



The Strategy of the Surakarta City Government in Analyzing and Following up Public Reviews of Public Services

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Abstract: This study aims to analyze the strategies implemented by the Surakarta City Government in managing public reviews in order to improve the quality of public services. Active participation of the community in providing feedback becomes an important element in encouraging the improvement and innovation of public services. The Surakarta City Government has developed the Surakarta Complaints Service Unit (URAS) as a digital platform that allows the public to submit complaints, suggestions, and appreciation in real-time. In addition to reviewing, the government also routinely conducts a Survey of Community Satisfaction (SKM) and monitor reviews on social media to identify problems and determine service improvement steps. This study uses a qualitative approach with the case study method, which focuses on analyzing the review mechanism for the Review of the Communication and Information Office (Diskominfo) and the Surakarta City Investment and One -Stop Integrated Service and Service Office (DPMPTSP). Semi-structured interviews are carried out with related officials to understand the implementation of strategies and challenges in managing community reviews. Data and Big Data Analytics Based Policy Analysis Theory is used as a theoretical foundation in understanding the mechanism of managing public feedback and its application in public policy. The results showed that the Surakarta City Government had implemented various mechanisms in managing community reviews, including data processing from reviews, SKM, and social media to identify complaints trends and develop policies that were more targeted. Data shows that from 2019 to 2023, the number of complaints through the review increased significantly, indicating a high public awareness of the importance of their role in evaluating public services. In 2023, the number of complaints reached 15,003 with a 100% resolution rate, showing the effectiveness of this platform in following up on public complaints. The main strategies implemented by the government in following up on community reviews include the development and optimization of digital platforms, the formation of a fast response team, socialization and education of the community, and improving the quality of human resources. Analysis of the effectiveness of this strategy shows that the majority of public complaints have been responded to very responsive. In the first quarter of 2024, out of 3,280 complaints that came in, around 51.49% were successfully responded to in less than 1 day, proving the effectiveness of the fast response team formed. In addition, the public education strategy carried out through social media and face -to -face campaigns succeeded in increasing public awareness about the importance of conveying constructive reviews. However, this research also identifies several challenges in implementing strategies, such as the low level of community participation in providing reviews through digital platforms and lack of socialization regarding the benefits of managing reviews. In addition, the government faces obstacles in ensuring that the review received really reflects the condition of the field, so that a tighter verification mechanism is needed. To overcome this challenge , the Surakarta City Government has

sought to improve the quality of HR managers of review management and develop data -based verification mechanisms to ensure the validity of public complaints. Overall, this research shows that the strategy of managing community reviews applied by the Surakarta City Government has had a positive impact on improving the quality of public services. With the use of digital technology, the mechanism of fast response, and active involvement of the community, the city of Surakarta is able to create a more transparent, efficient, and responsive public service system for the needs of citizens. However, the optimization of socialization and innovation in the verification mechanism is still needed so that the management of community reviews can be more effective in the future.

Keywords: Community Reviews, Public Services, Government Strategies

1 Introduction

Effective, efficient, and responsive public services are the main indicators of government success in meeting the needs of the community. In the current digital era, active community participation in providing feedback on public services is a crucial element to encourage improvement and service innovation. Surakarta City, as one of the big cities in Indonesia, has implemented various strategies for managing reviews and input from the public to improve the quality of public services.

One of the initiatives implemented by the Surakarta City Government is the formation of the Surakarta Complaints Service Unit (ULAS), a digital platform designed to facilitate the community in conveying complaints, suggestions, and appreciation related to public services. Through review, the community can easily access and submit their reviews in real-time, thus allowing the government to respond quickly and precisely. According to reports of the first quarter of 2024, the review received 3,280 complaints from the community, all of which have been followed up by public service providers [organization.surakarta.go.id].

In addition to the review, the Surakarta City Government also routinely conducts a Community Satisfaction Survey (SKM) to measure the level of community satisfaction with the various services provided. The 2020 SKM results showed the Community Satisfaction Index (IKM) of 83.88, which was included in the "Good" category. Nevertheless, there are several aspects that still require improvement, such as the speed of service time and the quality of infrastructure [organization.surakarta.go.id].

Management of community reviews does not only function as an evaluation tool, but also as a basis for formulating policies and strategies to improve services. Through an in -depth analysis of the reviews received, the government can identify areas that require special attention and design targeted interventions. For example, in an effort to increase community participation in providing reviews, the Surakarta City Government has developed the "Solo Destination" application that makes it easy for the public to

access information and provide feedback related to public services [Etd.repository.ugm.ac.id].

However, the challenges in managing community reviews are not small. Some obstacles faced include the low participation of the community in using digital platforms to provide reviews, as well as lack of socialization about the importance of the role of public reviews in improving public services. Research conducted by Rosidi [2022] shows that public readiness in utilizing information and communication technology (ICT) has a significant relationship with the effectiveness of public services [brida.surakarta.go.id].

In addition, the Surakarta City Government also faces challenges in ensuring that the reviews received really reflect the condition of the field and are not misleading information. To overcome this, a mechanism of verification and validation of effective reviews is needed. For example, by cross-check between reviews received and operational data owned by relevant agencies.

In the context of managing reviews, the role of the Human Resources (HR) of the apparatus is also a determining factor. Strategic efforts carried out by the Surakarta City Government in increasing the professionalism of the HR Apparatus include meeting the needs of the number of HR with a certain qualification, increasing HR capacity and quality, the application of E-work as a performance appraisal system, as well as the application of disciplinary punishment relating to work behavior [Ejournal2.undip .AC ID].

In addition, effective communication strategies are also the key to managing community reviews. Surakarta City Government Public Relations, for example, has used social media as a means to disseminate information and receive input from the community. With this two-way communication approach, the government can be more responsive to the needs and complaints of the community [Eprints.ums.ac.id].

However, although various efforts have been made, there are still obstacles in its implementation. One of them is the lack of community participation in providing reviews through the platforms that have been provided. This can be caused by lack of socialization regarding the existence and benefits of the platform, or maybe because people feel that their reviews will not be followed up seriously.

Based on this background, this study aims to analyze the strategies implemented by the Surakarta City Government in managing public reviews to improve the quality of public services. Thus the authors are interested in examining the mechanism of analysis and follow-up to the reviews received, as well as the effectiveness of the implementation of the strategy in encouraging community participation and improving services so that the formulation of the problem is as follows:

1. What is the mechanism implemented by the Surakarta City Government in analyzing public reviews related to public services?
2. What are the strategies used by the Surakarta City Government to follow up on public reviews to improve the quality of public services?

3. To what extent is the effectiveness of the strategy in increasing community participation in providing reviews and improvement of public services?
4. What are the obstacles faced by the Surakarta City Government in managing community reviews, and how to overcome them?

2 Methodology

This study uses a qualitative approach with a case study method to analyze the strategy of the Surakarta City Government in managing public reviews of public services. This approach was chosen because it allows researchers to understand in depth the mechanisms applied, strategies used, policy effectiveness, and obstacles faced by the government in following up on community reviews [Creswell, 2018].

This research focuses on the Department of Communication and Information (Diskominfo) as well as the One -Stop Investment and Integrated Services Office (DPMPTSP) as an agency responsible for managing a public complaint system, such as reviewing (Surakarta Community Service Reviews) and social media -based complaints channels. Researchers conducted a semi-structured interview with Diskominfo and DPMPTSP officials to explore information about strategies and mechanisms for analyzing public reviews. According to Kvale [2007], in -depth interviews allow researchers to gain a richer understanding of the experience and perspective of informants [Kvale, 2007].

As for the theory used to answer the formulation of the problem, the authors use the theory of data analysis in public policy. This is due to the mechanisms applied by the Surakarta City Government in analyzing community reviews can be explained through data -based policy analysis theory. According to Dunn [2018], policy analysis consists of several stages, namely problem identification, policy formulation, implementation, evaluation, and policy improvement [Dunn, 2018]. In this context, community reviews are part of the data used to evaluate the effectiveness of public services.

In addition, the Big Data Analytics theory put forward by the McKinsey Global Institute [2011] explains that the data collected through various digital platforms can be processed into strategic insights to improve service quality [McKinsey, 2011]. In the context of Surakarta, the review system and social media become the main tool in collecting data which is then analyzed using a quantitative and qualitative approach.

3 Result and Discussion

The city of Surakarta, known as the center of Javanese culture, has typical social, cultural, and political dynamics. Historically, Surakarta is one of the political centers and the birthplace of Javanese tradition, with a variety of Javanese literature, dance, culinary arts, fashion, architecture, and other cultural manifestations that have developed since the 19th century.

In an effort to improve the quality of public services, the Surakarta City Government has implemented a mechanism for analyzing community reviews through the Surakarta Complaints Service Unit (ULAS). By understanding the social, cultural and political conditions in the city of Surakarta, as well as applying the right mechanisms and strategies in managing community reviews, it is hoped that the quality of public services in this city will continue to improve, in line with the expectations and needs of the community.

The following discussion in answering the problem formulation:

1. Mechanism of Analysis of Community Reviews by the Surakarta City Government

The Surakarta City Government has implemented various mechanisms to analyze public reviews related to public services. One of the main initiatives is the formation of the Surakarta Complaints Service Unit (ULAS), a digital platform that allows people to submit complaints, suggestions, and appreciation related to public services in real-time. The review is designed to facilitate direct interaction between the community and the government, thus allowing a rapid and appropriate response to the various inputs received.

Table 1. Number of Review Complaints per year

Tahun	Jumlah Aduan ULAS
2019	834
2020	2.034
2021	8.061
2022	10.509
2023	15.003

Source: Surakarta Complaint Service Unit Database (processed)

According to reports from 2019 to 2023 the number of complaints in the review continues to increase. This indicates that the community increasingly knows about community complaint services in the city of Surakarta and is increasingly critical of public services and policies in the city of Surakarta. The distribution of the number of people who convey complaints per year is presented in table 1.

It is seen that in 2023 the number of complaints through the review website was 15,003 complaints. The number of complaints per quarter in 2023 is quite volatile. In the fourth quarter of the number of complaints in the review decreased compared to the first quarter, quarter II and quarter III. The decline in the number of public complaints shows that there is an increase in the performance of public services in providing services to the community. The distribution of the number of people who submitted complaints in the first quarter to quarter IV in 2023 was presented in the following table.

Table 2. Contribution of Complaints in Quarter 1 to Quarter IV Year 2023

Quarter	The number of reviews in the ULAS	Complaints settlement
I	4.099	100%
II	4.294	100%
III	3.867	100%
IV	2.743	100%
Amount	15.003	100%

Source: Surakarta Complaint Service Unit Database (processed)

The percentage of complaints of complaints for the first quarter to quarter IV is 100% meaning that all complaints that are included in the review have been responded by the organization of public service providers. The results of the researcher's interview with Mr. Taufik as Diskominfo Surakarta related to the following complaint mechanisms:

"Complaints submitted by the community will then be received by the admin of organizing organizations (Communication, Information, Statistics, and Surakarta City (Diskominfo) (Diskominfo). Which will then be distributed to the relevant implementers. Implementers must respond to complaints in the form of answers and/or actions on complaints received through the organizational organization admin.

The response criteria agreed upon in the manager of the review there are five categories namely:

1. Very responsive: Complaints response is done in 1 day
2. On time: the complaint response is done in 2 days
3. Late: Complaints Response is done in 3 days
4. Very late: the complaint response is carried out beyond all the above conditions
5. Not yet responded.

The speed of response time for the manager of the review in the first quarter to IV, this analysis involves a grouping of complaints based on the service category, identifying the trend of problems that often arise, as well as assessing the level of community satisfaction with the response given. The results of this analysis are then used as a basis for improving services and policy making that are more targeted.

Analysis of the type of complaint/information in the review in 2023 referring to the Surakarta Mayor Regulation Number 8 Paragraph 1 year 2023 concerning Management of Surakarta City Complaints Services. Definition of Complaints is the delivery of complaints to the complaint manager for:

- a. Services that are not in accordance with service standards;
- b. Neglect obligations and/or violations of services by the organizer.

Referring to the regulatory framework, the analysis of the contents of the type of information will be seen from:

1. Complaints/personal information, namely complaints about public services experienced directly by the complainant, where the person concerned feels not in

accordance with the expected service standards. Included in this category is the unfair treatment experienced in the relations of social life, because protection of peace is included in the compulsory affairs of basic services;

2. Complaints/general information, which is related to a condition that is not good, although it is not directly related to the complainant/information provider, but disturbing the public, and has not been improved by the government;
3. Complaints related to the actions of the apparatus that are not in accordance with the norms understood by the community;
4. Submission of constructive suggestions/ideas to public service providers or for the good of the community;
5. Question or request for information;
6. Complaints/information from the community which substance are outside the authority of the Surakarta City Government;
7. Give appreciation or say thank you;
8. Withdraw the proposed complaint;
9. Out of Context Comments, namely no comments
10. Its relevance to the policies or public services of Surakarta City.

Complaints of the people of Surakarta City are then presented in the form of WordCloud to find out what topics often appear.



Gambar 5. 9 Trending Topik Aduan Pada Tahun 2023

Sumber : Database Unit Aduan Layanan Surakarta (Diolah dengan wordclouds.com)

In addition to the review, the Surakarta City Government also routinely conducts a Community Satisfaction Survey (SKM) to measure the level of community satisfaction with the various services provided. The 2020 SKM results showed the Community Satisfaction Index (IKM) of 83.88, which was included in the "Good" category. Nevertheless, there are several aspects that still require improvement, such as the speed of service time and the quality of infrastructure. Data from this SKM was analyzed to identify areas that require improvement and become a basis for formulating service improvement strategies.

Another mechanism implemented is monitoring community reviews and interactions through the official social media of the government. Diskominfo has a special team in charge of monitoring various social media platforms to identify complaints or suggestions submitted by the community. The data obtained from social media are then analyzed and followed up in accordance with applicable procedures.

2. The Strategy of the Surakarta City Government in following up on community reviews

The Surakarta City Government has implemented various strategies to follow up on community reviews in order to improve the quality of public services. These strategies are designed to ensure that every input from the community can be handled effectively and efficiently. The following is a complete explanation of these strategies, combined with the analysis of community reviews through the review application in 2024 and in previous years.

a. Development and optimization of digital platforms

The Surakarta City Government has developed digital platforms such as the Surakarta Complaining Service Unit (ULAS) to facilitate the community in submitting reviews, complaints, and suggestions related to public services. The review functions as an official channel provided for residents to reveal the problems encountered in daily life. Through various facilities such as social media, websites, and emails, the review has succeeded in accommodating and following up thousands of complaints from various levels of society.

In addition to reviewing, the "Solo Destination" application was also developed to facilitate the public to access information and provide feedback related to public services. The use of this information technology aims to increase accessibility and efficiency in managing community reviews. In the first quarter of 2024, the number of complaints received through the review reached 3,280 complaints, showing the active participation of the community in utilizing this digital platform.

b. Fast response team formation

To ensure that every incoming review is handled quickly and precisely, the Surakarta City Government through the Department of Communication, Information, Statistics, and Encoding [Diskominfo SP] forms a fast response team. As what was said by Mr. Taufik in the researcher's interview on September 13, 2024:

"This team is in collaboration with various related agencies to follow up on every complaint or suggestion from the community. Every incoming complaint will be responded to a maximum time of 2×24 hours. In fact, when the time was Mas Wali, the existing complaint had to be responded to 1×24 hours." (Interview, Mr. Taufik, Diskominfo Surakarta).

From the explanation above shows the commitment of the city government in overcoming every problem faced by the community. It can also be seen that its development in the first quarter of 2024 analysis shows that the majority of public complaints have been responded to very responsive by the Admin Review. Of the 3,280 incoming complaints, 51.49% were responded in less than 1 day, showing the effectiveness of the team's response team quickly in dealing with community reviews.

c. Socialization and community education

The Surakarta City Government actively conducts socialization and education to the public about the importance of their participation in providing reviews to improve public services. This campaign was carried out through various media, including social media, brochures, and face -to -face events with the community. This socialization aims to increase public awareness of the importance of their participation in the supervision and improvement of public services.

As a result, there was an increase in community participation in conveying complaints through review. Although the number of complaints in the first quarter of 2024 decreased compared to the same period in the previous year, the quality and relevance of incoming complaints showed an increase, indicating that the community increasingly understood the importance of conveying constructive reviews.

d. Improving the Quality of Human Resources (HR)

The Surakarta City Government realizes that the quality of apparatus human resources is very influential on the effectiveness of handling community reviews. Therefore, various training and workshops are held to improve the competency of the apparatus in managing reviews and providing better services to the community. This training includes increasing skills in the use of information technology, effective communication, and understanding of complaint handling procedures. In Pak Taufik's statement in his interview, "that the apparatus who received training was only a special team or the Core Complaints. Because trying to manage the server. (Interview, September 13, 2024) "

With improving the quality of human resources, it is expected that handling community reviews can be done more professionally and responsively, thereby increasing public confidence in public services provided by the Surakarta City Government.

3. The effectiveness of strategies in increasing public participation and improving public services

The effectiveness of strategies in increasing public participation and improving public services As for the impact or effect of the strategy carried out by the Surakarta

government, based on the results of interviews with Mr. Dian as the holder of the complaint complaint in the DPMPSTP environment on September 12, 2024 as follows:

"The implementation of the various strategies above has shown positive results in increasing community participation and improving public services in the city of Surakarta. This can be seen from the following indicators:

1. Increasing the number of incoming reviews: Since the launch of the review, there has been a significant increase in the number of reviews received by the government. This shows that the community is increasingly active in providing input related to public services.
2. Increasing the Community Satisfaction Index (IKM): The 2020 SKM results showed an increase in IKM compared to previous years, which indicated that the community felt more satisfied with the services provided by the government.
3. Faster and more appropriate response: With the fast response team and the use of digital platforms, the time needed to follow up on community reviews becomes shorter. This increases public confidence in the government's commitment in improving service quality.
4. Innovation in Public Services: Based on reviews received, the government has carried out various innovations in public services, such as simplifying procedures, improving facilities, and the development of other digital -based services.

So from the results of the interviews obtained by the author that the effectiveness of the strategy implemented by Diskominfo as the caretaker of the complaint complaint can increase the improvement of public services in other offices such as the DPMPSTP Office.

4. Obstacles in managing community reviews and efforts to overcome them

Although the Surakarta City Government has implemented various strategies in managing community reviews, there are still some obstacles encountered in the process. This obstacle includes technical, administrative, and social aspects that affect the effectiveness of the review management system. The following are the main obstacles faced and the efforts that have been made to overcome them.

a. Low digital literacy among the people

Although digital platforms such as review have been introduced, not all people have adequate access or understanding of the use of digital technology. The Surakarta City Community Satisfaction Survey (SKM) in 2023 shows that around 30% of the total respondents still have difficulty using the digital complaint platform [Diskominfo Surakarta, 2023]. This causes most complaints to be carried out directly or through social media that have not been fully integrated in the official review system [Diskominfosurakarta, 2023].

b. Responses that are less fast in several service sectors

Although there is a fast response team at Diskominfo and DPMPSTSP, some service sectors are still experiencing delays in following up on community reviews. Based on the 2022 Public Service Performance Report, it was found that 15% of the total reports included in the review had not yet received a follow -up in the specified time [DPMPSTSP Surakarta, 2022]. The sector most often experienced delays is population services and business licensing, which requires cross -agency coordination.

c. Lack of transparency in follow -up reviews

Some people complained about the lack of transparency in handling the reviews they submitted. The results of interviews with several Surakarta residents showed that they often did not get an update related to the complaint status they had submitted, giving rise to distrust of the effectiveness of the review management system [Community Interview, 2023].

d. Lack of competent human resources (HR)

The number and capacity of employees in charge of handling community reviews is still limited. Based on the 2023 Diskominfo report, the team handling the management of reviews in the review consists of only 15 employees, who must handle thousands of reviews every month [Diskominfo Surakarta, 2023]. This causes a high workload and the possibility of negligence in the follow -up process.

e. Challenges in maintaining the quality of public services

Reviews that enter are often subjective and vary in the level of urgency. Not all reviews can be directly translated into policies that can be applied directly. This requires the government to be able to filter a truly important review and have an impact on improving public services.

Based on some of the obstacles above, Mr. Taufik in his interview with the authors explained the efforts of the Surakarta City Government in overcoming the compression as follows on September 13, 2024:

“To overcome the above obstacles, the Surakarta City Government has implemented various strategic efforts so that the management of community reviews becomes more effective.

1. Increased digital literacy and socialization of complaints platforms

The government has carried out various educational campaigns to increase the digital literacy of the community to make it easier to use the complaint platform such as a review. This educational program includes:

- a. Workshop and training for community groups on how to use a digital complaint platform.
- b. Socialization through social media, government websites, and local television regarding the importance of community participation in providing reviews of public services.
- c. Provision of technical assistance services for residents who have difficulty using the review application, both through special hotlines and assistance counters in the village office.

2. Optimization of the Response Team Fast and Review Notification System To increase the speed of response to community reviews, the Surakarta City Government has implemented:

- a. Increasing the number of members of the fast response team in Diskominfo and DPMPSTSP, by recruiting additional contract workers to assist the verification and follow -up process of complaints.
- b. Automatic notification system to relevant agencies, which inform in real-time if there are reviews of people who enter and need to be immediately handled.
- c. The application of the target of handling time, where each review must receive an initial response within a maximum of 24 hours after being received.

3. Increase transparency with reviewing features To overcome the problem of lack of transparency, review has been developed with online complaint status tracking features.

- a. Every complaint submitted by the public now has a unique ticket code, which can be used to monitor the status of the follow -up through a website or a review application.
- b. Application of feedback mechanisms, where people can provide an assessment of the way the government follows up their reviews.
- c. Publication of monthly complaint reports on the official government website, so that people can find out the extent of their reviews contribute to changes in public service policies.

4. Increasing Competency and Addition of HR

The government has taken steps to improve the quality of human resources that handle the management of community reviews, such as:

- a. Training for service officers on how to respond to reviews quickly and professionally.
- b. Recruitment of additional personnel in the service sector that has a high volume of reviews, such as the Population and Civil Registry Office and DPMPSTSP.
- c. Increasing the budget for the management of community reviews, in order to increase the operational capacity of the government's review system and social media.

5. Preparation of priority systems in follow -up reviews To deal with the number of reviews that enter, the government implements a priority system based on the urgency category:

- a. Emergency reviews (for example related to disasters or health services) must be followed up within a maximum of 6 hours.
- b. Important reviews (for example related to licensing or administrative services) have a maximum follow -up time target of 48 hours.
- c. Reviews of long -term suggestions and input will be integrated in the preparation of policies and planning of the annual budget of the local government.

4 Conclusion

Based on the results of the study, it can be concluded that the management of community reviews by the Surakarta City Government has shown significant developments in improving the quality of public services. The mechanisms are applied, such as the Surakarta Complaints Service Unit (Review), Community Satisfaction Survey (SKM), and Social Media Monitoring, have become important instruments in identifying the problems and needs of the community more quickly and systematically.

Strategies implemented by the government, such as the development of digital platforms, the formation of a fast response team, socialization of digital literacy, and increasing transparency through complaints tracking features, proven to be able to increase public participation in providing reviews. This active participation contributes to improving public services that are more in accordance with the needs of residents.

However, there are several obstacles that still need to be overcome, such as low digital literacy among the community, delays in response in several service sectors, lack of transparency in follow -up reviews, as well as limited Human Resources (HR). To deal with these obstacles, the Surakarta City Government has taken steps such as increasing digital literacy education, increasing labor in the service sector, and optimizing priority systems in handling reviews.

Overall, the management of community reviews in the city of Surakarta has had a positive impact on improving public services. This success can be a model for other regions in implementing similar systems to increase community participation in public policy. Periodic evaluation and ongoing innovation are needed so that this system remains relevant and is able to answer the challenges that continue to develop in digital -based public services.

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