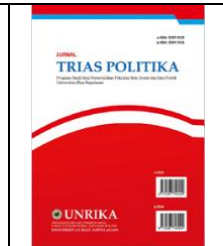


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ANALYSIS THE EFFECTIVENESS OF TANGERANG CITY GOVERNMENT COMMUNICATION THROUGH LAKSA FEATURE ON THE TANGERANG LIVE APPLICATION

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Abstract : Government communication has an important role in managing the relationship between the government and the community. The purpose of this study is to analyze the effectiveness of the Tangerang City Government's communication through the LAKSA feature on the Tangerang LIVE application in receiving and responding to complaints, aspirations, and suggestions given by the public. This research uses a qualitative method by utilizing secondary data sourced from publications of government survey results, annual reports on feature management, and other data officially released by the Tangerang City Government, as well as previous journals relevant to the topic of this research discussion. The data obtained was analyzed interactively through four stages, namely data collection, data reduction, data presentation, and conclusion drawing. Effectiveness is seen from several indicators, namely Communication Recipients, message content, timeliness, channel, packaging format, and source. The results showed that that five assessment indicators have been effective, which are the relevant message content, timeliness of the government's response to complaints, adequate digital communication channels, structured application display, and source credibility. However, the message recipient indicator is not optimal due to the low number of feature users. Thus, it can be concluded that the communication carried out by the Tangerang City Government in the LAKSA feature on the Tangerang LIVE application is effective, but the aspect of number of users needs to be improved. This research contributes to strengthening empirical understanding in digital communication literature, as well as a clearer mapping of the application of communication effectiveness theory and provides practical implications for the government in improving participatory communication strategies.

Keywords : government communication; communication effectiveness; LAKSA feature; Tangerang LIVE application.

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INTRODUCTION

Communication is a major aspect of human life as a social being. In the context of government, communication is a form of government effort in building relationships with the community. Building relationships with the community certainly requires effective communication, to realize quality governance. In general, communication can be said to be effective if the information from the communicator is conveyed clearly to the communicant, resulting in the response to be achieved (Arie Cahyono, 2019). One form of government and community communication can be seen when the government provides services in responding to public complaints, whether in the form of problems, aspirations or ideas. Currently, the central government as well as regional and city governments have tried to take advantage of advances in digital technology in providing services to make public complaints more

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accessible. The application of digital services has been implemented with the support of Presidential Instruction of the Republic of Indonesia Number 3 of 2003 concerning National Policy and Strategy for E-government Development (Ulung Pribadi, 2016).

According to Bangero (2025), with the advantages of the internet, two types of government communication have emerged, namely traditional web-based communication and social communication. Although the forms have evolved, the purpose of government communication remains the same, which is to inform and educate; open up new spaces for public participation and consultation; increase administrative transparency; and realize marketing and economic promotion actions (Elisa Mori, 2020). One form of innovation in Indonesia digital-based services is a program or application owned by the Tangerang City Government called Tangerang LIVE. Since its launch on August 17, 2016, the Tangerang LIVE application already has 22 features with various functions, one of which is a complaint and suggestion submission feature called LAKSA (Layanan Aspirasi Kotak Saran Anda). The Tangerang City Government stated that the application is an effort to establish effective and responsive communication with the people of Tangerang City. (Yoga Tirta Pratama, 2022). Based on data on the Tangerang Smart City website, the total number of complaints in 2022 and 2023 shows a fairly high number. The total number of complaints is based on all 13 sub-districts in Tangerang City. In 2022 the total number of complaints received was 9,949, while in 2023 the total number of complaints was 15,633. This shows the participation of the people of Tangerang City in utilizing the digital platform to submit their complaints or aspirations. The types of complaints are also very diverse and can at least be categorized based on five Regional Apparatus Organizations (OPD), namely the Population and Civil Registration Office, the Communication and Informatics Office, the Transportation Office, the Public Works and Spatial Planning Office, and the Education Office. The Tangerang City Government will handle incoming complaints using mechanisms that are in accordance with the categorization and context of the complaint.

Several previous studies have discussed government communication globally, such as research conducted by Mabillard (2024), which highlights the role of local government communication through social media platforms in refining and assessing adoption patterns in Belgium, Chen Shen (2025) discusses citizen-government communication and government responses can be influential in smart city development, and research by Lu & Cindy Ngai (2024), which discusses how the Chinese government communicates with the public using health themes and transparent communication styles to what impact it has on public engagement on its official social media platforms. Also, there's also several previous studies have focused on analyzing the communication strategy of the Tangerang City Government. This can be seen in previous studies that examined communication strategies by public relations (HUMAS) to communication strategies in socializing policies (Riska Aulia, 2019) (Pratama & Hermawati, 2021) (Aprilia Lianjani, 2018) (Nurmitah Fauzi & Titi Stiawati, 2023). There are also previous studies that have discussed the implementation of E-government in Tangerang City governance (Irvan Arif, Dede Yusman, 2022) (Bunga Nabila & Christian Wiradendi Wolo, 2023) (Budi Setiawan, Yusmedi Yusuf, 2024) (Aprilia et al., 2024). However, there are very few previous studies that specifically focus on the effectiveness of the Tangerang City Government's communication, especially on the use of the LAKSA feature as a tool or medium. The search for previous research was also conducted using VOSViewer with Density Visualization analysis, to explore previous research related to the focus to be studied. Data sources were obtained from 130 Scopus indexed articles, the results of which can be seen in Figure 1.

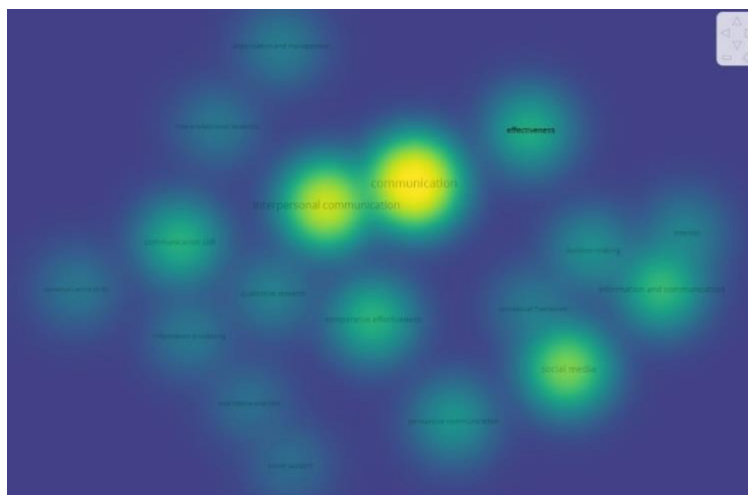


Figure 1. Density Visualization Analysis Results

Source. Processed data (2024)

The analysis above shows the level of relevance of topics in communication-related research. There are areas with the brightest color (bright yellow) which indicates the most frequently discussed topics. Based on the analysis of the figure above, the most prominent topics are “communication” and “interpersonal communication”. This shows that communication, especially interpersonal communication, is a major and relevant focus in past research. The brighter color area (bright green) shows topics with relevance that are quite often discussed and associated with the main topics, but not as intense as the bright yellow color. These include areas such as “social media,” “persuasive communication,” and “qualitative research.” In addition, there are areas with dim (dark green) to bright colors, areas with dim colors indicate topics that are rarely discussed by previous researchers. Some examples include “decision making,” “conceptual framework,” “social support,” and “information processing.” Overall, although there have been previous studies that have similar studies to the one to be studied, there is still a need for research that further discusses the effectiveness of communication in the digital era. This can be seen from the non-dominance and lack of specification of the discussion of communication effectiveness on digital platforms and social media. Therefore, this research seeks to develop research on communication effectiveness through digital platforms, with a focus on analyzing the effectiveness of Tangerang City Government's communication through the LAKSA feature in the Tangerang LIVE application. Based on the literature visualization above, previous research with the keyword 'government communication' through applications has not been widely discussed. This can be seen from the absence of keywords that specifically refer to 'government communication'. The keywords in the literature above show that previous research focuses more on communication in general, this can be seen from the dominant keywords 'communication' and 'interpersonal communication'. In addition, although there are keywords related to digital communication media such as 'social media' and 'information and communication', there are not many studies that specifically highlight the role of applications in government communication. This shows a gap in the literature or previous research on how the use of apps in government communication and how the use of digital technology can improve the effectiveness of government communication, as well as encourage public participation. Thus, further research is needed that is specific to the discussion.

In addition to some specific studies on government communication in the context of public services, there have also been many previous studies that have discussed more broadly. For example, Natoli (2024) research discusses Australian government communication on the welfare of tourism SME managers during the Covid-19 crisis period and explores the combined effects of organizational resilience and Australian government communication on the welfare

of tourism SME operators. In line with this research, Do Kyun David Kim (2020) & Romain Lerouge (2023) also analyzed government communication during COVID-19, where the output of the study produced recommendations for effective government health risk communication. Then another study that more broadly discusses government communication is research by Yue Guo (2020), the study refers to evidence from the Chinese government's communication about nuclear power projects, the research is aimed at exploring how the central government develops communication strategies based on various local cultures to increase public acceptance of nuclear power projects.

The novelty element of this research offers a significant study in government communication, with the main focus on effectiveness. In the evolving digital era, this research is interesting because it not only highlights the function of technology to increase participation, but also explores the impact of using digital platforms to deliver complaints or aspirations. Through a more focused approach, this research has the potential to contribute to the understanding of the dynamics of more modern government communication, as well as offer recommendations for improvements in digital-based services. The purpose of this study is to analyze the effectiveness of Tangerang City Government's communication through the LAKSA feature on the Tangerang LIVE application in receiving and responding to complaints, aspirations and suggestions given by the public. This analysis also aims to explore what aspects are key in influencing the success of government communication in the context of digital-based public services. To facilitate the research, the author uses the theory of Communication Effectiveness (Hardjana, 2000). As the basis for the research, the theory includes six indicators, namely communication recipients, message content, timeliness, channel, packaging format, and source. The results of this study help to determine the level of success of the Tangerang City Government's communication through the LAKSA feature, so that the results of this study can be used as a reference for evaluation of the Tangerang City Government.

METHODOLOGY

This research uses a type of qualitative research with a case study approach and is descriptive. Qualitative research is a multi-method approach that is focused and involves interpretation in understanding the subject matter (Rola Pola et al., 2024). Bambang Niko Pasla (2023) added that qualitative research aims to understand and describe the phenomenon being studied and detail. Then, the purpose of the case study approach is to study intensively the background conditions and interactions of the environment, individuals, institutions, and society (Syampadzi Nurroh, 2017). The results of understanding the phenomena obtained with this qualitative method will produce descriptive data, namely descriptions of written words or narratives that describe in detail based on the data presented. In line with this, Waruwu (2023) explains that descriptive in qualitative research means describing the events and social situations studied, and analysis means interpreting and comparing the research data.

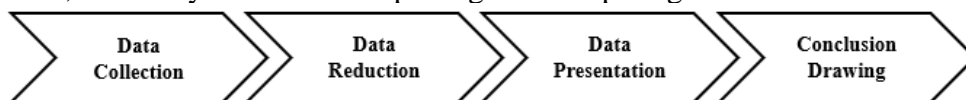


Figure 2. Research Method Flow

This research uses secondary data, which is obtained through official channels of the Tangerang City Government. The secondary data sources include the annual report on the management of complaints from the Your Suggestion Box Aspiration Service (LAKSA) for the period 2022-2023, which contains official data in the form of categories of problems reported by the public, the number of complaints, and the level of complaint resolution. The presentation of data from this source helps analyze how the Tangerang City Government's services in managing public complaints. Data was also obtained from the publication of the results of the public satisfaction survey on the utilization of the Tangerang LIVE application.

The survey results can support the research in measuring the level of public satisfaction with the LAKSA feature in the Tangerang LIVE application as a public service platform. Previous journals that are relevant to the topic of discussion are also used in presenting data in this study, both in the national and international scope. Through the use of secondary data from these various sources, this research can obtain a more in-depth picture of the effectiveness of communication and management of public complaints by the Tangerang City Government.

The data obtained was analyzed interactively through four stages, including: (1) Data collection, which is collecting data relevant to the topic and certainly from credible sources to support the analysis. This data collection process is carried out by recording data in a structured manner, identifying the necessary data, and ensuring the accuracy and consistency of the data. (2) Data reduction, which is the process of selecting and simplifying data. Highlighting data that supports analysis to make it easier to understand and structured. Data is grouped based on research indicators so that it can be analyzed more deeply. So that at this stage it has been filtered and only data that is in accordance with the research needs is used in the presentation. (3) Presentation of data, at this stage the data is organized in the form of descriptive narrative explanations of tables, graphs, or diagrams that illustrate the relationship between variables. The choice of presentation format is adjusted to the type of data used so that it is structured and can be connected to the theory used. (4) Drawing conclusions, namely making interpretations and conclusions based on the results of the analysis. At this stage, it is done by identifying trends or patterns from the data that has been analyzed and connecting it with the theory used, so that it can be understood to what extent the data obtained supports the research objectives.

RESULTS AND DISCUSSION

Concept of Government Communication

Government communication is part of the context of organizational communication. Government communication is communication carried out by someone who is in a government institution to the internal and external public (Lukas Kifli et al., 2020). Nugraha & Razak (2022) added, that government communication is the process of delivering messages or information by the government to the public to obtain government goals and functions. Government communication in government administration is carried out as a form of government effort to realize transparency, accountability, and public participation. In this context, the government is categorized as the communicator, and the public is the communicator. However, this position can be reversed depending on the conditions.

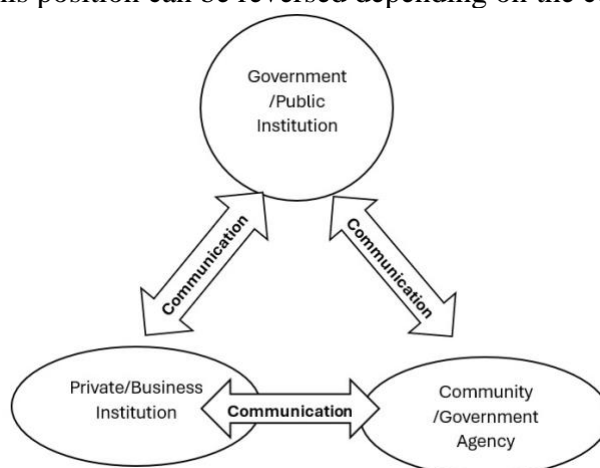


Figure 3. Pillars of Communication

Source. Ulber Silalahi (2004)

Government communication also needs to adapt to changes in government, namely governance (Icha Annisa Aprilia, 2022). Good governance emphasizes three pillars in the

government communication process, namely the government sector, the private sector, and the community (Mardawani & Relita, 2021). Through the relationship between the three pillars, partnerships will be built. Thus, the partnership between the government, the private sector and the community will be effective if their communication process is effective.

Communication Effectiveness

Effectiveness is a measure that states how far the target (quantity, quality, and time) has been achieved, where the target has been determined in advance (Syabrina, 2017). Communication effectiveness is a crucial aspect in strengthening interactions between government and society, which plays an important role in building transparent, participatory, and responsive relationships According to Ujang Mahadi (2021), communication can be said to be effective if the message sent by the communicator can be received properly or the same as the intended message to the communicator, so that no misperception occurs. In achieving effective communication, the right process is needed. In general, the communication process follows several stages. The stages or communication process can be seen in Figure 4 below.

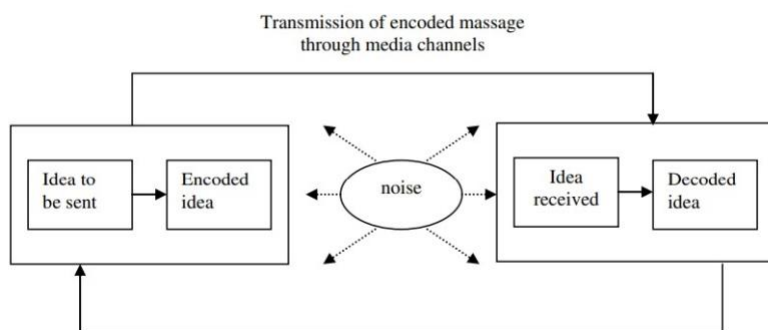


Figure 4. Communication Process

Source. Argyris (1994)

Through the picture above, it explains that communication begins with an idea conveyed by the sender. The sender's idea then goes through the encoding process, which is changing the idea into a certain form such as symbols or words to be understood by the recipient. The next process is that the message is sent through communication channels such as media, writing, and so on. When the message has reached the recipient, then the recipient performs the decoding process to understand the message.

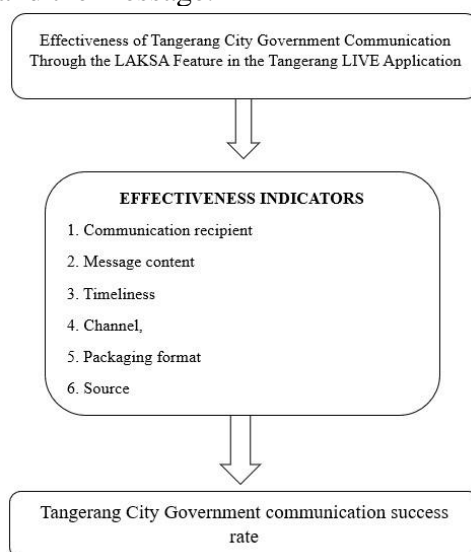


Figure 5. Theory of Communicative Effectiveness

Source. Hardjana (2000)

This research uses Communication Effectiveness theory (Hardjana, 2000) to facilitate thorough analysis. As the basis for the research, the theory includes six criteria, namely communication recipients, message content, timeliness, channel, packaging format, and source. Based on the description of the effectiveness theory, to find out the effectiveness of the Tangerang City Government's communication, an in-depth analysis using these six indicators is needed. The description of the indicators used is as follows.

Communication Recipient

The first component of communication effectiveness theory according to Hardjana (2000) is the recipient of communication. The recipient of communication in the context of the LAKSA feature in the Tangerang LIVE application is the people of Tangerang City. The community plays an active role as message recipients and participates in building two-way communication with the government through this feature. The people of Tangerang City only need a Population Identification Number (NIK) to access LAKSA when logging in, this is because population data has been integrated with the Population Administration Information System (SIK) and the Field Officer Information System (SIGAP) (Irfan, 2018). To see the coverage of communication recipients in the LAKSA feature, the following is a visualization of the comparison of the number of feature users with the total population of Tangerang City.



Figure 6. Number of LAKSA Feature Users

Source. Muhammad Rizki (2022)

According to the results of research conducted by Muhammad Rizki (2022), the number of users of the LAKSA feature in the Tangerang LIVE application was recorded at 87,481 users. When compared to the total population of Tangerang City, which amounts to 1,890,000 people, this shows that the proportion of LAKSA feature usage is only around 4.63%, in other words, the use of this feature is still minimal in the people of Tangerang City, even though this feature is available to all residents of Tangerang City. Selain penilaian berdasarkan perbandingan tersebut, penilaian melalui konteks lainnya juga dapat menjadi acuan. As the research has been done by Abdul Basit (2022), which is a survey based on age range. Respondents totaled 141 with an age range of 18-25 years, the results showed that of the four features that were used on average, the LAKSA feature received the highest score compared to other features. Based on the survey results, it can be seen that the majority of users of the LAKSA feature in the Tangerang LIVE application are students, with a total of 85 or around 60.3% of the total. Visualization of the survey results can be seen in Tables 1 and 2. The survey results show that the younger generation or students are also utilizing or have participated in conveying aspirations through the LAKSA feature provided by the government as a support for digital-based public services.

Table 1. Characteristics of Respondents Based on Age

		Frequency	Percent	Valid	Cumulative Percent
Valid	College students	102	72,3	72,3	72,3
	Private employees	39	27,7	27,7	100,3
	Total	141	100.0	100.0	

Source. Abdul Basit (2022)

Table 2. Average Used Features

		Frequency	Percent	Valid	Cumulative Percent
Valid	LAKSA	85	60,3	60,3	60,3
	Job Vacancy	42	29,8	29,8	90,1
	E-Plesiran	13	9,2	9,2	99,3
	Complaint Service	1	0,7	0,7	100,0
	Total	141	100,00	100,00	

Source. Abdul Basit (2022)

In addition to the survey results above, other data supporting the communication receiver component or indicator can be found on the official Tangerang Smart City channel, the Tangerang City Communication and Informatics Office presented the results of a survey in 2023 regarding public satisfaction with the utilization of the Tangerang LIVE application in providing services to the people of Tangerang City. The survey, which was conducted by DISKOMINFO (2023) totaled 400 respondents who are users of the Tangerang LIVE application, with various characteristics such as age range, gender, educational background, and type of work.

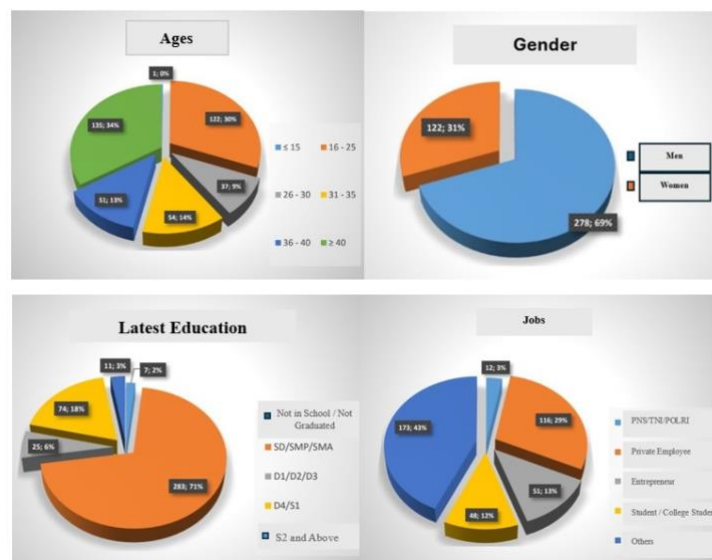


Figure 7. Characteristics of Tangerang LIVE Application users

Source. smartcity.tangerangkota.go.id (2023)

Based on the figures above, users of the Tangerang LIVE application come from various characteristics or backgrounds. In terms of age characteristics, it shows that ≤ 15 years old is the least and ≥ 40 years old dominates the use of the application. These results explain that the

more mature age can affect the understanding of digital technology. The second characteristic is gender, the survey results above show that the number of male users is more dominant, but the comparison is not too significant with female users. Because the comparison is not too far away, it explains that there is no inequality in understanding the use of applications. The third characteristic is the last education of the users. The survey results above show that the majority of application users have the latest educational background at the elementary to high school level, namely 283 respondents or around 71%. While the minority are users with post-graduate education. Through these results, it can be concluded that those with higher education do not use many applications as service support, further research is needed in this regard. The fourth characteristic is based on the type of work of the respondents, there are five types of work. Based on the figure above, the other job types dominate with a total of 43%. Therefore, it can be concluded that the background of application users comes from various occupations and is not focused on the use of certain occupations.

Based on these characteristics, the following survey results describe the use of features in the Tangerang LIVE application, including the LAKSA feature which is the object of this research.

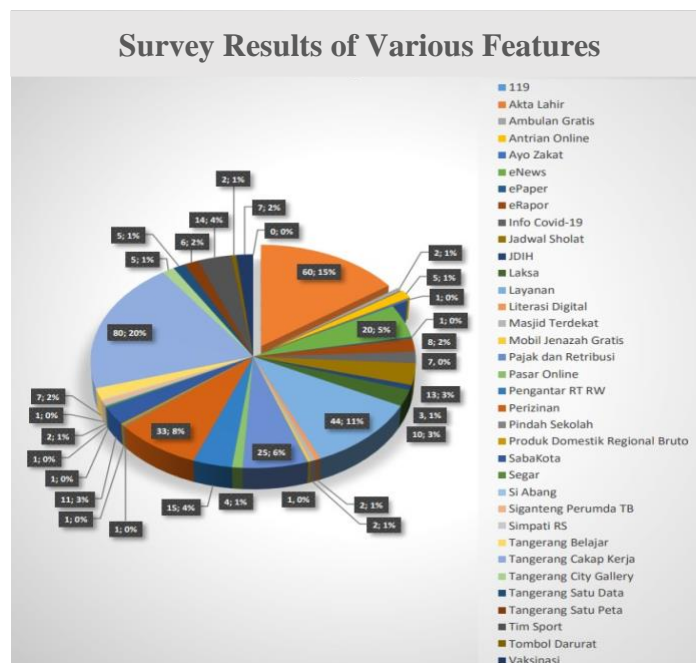


Figure 8. Survey Results of Various Features

Source. *smartcity.tangerangkota.go.id* (2023)

The data above explains that, from a total of 400 respondents from various backgrounds and characteristics of Tangerang LIVE application users, only a handful of application users use the LAKSA feature as a service support. In the survey results, the percentage of LAKSA features was 3.1%. This shows that the 3.1% figure is relatively low when compared with other features that have a higher percentage of use. This also reflects that although the Tangerang LIVE application has provided various features to facilitate access to public services, not all features receive the same attention from users.

The low usage of the LAKSA feature and the uneven usage of this feature indicate that there is a need for comprehensive socialization and education regarding the use of the application, and not only focusing on certain features. Through the results of this survey, it can be used as a reference for the government to further socialize the use of the LAKSA feature to all people from various groups or backgrounds, because the LAKSA feature can facilitate all forms of service access or complaints, both from the perspective of the government and the community. In addition, strategic efforts such as increasing accessibility, and strengthening

interactions can help improve the function of this feature in creating more effective two-way communication between the community and the government.

Message Content

According to Hardjana (2000) The message content component is the continuity between the purpose of communication and the actuality of the information received. In the context of the LAKSA feature, what is meant by message content is the exposure of complaints, aspirations, and service improvements conveyed by the community to the government through the LAKSA feature in the Tangerang LIVE application. The content of the messages provided can later be categorized based on the type of complaint and the distribution of complaints based on subdistricts in Tangerang City. The categorization of the content of the messages enables the Tangerang City Government to map the problems comprehensively, and to respond and intervene in a targeted manner. The following is the data related to complaints submitted to the LAKSA feature for the 2022 and 2023 periods.

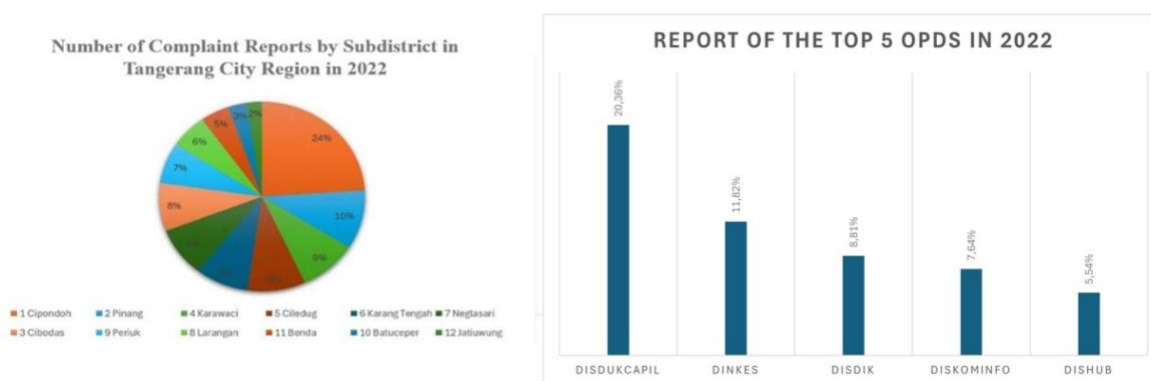


Figure 9. LAKSA Complaint Report
 Source. smartcity.tangerangkota.go.id (2022)

Based on the results of the LAKSA complaint management report for the 2022 period, the top 5 Regional Apparatus Organizations (OPDs) that received the most complaints were the Population and Civil Registration Office (20.36%) which included complaints related to online KK application and self-printing, the Health Office (11.82) which included information on vaccination services, the Education Office (8.81%) which included complaints on primary and secondary school admissions, the Communication and Information Office (7.64%) which included general reports on services in Tangerang City, and the Relationship Office (5.54%) which included complaints on public street lighting repairs. All these complaints came from all 12 subdistricts in Kota Tangerang. The data above also shows that the subdistrict with the highest number of reports is Cipondoh Subdistrict, and the least number of reports is Jatiuwung Subdistrict.

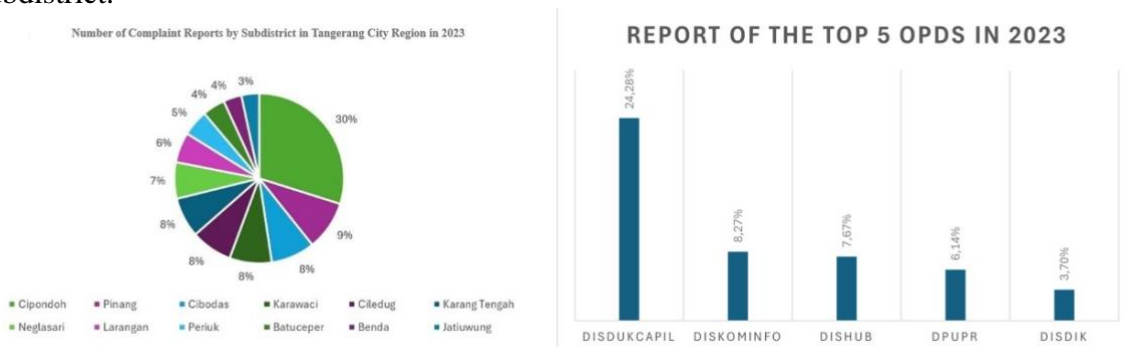


Figure 10. LAKSA Complaint Report
 Source. tangerangkota.go.id (2023)

Based on the data on the number of complaints for the 2023 period, it can be seen that there are several similarities related to the types of complaints that enter the LAKSA feature, namely the four Regional Apparatus Organizations (OPD) which remain the 5 most types of complaints, and the content of the complaints is the same as in the 2022 period. In the distribution of sub-district areas, there are also similarities, namely the highest number of complaints in Cipondoh District and the fewest complaints in Jatiuwung District. The number of similarities can show the consistency of the problems of the people of Tangerang City that are relevant every period. It also reflects more needs in certain sectors, such as population administration, education, health, and infrastructure. The similarities can also serve as a basis for further evaluation and distribution of services to all subdistricts, including those with fewer complaints such as Jatiuwung Subdistrict.

Timeliness

The third component is timeliness, Hardjana (2000) defines this component as the answer to the message addressed to the recipient in time and relevant to the intended conditions. In the context of the LAKSA feature, timeliness is the government's response to incoming complaints, whether the number of complaints can be resolved all, or there is a time delay in its completion. Timeliness reflects the government's action in meeting public expectations on the resolution of each complaint quickly and efficiently. To provide a clearer picture, the following is the data on the status of complaints in the LAKSA feature for the 2022 period and the 2023 period.

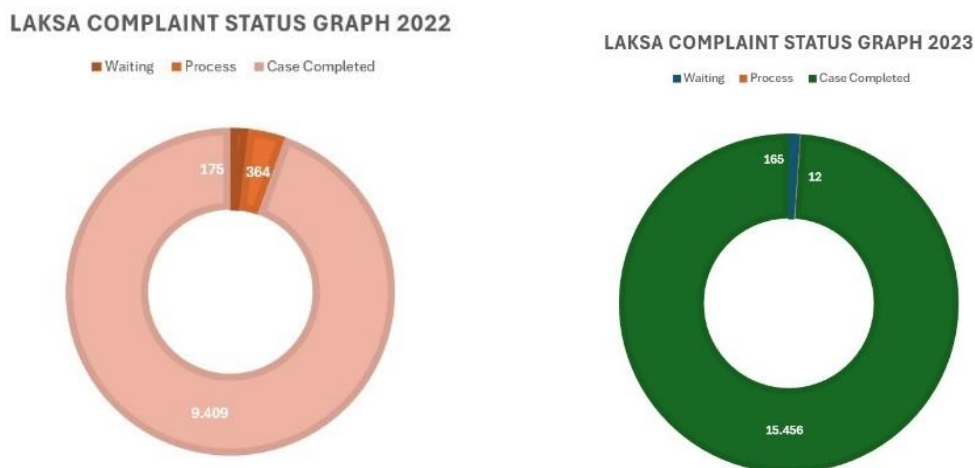


Figure 11. LAKSA Complaint Status Graph

Source. *smartcity.tangerangkota.go.id* (2022); Source. *tangerangkota.go.id* (2023)

In the 2022 complaints management report, according to data from the official Tangerang City channel *tangerangkota.go.id*, the total number of complaints received was 9,949. The graph above shows that 9,409 complaints were resolved, 364 of which were still in the process of being resolved, and 175 complaints were unresolved or still pending. This shows that most of the incoming complaints in the 2022 period can be handled and resolved properly. However, around 2% of complaints were unresolved or pending, indicating delays in the resolution of some cases. In addition, the second graph shows the status of complaints in the 2023 period. In the complaints management report for the 2023 period, according to data from the official *tangerangkota.go.id* (2023) channel, the total number of incoming complaints was 15,633. The graph above shows that the total number of complaints that can be resolved is 15,456, and there are 12 complaints that are still in the process of being resolved, and 165 complaints that have not been resolved or are still waiting. This shows that by 2023, almost all incoming complaints can be resolved, with only a handful of complaints that have not been successfully resolved.

Through the two graphs above, it can be understood that the status of complaints for the past three periods shows that many complaints have been resolved. Complaints that have not been resolved may be due to the complexity of the case or more serious problems, which require more time to resolve. The large number of resolved complaints indicates that the Tangerang City Government has improved its effectiveness and responsiveness in handling public complaints.

Channel (Media)

The fourth component according to Hardjana (2000) is the channel. A channel is a communication medium used to convey the purpose or message intended for the recipient. The channel in this context refers to the use of the Tangerang LIVE application and focuses on the LAKSA (Your Suggestion Box Aspiration service) feature as a medium to connect with the people of Tangerang City. As a communication channel or medium, the effectiveness of this feature can be assessed from the dimensions of the implementation of the LAKSA feature, as shown in Table 3. The following is data on the number of users of the LAKSA feature as one of the performance indicators of the communication media channel component.

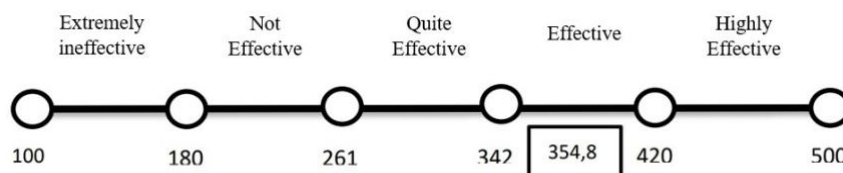


Figure 13. Scale Range

Source. Prima Feminita (2023)

The data above is the result of a questionnaire survey with 100 respondents conducted by Prima Feminita (2023). In Figure 13, the scale measurement begins with a score of 100 to a maximum score of 500. The scale score that becomes the standard of effectiveness is a score of 354.8.

Table 3. Dimension Assessment Score

No.	Dimensions	Score	Grading Scale
1	Usage Dimension	364	Effective
2	System Quality Dimensions	365,8	Effective
3	Information Quality Dimension	366,5	Effective
4	Dimensions of Service Quality	341,7	Quite Effective
5	Dimensions of User Satisfaction	352,5	Effective
6	Net Benefit Dimension	338,3	Quite Effective
Total Scores		2128,8	
Grading Scale		354,8	Effective

Source. Prima Feminita (2023)

The survey used 6 dimensions as a measure of effectiveness. Based on the survey results above, four dimensions (Usage Dimension, System Quality Dimensions, Information Quality Dimension, Dimensions of User Satisfaction) are on an effective scale. However, there are two dimensions that show an effective rating scale. The two dimensions include Dimensions of Service Quality (341.7), and Net Benefit Dimension (338.3). Prima Feminita (2023) stated that this was due to a lack of public trust and a lack of admin speed in responding to complaints. Based on the results of the assessment of these dimensions, it can be concluded that there are two dimensions that need more attention by the government to be further evaluated and improved.

Packaging Format

According to communication effectiveness theory (Hardjana, 2000), the fifth component is the packaging format. This component describes the suitability of the format between what is intended by the sender and the recipient and can be seen from the way the information is presented. In the context of this research, the format component can be understood as the structure of the information presentation, the design of the feature display, and the completeness and accuracy of the information on the feature. These aspects can review the extent to which information is conveyed, so that the communication is effective and understood by feature users. To analyze the packaging format component, researchers focus on indicators such as the appearance of the complaint feature and reporting guidelines in the feature. The following is the display and usage guide on the LAKSA feature.

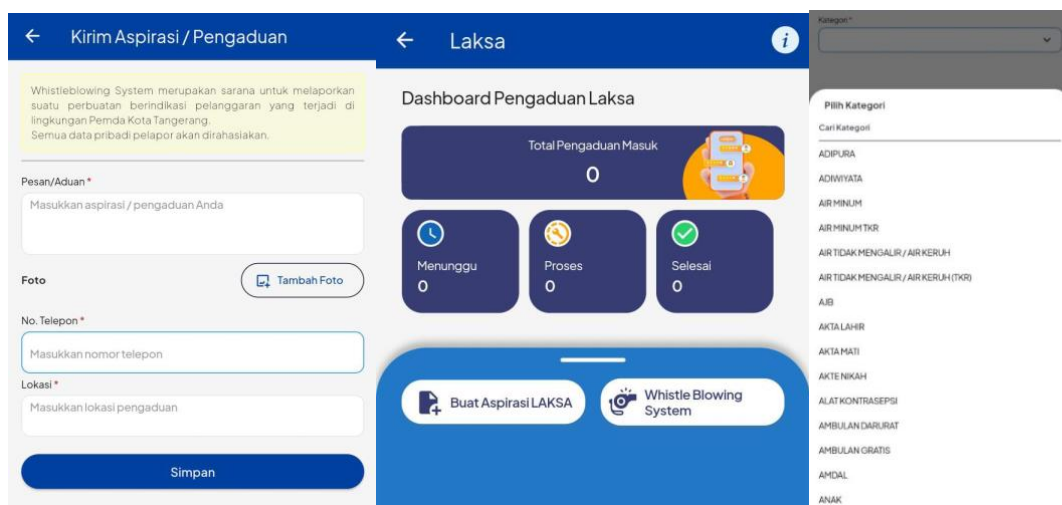


Figure 14. Complaint Feature View

Source. Tangerang LIVE Application LAKSA Feature

The picture above is the display of complaints in the Tangerang LIVE application in the LAKSA feature. This complaint display reflects the efforts of the Tangerang City Government in providing a packaging format that is easy to understand and structured. In the complaint display, users are directed to fill in several pieces of information such as messages, phone numbers, locations systematically, supporting photos and others, to ensure that each incoming report has complete and clear data. Then, the LAKSA feature also provides types or categories of complaints so that users can customize specific complaints and services as needed. In addition, the dashboard feature also presents a division of complaint status into three categories, namely waiting, processing, and completed. This design provides a transparent display for users, which can increase public trust in government performance. This clear presentation structure of the complaint form can make it easier for the public to understand the process of submitting aspirations, thereby increasing the effectiveness of communication.

The packaging format component in this study also focuses on how this feature displays reporting guidelines. Based on the picture above, it can be said that the LAKSA feature has provided clear reporting guidelines. The guide begins with an explanation of the feature's function by emphasizing reports that are in accordance with the procedure. Then, there are visualizations related to steps that are delivered in a structured manner, such as ensuring reports are in the context of government work, using clear Indonesian language, avoiding hate speech, and not abusing the use of this feature for reports that do not have a clear basis. The reporting guidelines contained in the LAKSA feature fulfill the principles of effective communication, by presenting information systematically, using language that is easy to understand, and supported by attractive visual illustrations.



Figure 15. Reporting Guidelines
Source. Tangerang LIVE Application LAKSA Feature

Source

Based on the theory by Hardjana (2000), the sixth indicator that becomes the benchmark of effective communication is the source. Through the Tangerang LIVE App and the LAKSA feature, it shows that the Tangerang City Government has significant credibility in providing digital-based information sources. This is reflected in the government's efforts to innovate in public services through the application, which shows institutional capacity and the transformation of the communication system into a more participatory one (Faris et al., 2023). Source credibility is seen from the availability of accurate, transparent and relevant information, which proves the ability of an agency to manage transparent public communication. This is supported by the view of Rahmawati & Yuliyanto (2023), that the credibility of government communication sources is strongly influenced by the quality of information provided, both in terms of information and transparency, this can increase public trust in the government. Transparency in the context of source credibility refers to information openness, the extent to which information can be accessed, examined and accounted for to the public. The Tangerang City Government has provided data in a transparent manner, by consistently releasing data for various periods, including monthly, quarterly and annually. Through official platforms and websites such as tangerangkota.go.id and others, the Tangerang City Government consistently releases data on the use of the LAKSA feature. The openness of this data allows the community, researchers and other stakeholders. Thus, transparency not only makes quality and credible sources, but also creates a healthy and accountable public communication space. This component also pays attention to the technical competence of the application management team, such as the ability to provide user-friendly services, the use of Indonesian language that is clear and easy for users to understand, and the availability of various information services in the features. Thus, through this feature the government not only acts as a provider of information sources, but also as a facilitator of two-way communication.

Confirmation of Findings with Theory

The findings of this study show that the role of the LAKSA feature as a digital communication tool for the Tangerang City Government is quite good. As explained above, the advantages of this feature are its flexibility and easy access to complaints, which enables

the public to participate in public services. The results of this study are based on the six indicators of Hardjana (2000) effectiveness theory, the results of which show that five indicators are considered effective (message content, timeliness, media channel, packaging format, and source), while one other indicator still has challenges and has not been considered effective, namely the message recipient indicator.

Indicators of message recipients in effectiveness theory according to Hardjana (2000) refer to understanding, audience involvement in the communication process. The results show that many people have not utilized the features, indicated by the low user data which is only around 4.63%. This ineffectiveness is due to socialization that has not been comprehensive and coupled with limited digital literacy among certain users. Meanwhile, the other five indicators show results that are in line with the characteristics of effective communication according to Hardjana (2000). In terms of message content indicators, the messages conveyed by the community in the LAKSA feature refer to the complaints and aspirations of the community. This indicator is considered effective because it reflects the purpose of communication, namely the messages conveyed are actual and in context, which later the reports will be grouped so as to facilitate the government in solving problems. The timeliness indicator is defined as the accuracy of the response, referring to how the government follows up on complaints and how quickly it responds. The research findings succeeded in identifying the settlement of complaints by the Tangerang City Government, which was very good because many complaints were resolved. The fourth indicator, media, was also found to be effective. This is because the assessment of the performance of the implementation dimensions went well, namely the survey assessment score received a high scale. The next indicator is packaging format, the results of the analysis on the appearance of the features are considered to be structured and easy to understand so that they are categorized as effective. There are already clear directions for users, making it easier to use. The last indicator is the source, the assessment above has shown effectiveness, this can be seen from the good credibility in providing digital-based information sources. Thus, the relevance of the findings to the objectives of this study has successfully identified the effectiveness of communication and found things that need to be improved to improve overall government communication.

The findings of the data analysis show several patterns in the complaints data in the LAKSA feature. The first pattern can be seen from the consistent types of complaints that come in every year, namely the most complaints come from the Population and Civil Registration Office, the Health Office, the Education Office, and the Public Works and Spatial Planning Office. This pattern indicates that the incoming problems tend to recur from year to year, which means that the solutions provided by the government have not fully resolved these problems. In addition, complaints by region also have a tendency in certain areas such as Cipondoh District which always has the highest complaints, while Jatiuwung District has the lowest complaints. This pattern indicates a gap in the utilization of digital services, so that problems in certain sub-districts are more easily known so that the government can more easily address them. This pattern reflects the need for a more comprehensive digital inclusion strategy.

The results of this study have some similarities in findings with previous studies that discuss the effectiveness of government communication. The results of this study identify that the government's response and timeliness in handling complaints through the LAKSA feature is classified as good handling, because the data above shows that complaints can be resolved. The existence of good complaint resolution can affect the level of public satisfaction. This is in accordance with Chen Shen (2025) research which examines the level of public satisfaction with government communication and response to public problems in smart cities. The results reveal that communication satisfaction, timeliness satisfaction, and settlement satisfaction are influenced by the quality of government response. The better the quality of government response, the higher the public satisfaction with the services provided, and this aspect can

support the effectiveness of government communication in accordance with the theory of effectiveness. In addition, another similarity lies in the results of this study which states that communication has been carried out effectively with the findings of five indicators that show satisfactory results and only one that still needs to be improved. Because basically the assessment of effectiveness is seen from how far the target is achieved to convey a message by someone to someone else. The results of this study are the same as Syabrina (2017) research which states that communication has been effective because five indicators have been assessed well and leaves one indicator that still needs improvement. The study emphasized that communication effectiveness is measured through the achievement of indicators, and the success of government communication depends not only on the completeness of information, but also on clarity, affordability, and the government's ability to follow up on any complaints from the public. In addition, the results of this study show that feature users only account for 4.63% of the total population of Tangerang City. This lack of interest is also in line with Bonsón (2017) research, which highlights the importance for the government to set clear objectives and socialize the benefits and mechanisms of using features to avoid public frustration that causes distrust and reduces the willingness to participate.

Although the results of this study have some similarities with previous research, there are still differences. For example, in Prima Feminita (2023) research, the results of her research stated that according to the survey results, the service quality aspect of the LAKSA feature only reached a score of 341.7, which is lower than other aspects. This is certainly different from the findings that the author did, from the data that has been processed above, it shows that the settlement of complaints has been resolved, namely with a percentage of 98%, so that it can be indicated that the quality of service is considered very good and effective. This difference can be caused by different benchmarks or assessments, in Prima Feminita (2023) research the benchmark for service quality lies in how coordination between Regional Apparatus Organizations (OPD). This reason is also supported by incoming complaints that do not meet the proper requirements, so that complaints cannot be followed up or submitted to the relevant OPD. This is different from the benchmarks in this research or writing, where the analysis of service quality focuses on the percentage of complaints resolved without using other benchmarks.

Theoretically, this study strengthens Andre Hardjana (2000) theory of communication effectiveness by showing that five out of six indicators in the LAKSA feature are effective. This finding expands the application of the theory by emphasizing that effectiveness is not only determined by the performance of the messenger (government), but also the readiness, awareness, and trust of the community in the digital public service process. Thus, this research adds a social dimension to the assessment indicators of previous communication theories, which focus more on technical and structural assessments or aspects. In addition, the practical implications of this research can be applied in the real world, such as in improving the Tangerang City Government's communication strategy to be designed into a more inclusive two-way communication. The Tangerang City Government can focus on the low participation rate and increase socialization and education to the community. Other theoretical implications can also be applied by other local governments to participate in developing digital-based public complaint services by referring to the practice of implementing LAKSA features. The education sector can also use the results of this study as a reference for education and training in the field of public administration to create effective digital communication in governance.

CONCLUSION

The results of this study indicate that five of the six indicators in the assessment of communication effectiveness theory Hardjana (2000) namely message content, timeliness, media channel, packaging format and source have been running effectively in the

implementation of LAKSA features. While one other indicator, namely the recipient of the message, has not run effectively due to low participation in the use of features. This finding confirms that to achieve effectiveness in digital communication is not only determined by the quality of the message sender, but also on the extent to which the recipient of the message is willing and participating. The main contribution of this research is to provide an expansion of the discussion in the digital communication literature, as well as a clearer mapping of the application of theory Hardjana (2000) in the context of digital services that have not been studied much before. In addition, the practical implications of this research can be applied to building a more responsive digital complaint service system and directing public communication policies to improve digital literacy, as well as strengthening social campaigns that encourage community activeness in utilizing digital public services.

This study has limitations in scope that only focuses on analysis in one area, namely Tangerang City, so that the findings cannot be generalized to assessments in other areas with different social conditions and governance. In addition, the use of descriptive qualitative methods tends to be subjective in the researcher's interpretation, which can lead to limitations in the objectivity of the analysis. With these limitations, further research is recommended to use quantitative methods so that the measurement assessment can be more objective. Further research can also analyze social factors, technology and other aspects in assessing communication effectiveness.

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