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## Strategic Agility and Information Systems: Online Complaints in the Licensing Service Process

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### Abstract

*This study aims to understand the application of the principles of strategic agility and online complaint information systems in licensing services and the factors that influence them. The research method used is quantitative descriptive with a population of 724 people, while the sample is 10% or 72 respondents. Data collection techniques are observation, questionnaire, literature study, and interview. Data processing using simple regression with the help of Statistical Product and Service Solutions (SPSS) 16.0 for windows. The results showed that the application of an online complaint system was in a good category and had a significant effect. The most influential factors on the application of information systems and online complaints in the licensing service process are the characteristics of workers with the highest average percentage then followed by management practices and environmental characteristics, while the lowest effect is organizational characteristics. The importance of strategic agility in a local government organization, especially in licensing services by having the ability to react, the ability to adapt, flexibility, and competitiveness. Only with that capability, online complaint services will be better through commitment and innovation.*

**Keywords:** Strategic Agility, Information System, Online Complaint, Licensing Services.

### 1. Introduction

Government systems and public services with the concept of e-government have brought a new paradigm for public services in local governments throughout Indonesia. Licensing services as one type of service that is often done is influenced by this technology service system. Because technology has influenced the implementation of e-government [1], e-government has become a demand for public services at this time, has become a public need. In practice and research, digital public services are associated with a number of different terms, including government services, electronic services, public electronic services, digital services, electronic public services, and website channels [2].

Local governments have implemented several types of e-government services, including education services, health services, security services [3][4], transportation services, and infrastructure services [5]. Among these services, there is a transformation to services in digital form [6], the delivery of customer-oriented services [7], and increasing productivity [8]. All of these services, when related to e-government, among the things that are interesting, is the provision of online complaints to customers related to

licensing services that have become the authority of local governments. The point is that government services not only vary in content but also change with time and space [7].

Complaints about online services are interesting because some studies have found this type of service. The establishment of public complaint facilities [9] is normal as part of transparency [10] a place that meets the expectations and demands of the community [11]. However, old and new complaints services have received responses from service providers [12]. Online complaints are more direct [13]. As a form of government commitment to provide better services [14].

Several studies, government capacity is a significant determinant of perceptions of e-government services [15], ability to provide services from closed to open standards [16], ability to change manual to digital standards [15], ability to receive change [16], ability to provide information and access to public services online [17], ability to readiness for morality [18] and complaint services customers [16]. The connection with this research is the ability to accept changes from manual services to digital services and be willing to innovate based on public complaints. The problem is the government's ability to position itself in understanding this role in the digital age.

For comparison, some online community complaint services that have been successful in private organizations need to be transferred to public or government organizations [7]. Application-based service providers usually provide special features about complaint services and assessment of services provided. Crowdfunding services are a form of online fundraising that prepares complaints in the online form [19]. Facebook service that makes user input an important component in developing the system [20]. Amzone.com services prepare complaints online [14]. "Gojek and Grab" services provide a service rating feature in the form of choosing one to five stars, one star if the service is unsatisfactory and a maximum of five stars if the service is very satisfying.

Observing the importance of online complaint services in e-government as explained earlier, the government's commitment to providing digital services is very interesting. Strategic agility is the ability to react, adaptability, flexibility, and competitiveness [21], [22] becomes one of the important strategies considered. The government that has a broad view of the global order [23], utilizes the uniqueness of individuals and groups [24], makes innovation and is free to create [25] is a characteristic of agile organizations. To be more agile, pay attention to strategic sensitivity, leadership unity and resource fluidity [26]. The point is that government strategic agility is to react, adapt, be flexible, and have competitiveness through the implementation of e-government.

The ability to react is characterized by reactive or proactive actions [21], [22]. Timely completion is a characteristic of adaptability [21], [22], new processes as needed [24], preparing a leadership framework [25]. The ability to implement new processes is a feature of flexibility [21], [22] unique strengths as needed (Singh, 2020), and acting humanist [25]. While efficiency and effectiveness to achieve goals are a characteristic of competitiveness [21], [22].

## 2. Literature Review

Effectiveness, as used to measure the effect of effectiveness on the quality of work in relation to online complaints in this study, is based on several conceptual defines. Factors affecting work effectiveness include organizational characteristics, management policies and practices [10], [27], environmental characteristics or reputation, and worker characteristics [14]. Organizational characteristics are the extent to which organization focuses on goals [28] important characteristics in organization culture include the regularity of the behavior carried out, such as the use of the same language or terminology. Norms, such as the standard of behavior

that exists in an organization or community. Dominant values, such as high product quality or high efficiency. Philosophy, such as the policy of how employees are treated. Rules, such as guidance for new employees to work within the organization. Organizational climate, such as the way members of the organization interact with internal and external customers or work layout arrangements (physically).

Environmental characteristics are the extent to which authority is influenced by political interests [29] because politics plays an important role in public administration activities [30]. Environmental characteristics are also interpreted as the power exercised by the party [31]. Third-party control over public services [32].

Characteristics of employees are the state of employees in the work environment [33] is an approach to job enrichment or related to the quality of life [34]. Job enrichment programs try to design jobs by helping position holders meet their needs for growth, recognition, and responsibility. Job enrichment adds a source of satisfaction to the job. This method increases responsibility, autonomy, and control. Adding these elements to work is sometimes called vertical loading.

Characteristics of Policy and Practice Management Policy according to experts is the extent to which management attention [29] is involved in every service activity. Public policy is what the government chooses to do or does not do, the extent to which management intervenes in determining what is done or not done.

Meanwhile, the quality of service used is how to improve government services to the community [15] that service quality is the service provided to customers in accordance with service standards that have been standardized in providing services as standardization of good service. Meanwhile, the quality of public services is a dynamic condition related to products, services, people, processes, and the environment where the quality assessment is determined at the time of the delivery of public services [17]. To achieve that satisfaction requires excellent service quality which is reflected in transparency, accountability, conditional, participatory, equality of rights, and balance of rights and obligations [7].

### **3. Methodology**

This research is located at the one-stop integrated service office in Sidenreng Rappang Regency Indonesia, because that location has implemented an online complaint information system. The population in this study was 724 people. by taking a sample of 72 people. Data collection techniques used were observation, questionnaire, interview, and literature study. The design used in this study is quantitative, the data that has been collected is done by simple regression processing with the help of SPSS 16.0 for windows. The results of the analysis are descriptive statistics, normality test and simple regression analysis.

### **4. Results and Discussion**

Simple regression analysis is based on functional or causal relationships. Procession (accuracy) Simple regression function in estimating the actual value can be measured from the value of its goodness of fit. Statistically, at least this can be measured from the statistical f value, the statistical value of t, and the value of the coefficient of determination. The statistical test f is used to indicate whether all the independent variables entered in the model have a joint influence on the dependent variable. The statistical value f is called significant if  $f\text{-count} < 0.05$ , or if the value of  $f\text{-count} > f\text{-table}$ .

The statistical test t basically shows how far the influence of one explanatory/independent variable individually explains the variation of the dependent variable. The statistical t count is called significant if the value of the statistical test is in a

critical region (the area where H0 is rejected), and is called insignificant if the value of the statistical test is in the area where H0 is received. Or by comparing the level of significance of t with 0.05 ( $\alpha = 5\%$ ) or comparing between f counts with t-tables. If the significance level f-count  $<0.05$  or if the value of f-count  $>$  t-table then the hypothesis is accepted. The coefficient of determination is used to measure how far the model's ability to explain the variation of the dependent variable. The coefficient of determination between zero and one.

#### 4.1. Results

Based on the coefficients table of processed data, the regression model used in this study to measure the effect of effectiveness on public services can be analyzed based on the following coefficients;

**Table 1. Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	15.305	1.380		11.091	.000
Efektivitas	.324	.079	.439	4.093	.000

$$Y1 = 15,305 + 0.324 X$$

From the regression function above, it can be explained, If the apparatus ethics variable changes, then the public service will also change. A positive sign indicates a direct change, if effectiveness increases, public services will also increase with a regression coefficient of 0.324 and vice versa. A constant value of 15.305 indicates that, if all variables are constants, effectiveness is positive. Based on the beta value of 0.324, it is known that the variables that influence dominant effectiveness based on a large beta value.

To test the truth of the hypothesis in this study, an f test was performed, to find out that there is an influence, it can be seen by looking at the level of significant = 0.5. If the significant value is less than 0.5 then H0 is rejected and Ha is accepted. Based on the results of the processed data on ANOVA, it is known that the f count obtained is 16.755 with a significant level of 0.000 ( $f < 0.5$ ) which means that the effectiveness variable has a significant influence on the quality of public services, from these results means that the regression model can be used for predict the quality of public services. T statistical test to show how far the influence of the independent variables individually explain the variation of the dependent variable based on the coefficient table processed by SPSS data, it is known that the t value of the effectiveness variable is 4.093 with a significant level of 0,000 ( $p < 0.5$ ) meaning there is a significant influence significant between the effective variables on the quality of public services.

Based on the summary squared determination coefficient R model 0.493 means the effect of effectiveness on the quality of public services is 49.3 changes in public service variables can be explained by effectiveness, or in other words the effect of effectiveness on the quality of public services by 49.3%.

A validity test is used to measure the validity or validity of an item in the questionnaire. A questionnaire is said to be valid if the questions on the questionnaire are able to reveal something that will be measured by the questionnaire. The testing model uses the corrected item-total correlation approach to test the internal validity of each questionnaire question item arranged in a scale. To determine whether an item is declared valid or not, the experts set the benchmark magnitude of the total item correlation coefficient corrected by 0.25 or 0.30 as a minimum limit of validity of an item. That is, equal to or greater than 0.25 or 0.30 indicates the item has sufficient validity.

A reliability test is a tool used to measure the consistency of a questionnaire which is an indicator of a variable or construct. A questionnaire is said to be reliable or reliable if one's answer to a question is consistent or stable over time. A construct or variable is said to be reliable if it gives a Cronbach Alpha value is greater than 0.60.

The normality test aims to test whether in the regression model, confounding variables or residual variables have normal distribution or not. A good regression model has a normal or near-normal data distribution. Normality can be detected by looking at the spread of data (points) on the diagonal axis of the normal P-P plot graph. The basis for decision making is: If the data spread around the diagonal line and follows the direction of the diagonal line or the histogram graph shows the normal distribution, then the regression meets the assumption of normality. If the data spreads far from the diagonal line and/or follows the direction of the diagonal line, or the histogram graph does not show a normal distribution pattern then the regression model does not meet the assumption of normality.

Based on the processed data, it is known that from the 5 item questions used to measure the effectiveness variable is declared valid with a corrected item-total correlation value greater than  $> 0.25, 0.30$  (corrected item-total correlation  $> 0.25, 0.30$ ). Likewise, based on the statistical reliability table, the research questionnaire used to measure the effectiveness variable (X) is said to be reliable or reliable because the Cronbach alpha obtained is equal to 0.701 which means it is greater than 0.60 ( $0.701 > 0.60$ ).

Based on the processed data, it is also known that from the 5 item questions used to measure the service quality variable, it is declared valid with a corrected item-total correlation value greater than  $> 0.25, 0.30$  (corrected item-total correlation  $> 0.25, 0.30$ ). Based on statistical reliability, the research questionnaire used to measure the variable service quality (X) is said to be reliable or reliable because the Cronbach alpha obtained is equal to 0.734, which means greater than 0.60 ( $0.734 > 0.60$ ).

Based on what has been described, it can be concluded that the application of the effectiveness of information systems to the quality of services is included in the good category and has a significant effect of 49.3%. The application of an online complaint to the quality of service is included in the good category. The factors that most influence the effectiveness of information systems and online complaints are the characteristics of workers with an average percentage of 66%, and management practices with an average percentage of 66% while the factors with low influence are organizational characteristics by 62%.

## 4.2. Discussion

Corresponding author should have an asterisk sign (\*) if possible, after the corresponding author's name. The Corresponding author (e.g., \*Corresponding Author) label should be appeared at the footnote section of the first page of the paper, Times New Roman in style and 10 in font size.

The application of information systems through online complaints about the quality of services increasingly shows that the importance of e-government in every service provided by local governments. E-government has become a service to people's needs because information technology has affected human life [1]. The "Tallinn Declaration on e-Government" which was first declared in Britain has forced public service managers to implement digital services to the public [6]. "Service kiosks" in Tamil Nadu, have shown the presence of eGovernment-based public service places [9]. Tourism services in Yogyakarta developed by the tourism office show the effectiveness of public services [35]. From examples of research results ranging from developed countries such as England, developing countries in the Tamil Nadu Region, to Yogyakarta, the country has shown that eGovernment services have been prepared and become the needs of the community.

So it increasingly shows that the existence of online complaints needs to be maintained and even continues to be improved.

Not that there are no failures experienced in the implementation of e-government, the vacuum of knowledge is one factor [29]. Local government budget policies, internal networks, and bureaucratic culture that are not in favor of e-government [36]. Lack of community participation can also be a barrier to e-government [32]. From this description, it becomes a warning to local governments in implementing online complaint services, that although it has been found to be in a good category, it is also possible to experience knowledge factors both from service providers and service recipients. Besides the budget factors, internet networks, bureaucratic culture, and the level of public participation have the potential to inhibit e-government.

Based on the data also found that there is a significant effect on the effectiveness of the implementation of online complaints on service quality. This gives an indication that the online complaint has cut off the public service chain which seems long at the time of filing a service complaint [12]. It has also proven that there is a commitment by the government to provide higher quality services [14]. Likewise, that quality has led to changes in services that were previously still closed to open [16]. Therefore, the quality of service in online complaint services has shown a commitment to openness by local governments.

The influencing factors based on data that has been processed in online complaint services are the characteristics of workers or employees. It has been feared before that the bureaucratic culture [36] in the sense of the character of the service provider is the main concern because it turns out that characteristics have the most effective influence. In management practice also influences the effectiveness of these services, management practice is intended as political intervention. This is understandable because there is still political interference in public administration services, although according to Wilson (1887) ideally politics and public administration are separated [37]. The interesting thing from the data is the lowest organizational characteristics among the characteristics of workers, management practices, and environmental characteristics that are used as indicators of research. This is according to the opinion of the writer is the importance of strategic agility in building better organization characteristics.

Strategic agility, although still new in the concept of public service in local government organizations, but with the support of government commitment and system innovation, will provide relevance for higher quality services. The commitment meant is the ability to react quickly with reactive and proactive actions, resolve complaints on time, look for new ideas in solving problems, and always be confident in the importance of competitiveness in service delivery [21], [22]. Likewise, the system innovation that is intended is that the organization has a global outlook [23] on the development of science and technology, but still pays attention to the uniqueness [24] or local wisdom owned by step by step to maintain the concept of "tomorrow is better than today".

## 5. Conclusion

The effectiveness of the implementation of online complaint services significantly affects the quality of public services. This shows that e-government through the application of technology-based or digital service information systems is increasingly important to be implemented in Indonesian regional governments. The influencing factors are organization characteristics, environmental characteristics, employee characteristics, and management practices. Among all these factors the highest influence is employee characteristics and the lowest effect is organization characteristics.

To improve the organization's characteristics of local government, commitment and innovation are needed through strategic agility. Individual commitment and strategic agility groups that are meant are the ability to react, the ability to adapt, the ability to be flexible and to have competitiveness. The intended innovation is a change for the better due to the globalization of the development of science and technology without forgetting the uniqueness of local wisdom. Because local wisdom is a characteristic of employees who can create competitiveness as long as it is managed innovative.

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