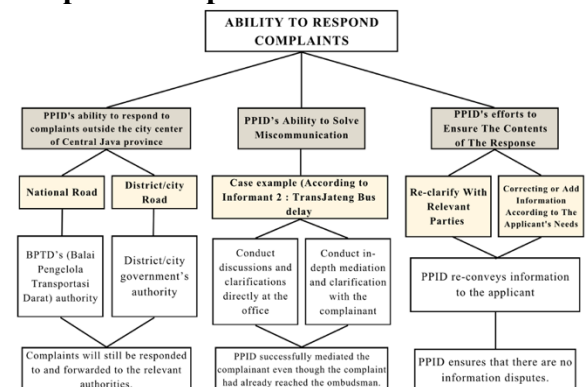
The result of this dimension shows that the ability to respond to complaints is evident in how the PPID of The Central Java Transportation Department responded to complaints within a relatively short timeframe and with clear and thoughtful responses. The informant reported receiving a response approximately one hour after submitting the report and was satisfied with the response.

The ability to respond to complaints at the PPID of The Central Java Transportation Department is evident in

how each incoming complaint is not only answered, but also understood, verified, and directed according to the appropriate authority. If the complaint falls outside the agency's authority, the report is still forwarded to the authorized agency with an explanation to the reporter. In more complex cases, cross-sectoral and cross-agency coordination is carried out before a response is provided. Furthermore, when obstacles or misunderstandings arise, the PPID continues to clarify, mediate, and correct information until the problem is deemed resolved.

From the public's perspective, the ability to respond to complaints is evident through concrete follow-up actions, such as officers visiting the location directly, reports being forwarded to the relevant departments, and responses being provided relatively quickly and with clear explanations. However, several informants also highlighted operational time constraints and the need for accelerated response times under certain circumstances.

**Figure 9. Mind Mapping of 'Ability to Respond Complaints' Dimension**



Source : Processed by Researcher (2026)

## **Driving And Inhibiting Factors That Can Influence Responsive Governance Values In Information Request And Public Complaint Services At The PPID of The Central Java Province Transportation Department**

### **1. Technological Factors**

The driving factors of this factor in this research result can be seen from the use of digital media and online systems to serve public requests or complaints to the PPID Of Central Java Provincial Transportation Department is a form of organizational responsiveness, providing the public with the convenience of submitting complaints anytime, anywhere.

The argument by one of the informant proven by the existence of platforms mentioned by this informant for submitting complaints which are available on the *Formulir Aduan Masyarakat* page on the PPID Perhubungan Jatengprov's website. This is evident in the fact that online services provide faster, more flexible responses, and are accessible at any time.

There are also a text-to-speech feature or screen reader support provided on the Central Java PPID Transportation website, where if we press the 'allow' button, every text page we select will produce sound. This finding can be categorized as a technology driving factor in organizational performance because it is a supporting tool as a digital innovation that can be considered as technology-based ease of access.

Besides those driving factors, the inhibiting factors shows in this research is the lack of an online or app-based satisfaction evaluation system, and that satisfaction measurement is still based on manual testimonials. The technology used is not yet optimal in supporting the measurement and improvement of service performance. public satisfaction is still carried out manually and there is no specific satisfaction measurement for PPID services.

### **2. Input Quality Factors**

The driving factors of this factor found that the PPID of The Central Java Provincial Transportation Department has competent human resources, a clear organizational structure, well-organized work procedures, and valid data sources. The legal basis for clear field specialization also demonstrates the clarity of management responsibilities. This can improve information accuracy and reduce error in responses.

The SK of PPID also publicly available. Anyone can access the files simply by visiting the PPID Perhubungan Jatengprov's website. There are 14 SK of PPID, all of which are publicly accessible on the website.

Meanwhile the inhibiting of input quality factors in this research can be seen by the quote by one of the informant from PPID's side who stated that the implementation of the public satisfaction survey within the Central Java Provincial Transportation Department was carried out

in accordance with the provisions stipulated by the Ministry of PANRB as stated by informant 1 above, especially for terminal services and Trans Jateng. However, referring to the Regulation of the Minister of PANRB Number 14 of 2017 concerning Guidelines for Compiling Public Satisfaction Surveys for Public Service Provider Units, Article 4 paragraph (1) states that "Public service providers are required to publish the results of the Public Satisfaction Survey."

### 3. Physical Environmental Quality Factors

PPID has a special service room at the Central Java Provincial Transportation Department office. This room is located very close to the main gate, where anyone entering the office passes through the room. As far as the researcher observed, the PPID room was comfortable and clean enough, and there were many clear information boards regarding the PPID complaint flow and the facilities provided by PPID.

There is also wheelchairs and Braille paper forms provided by the Central Java Provincial Transportation Department for people with disabilities in the PPID room at their office. This can be a driving factor in the quality of the physical environment, as the PPID can demonstrate the extent to which service areas are accessible to all community groups, including people with disabilities.

Meanwhile the inhibiting factors of physical environmental quality factors in

this research shows by the discomfort of employee chairs which can could potentially impact employee comfort in providing services to the public.

### 4. Organizational Culture Factors

The driving factor of organizational factors in this research shows that the PPID demonstrates a responsive, collaborative, and procedure-based organizational culture. Every complaint is not only responded to but also verified, assigned to appropriate authorities, and coordinated across departments before a response is provided.

One of the informant from PPID's side stated that PPID reflects a solution-oriented and empathetic public service culture. Although not all complaints fall under the authority of the Transportation Department, employees still respond and forward them to the relevant agencies. Furthermore, cross-sectoral and inter-department coordination reflects an open, communicative, and problem-solving work culture. This organizational culture is a driving factor in realizing responsive service governance.

Meanwhile the the inhibiting factors of organizational culture aspect were not identified at all. Values such as information transparency, commitment to responsiveness, and cross-sector and cross-agency coordination were well-established. All complaints were responded to, although some took longer due to technical and budgetary factors. No inhibiting factors were found in the organizational culture aspect of PPID service implementation.

## 5. Leadership Factors

Driving factors of leadership aspect in this research was found by the role of the leader of the Central Java Provincial Transportation Department who always reminds and evaluates its employees regarding the process of following up on complaints from the public.

The leader (Head of the Central Java Transportation Department) goes directly to the field, is mobile and active by monitoring the situation, coordinating with other units such as the Governor, and taking a role in important situations such as Christmas and New Year.

Meanwhile the inhibiting factors of this aspect is that the comprehensive community satisfaction measurements have not been carried out because the leader of PPID is still waiting for directions from the Main PPID and is only carrying out surveys in accordance with established regulations. This condition shows that the implementation of service evaluation is still administrative in nature and depends on structural policies at a higher level.

## 6. Human Resources Management Factors

Driving Factors in this research of human resource management aspect shown by the routine assessments and evaluations every year on the performance of public information services with the target of maintaining its title as an informative regional organization by the PPID.

PPID also receives the achievement of informative public body

given by the Central Java provincial information commission for consecutive four years. This title of an informative public body for four consecutive years shows that there is consistently good employee performance, work standards are met, and there is motivation for all employees to work together to maintain these achievements.

Besides that, inhibiting factors in the human resource management aspect still found in this research which is the imbalance in workload distribution, especially on the WhatsApp channel which has the highest volume of complaints but is only handled by one personnel. This condition has the potential to cause work overload and affect the optimal response to public complaints.

## CONCLUSION

Analysis of information request services and public complaints at the PPID of The Central Java Provincial Transportation Department from a responsive governance perspective shows that PPID's procedural responsiveness has been running well. All incoming complaints are in principle still responded to, including complaints outside the department's authority, will still be given answers along with explanations that are forwarded to the relevant parties according to the complaint classification.

In practice, the leadership role at the Central Java Transportation Department is also a driving factor influencing the sustainability of this complaint service. Leaders routinely conduct evaluations and

always ask the PPID division which complaints have not been followed up and which have been. Even in certain situations such as Eid and Christmas and New Year, leaders go directly to the field to coordinate with various parties, considering that Eid and Christmas and New Year are the most frequent complaints received by PPID, besides complaints about LPJU.

One of the most striking findings of this study is that the Central Java Provincial Transportation Department received the title of "informative agency" from the Central Java Provincial Information Commission for four consecutive years. This predicate indicates that the public service system in the Central Java Transportation Department is considered to have met the established standards of information transparency. Moreover, when associated with the responsive governance dimensions by Zeithaml used by the researchers in this research, it shows that the PPID of the Central Java Provincial Transportation Department is a responsive regional government agency.

From the public perspective, it can be concluded that the community is quite satisfied with the complaint service provided by the PPID of the Central Java Provincial Transportation Department. The community feels that the response provided by the PPID is quite fast, although in the follow-up process there are some complaints that require more time. All complaints submitted by the community to

the PPID received a good initial response and clear information.

However, obstacles still occur and are felt by the community, namely, communication regarding information on the follow-up process is unclear. One informant as a community expressed the opinion that he did not know when his complaint would be followed up, the informant said that two days after submitting the complaint, a transportation agency officer suddenly came to the location of the complaint by the informant without initial communication to the complainant.

#### **SUGGESTION**

1. The PPID of The Central Java Provincial Transportation Department should conduct a technology-based public satisfaction survey and publish the results on the PPID website. In addition to the unmeasured public satisfaction, the results of this study indicate that the PPID still refers to the public satisfaction directives issued by the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform (Permenpanrb).
2. It is recommended that the PPID of the Central Java Provincial Transportation Department increase or redistribute human resources responsible for managing and handling public complaints. This is because complaint handling is currently centralized by only one officer, which potentially creating an unbalanced workload, especially during

periods with high complaint volumes such as Eid al-Fitr and Christmas-New Year (Nataru).

3. There is also the suggestions from the public that asked by the researcher as interview questions to the public informants. Informant 4, as a citizen member who filed a complaint regarding damaged street lights, suggested that the Central Java Provincial Transportation Department officers inform the applicant in advance if the officers will repair or follow up on the complaint so that the applicant can prepare the equipment needed to repair the damage. Another informant from the public who complaints about TransJateng bus services also hopes that TransJateng bus services will be faster and not delay.

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