

Citizen Relationship Management (CnRM) to Build the Awareness of Anti-Corruption: Collaborative Governance Perspective

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Abstract--KPK is an independent institution that has a special obligation in eradicating corruption in Indonesia, but in carrying out its duties many obstacles and threats that so far have not yet found a solution. Seeing the demographic bonus that is currently being experienced by Indonesia, it is thought that intermittent between 2020-2035 is an opportunity as well as a threat that must be addressed wisely. Citizen Relationship Management (CnRM) is a new concept in managing internet-based national resources relating that the internet waves are undeniable. So that in the future practice of CnRM through collaborative governance is able to bring the future of the Indonesian people to be better. Using a qualitative approach from a variety of literature brings up a concept oriented to practical thinking. CnRM is an effort to instill a love for the nation wherever the citizens of a country are located, which means it has strong boundary to the nation. More specifically CnRM in this article focuses on moral issues for anti-corruption awareness. Based on a variety of literature and collaborations from the fields of science, the concept of thinking related to CnRM is obtained and how the flow of implementation in practice in the future. The implementation of CnRM as an effort to raise awareness of anti-corruption through collaborative governance is expected to be a media in the direction of a corruption-free gold generation in Indonesia.

Key words--Citizen Relationship Management (CnRM), demographics' bonus, collaborative governance, anti-corruption awareness

I. INTRODUCTION

The 1998 Reform Movement demands an Indonesian Government free from Corruption, Collusion and Nepotism. There have been many changes that have been made by Indonesia such as if in the new order era centralization brought a strong tendency for corruption in the central government, then in the era of decentralization and regional autonomy policy reforms in addition to having the aim of improving public services, also to reduce the tendency for corruption. Therefore, there are currently at least 416 district governments and 98 city governments. Unfortunately, Decentralization, designed to empower local communities, but it also has contributed to the country's continuing corruption and to many incidents of collective violence. This explosion in vote-buying represents an extreme example of the theme of the decentralization of corruption that has prominently figured in the debates of post-Suharto politics and political economy.[1]. This shows that the challenge of fighting corruption is still very high. Likewise, when looking at

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the formation of the Corruption Eradication Commission (KPK), which was established in 2002, according to Endarto[2], there are still many records of obstacles faced by this organization.

Corruption is generally known as representing a major problem of the modern society, which prejudices the stability and safety of the state subject to the rule of law, the democratic and moral values. The fact that the corruption has existed since the oldest times, being even nowadays one of the most serious and prevalent behaviour of persons occupying positions of management, it's an undoubted statement[3]. The Firstly fundamental problems in the Indonesian bureaucracy that got the spotlight from the World Economic Forum (WEF) 2018 is corruption which ranked first with 13.8 score [4].

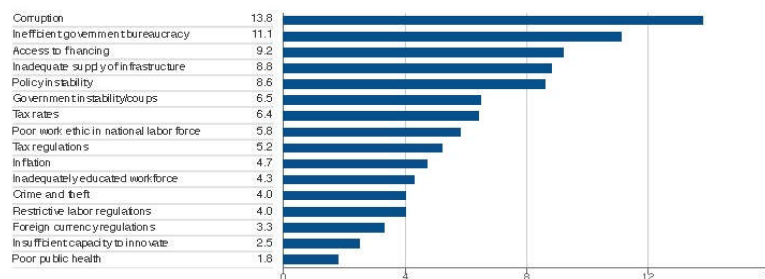


Figure 1: Most problematic factors for doing business

Transparency International survey results show the Corruption Perception Index (IPK) of Indonesia is at level 38 from a scale of 0-100 in 2018. An index close to 0 indicates that there is still a lot of corruption, on the contrary getting closer to 100 the more clean from corruption. With this score Indonesia is ranked 89th out of 180 countries surveyed. Based on data from Indonesia Corruption Watch (ICW), law enforcement officials as the spearhead in efforts to eradicate corruption have handled 454 cases throughout 2018 [5]. Then according to the 2018 Corruption Eradication Corruption (KPK) annual report a total of 121 suspects of corruption from 30 arrest operations. Total evidence of Rp. 24.4 billion [6]. KPK is a State Institution specifically aimed at eradicating criminal acts of corruption as stipulated in Law No. 30 of 2002. In the Consideration of Law No. 30 of 2002 explained that: The establishment of the KPK because, the eradication of criminal acts of corruption that occurred until now has not been able to be implemented optimally and the government institutions that handle cases of corruption have not functioned effectively and efficiently. Though corruption in Indonesia has been widespread and carried out systematically, it is a violation of the social and economic rights of the people [7]. The Corruption Eradication Commission was formed in 2003 and was formed based on Law Number 30 of 2002 concerning the Corruption Eradication Commission [8].

The continuous spread of corruption in Indonesia shows that there still is a long and complex road ahead for KPK. Corruption eradication has not been an easy task as corruptors always find new ways to outwit KPK by avoiding/resisting or twisting the law, which is a practice known as obstruction of justice punishable under the Indonesian Criminal Law [9]. Boys argues that the term “obstruction of justice” is the “frustration of governmental purposes by violence, corruption, destruction of evidence, or deceit”[10]. In Indonesia, corruption caused by dysfunctional party and campaign financing system. This system, which provides neither sufficient state subventions to central party offices nor incentives for legal donations, has produced a constellation in which parties openly engage in illicit fund-raising or seek assistance from oligarchs [11]. The investigation finds that majority coalitions cause a shift in local government spending towards health sector

activities and induce improvements in citizen access to health services—but only during the first year or two of the post-election period, after which the positive effects disappear [12]. Corruption in Indonesia is a particular problem where the criminal justice system is concerned [13]. And One of the causes of corruption is the low quality of human resources (Rafles et.al, 2018 in Ibrahim, Yusoff, & Koling, 2018)[14].

Setiadi argues that there are several obstacles in eradicating corruption, including in the form of obstacles: structural, cultural, instrumental, and management. Therefore, steps need to be taken to overcome them, including: designing and reorganizing public services, strengthening transparency, supervision and sanctions, increasing the empowerment of supporting tools in preventing corruption [15]. Corruption can not only be dealt with through legal channels by giving severe penalties to corruptors but further before that, awareness of anti-corruption values as a form of love for the state becomes more important. Anti-corruption awareness must be a built value. For the bureaucracy, a code of ethics can build anti-corruption habits and awareness. This is in line with Milošević's opinion, (2014) The law cannot regulate everything, and it is up to those who implement it to be consistent in doing so by taking into account primarily the principles of ethical behavior. In addition to improving public administration, codes of ethics are naturally an important anti-corruption mechanism.[16] This paper aims to find a new model to eradicate corruption using the Citizen Relationship Management approach and see opportunities to be implemented in Indonesia.

II. METHOD

This research uses descriptive-qualitative research with data collection techniques in the form of literature review, observation, and documentation. Literature review is carried out on several relevant results of writing and writing, and various sources for the preparation of the CnRM program Agenda Setting process, while observations are made on public services that have the potential to use the CnRM program. Documentation is carried out on documents related to draft policies, poverty data, and the others. The literature study is doing by examining a number of journals related to Public Administrations's at the national level, public sector marketing approach, anti-corruption perspective, and Citizen Relationship Management. The results of various literature reviews will be used to identify modeling that can be applied in the management of Public Sector Organization in Indonesia. The literature review is used to bring up information and analyze and develop a policy. A good literature review gathers information about a particular subject from many sources. It is well written and contains few if any personal biases. It should contain a clear search and selection strategy [17]; [18].

III. RESULTS AND DISCUSSION

Indonesia's demographic bonus which is currently happening has several good opportunities when there is a positive program being promoted. For example, it can be predicted that if the productive age is given a lot of skills in work, then in the future they will become a productive society [19]. Therefore, government must be able to empowering as the agent of change, improve the knowledge, as the loyal citizen by the education, health, skill and communication also aware toward the technology[20]. Technology wave cannot be avoid, according to KEMENPPA caused the rapid development of technology, especially technology Information and communication (ICT) is the birth and growth of generations known as Generation Y or known as Generation Millennial [21]. Whereas the previous study which states that use technology is what distinguishes between generations for example between Millennials, Generation X and baby boomers [22]. technology utilization

generation, the results of a study conducted by Kroski show that millennial generation is superior in terms of technology utilization especially cell phones compared to generations previous. This shows the existence of differences in behavior terms of inter-generation technology use[23].

As in the economic field it is also related to moral refraction, especially in terms of anti-corruption awareness. Vice versa if the productive age is morally bad, it can be predicted that the future of the Indonesian nation will deteriorate[24]. These conditions can be made an opportunity in terms of instilling morals and refraction that leads to anti-corruption. Young generation is the Potential agent of change to become the nation's assets, as believed by Abraham Samad who saw prevent corruption start by the young generation[25]. It can be illustrating that the young generation declared ready to participate in preventing corruption but on the side others expressed their unpreparedness for reduce acts which are can be categorized as corruption seeds [26]. Students as the younger generation too expressed its readiness in develop anti-corruptive behavior.

As an effort to maintain the demographic bonus that has an anti-corruption awareness attitude, it is necessary to manage relations with citizens, or it can be called Citizen Relationship Management (CnRM). Citizen Relationship Management (CnRM) Managing relationships with citizens is not easy, especially in the current era of globalization. In a global era, place and time are no longer so crucial[27]. So in practice CnRM requires an appropriate method. One of the strengths of the internet age is the speed of information, in its reach that knows no boundaries. As an effort to optimize the internet era, the practice of CnRM uses the perspective of collaborative governance, with the hope that this activity will be able to reach all levels of Indonesian citizens wherever they are. Collaborative governance is a management method that collaborates or integrates with various sectors, including government, community and related private sectors[28]. The idea of CnRM using collaborative methods as an effort to raise anti-corruption awareness in Indonesia, as illustrated in Figure 2, it is hoped that it can create young people who are more moral and love towards the nation and the state, especially in relation to the adverse effects of corruption on the nation.

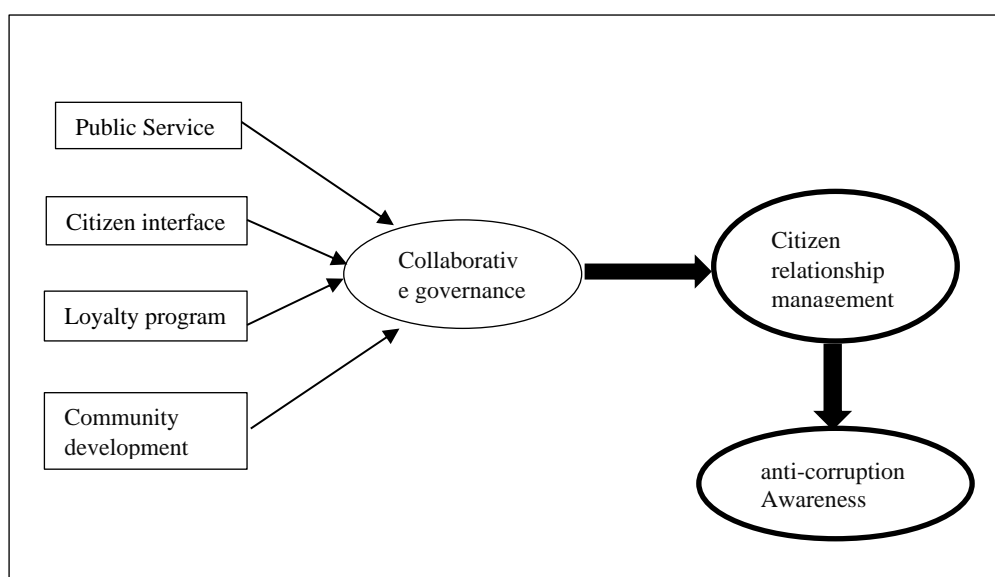


Figure 2. Conceptual frame CnRM through collaborative governance

Source: Primary Data (2020)

Collaborative governance

Governance or governance contains a various understanding than just governance[29]. In the concept of governance contains the role of several sectors, namely: community and private sectors in terms of managing and managing a city, region and country [30]. The concept of collaborative governance began to be developed in line with technological developments that simplify and accelerate access to all information and places[31]. Definition of collaborative governance according to Ansell and Gosh, namely a governance that involves more than one agency both formal and informal in making a policy, which has a cross in the consensus. Furthermore, Ansell and Gash add that there are 6 important things in collaborative governance, namely:

- a. A forum that originates from public agency or institutional initiatives.
- b. Participants in a forum also involve non-governmental actors.
- c. A directly involved participants in the decision-making process
- d. Formal and collective forum.
- e. The forum is intended to make decisions by consensus, even though consensus is unusual.
- f. The main point in collaborative activities is public sector policy and governance. [28]

In the concept of collaborative governance, non-government stakeholders are expected to be able to be directly involved in the decision making process[32]. The concept is very appropriate to do in Indonesia which is a neagra of democracy.

Citizen relationship management (CnRM)

Citizen relationship management (CnRM) is a concept that arises from relationship marketing where it is an effort to build long-term relationships [33]. The purpose of CnRM is to build a distinctive organizational asset that is often a collaborative network. This collaboration network will later be an integration of various parties including: community, government, KPK as an independent institution and other relevant parties[34] . Aside from being a form of maintaining citizen loyalty, in CnRM it is expected that there will be two directions in communication, so that it is expected that as good citizens take part in monitoring and keeping their respective environments from corruption.

CnRM can be applied more optimally when an organization has a practical brand or vision so that what is done is a reflection of the vision that has been set [34]. Another benefit of the CnRM is that the KPK can increasingly recognize needs and events on the ground, both from the lowest level to the national scope.

Public service

Public service is the main point in CnRM, which describes how public services, especially from the government, in serving the needs of citizens. In general, public services can be categorized into two types, namely reactive service and proactive [35]. Reactive service is a service in which citizens face a problem and the government or the authorities try to be the solution. Proactive service is where the authorities carry out initiatives or opportunities for citizens to express their opinions in public. In a digital perspective this can be done both online and off line[35]. According to Ratminto and Atik, a benchmark of success service is determined by the level of the satisfaction of service recipient. While the satisfaction level of these public services would be obtained if the recipient gets the types of service in accordance with what they expect and need.[36]

Citizen interface

The idea of citizen interface is the provision of services and collaboration of services and performance for each individual in an integrated manner between the authorities and citizens. In other words, people can take part in monitoring corruption in their environment, and easily communicate with the authorities. Citizen internship is an adoption of the concept of customization, which will be effective and efficient when applied with clear information and can be conveyed properly[37]. This model is certainly different from the general approach in bureaucratic institutions. which is hierarchical, strict on rules and has specialized tasks.[38]

Loyalty program

Loyalty program is a program so that citizens of a country have a high level of loyalty to the nation. A problem that often occurs is that a new loyalty program becomes a concern when a wealth of the State is stabilized or claimed by another country[34]. In the loyalty program there is a form of preserving the wealth of culture and other resources in a country. The ultimate goal of this loyalty program is to become an asset of a nation's competitive advantage

Community development

Community development is the formation of a canal or container in which all citizens can participate either directly or indirectly[39]. The existence of a community that built up opens great opportunities to interact and allows for greater contact among various parties involved [34]. Community Development examines the development of local communities through the healthy integration of community planning and business planning.[40] on the other hand in community development here is there are parties who can provide criticism, input and information to the authorities easily and quickly [35].

From theory to practice

Application of CnRM with collaborative governance methods. According to Ansel and Gash collaborative governance is defined as developing stages. In previous research, it was found that there are three stages in the collaboration process: 1) Problem finding, 2) Goal setting, 3). Program implementation [41];[30]. Collaboration can work well when there is integration between communication, trust, understanding and outcomes that are in line [42].

Communication is the main driver of collaboration, where there are several forms of communication carried out in the implementation of the CnRM program, namely direct communication. [43]. Intense and person-to-person communication in communicating the CnRM program is needed to be understood equally by all parties concerned. Further implementation by building trust, according to imperial[42], it was stated that in the collaborative governance process not only needed negotiations but about building trust with all parties involved. Building trust generally takes a long time and requires a long-term commitment to achieve the goals of collaboration. Conveying the same understanding is the next stage, conveying understanding can be defined as a common vision-mission, background, and goals[30]. The final stage is to have outcomes, the intended outcomes are the implementation of the CnRM program and a sense of responsibility in each individual who is the main actor [28]. Context in the context can be in the form of a program or meeting on a large scale between all CnRM actors who are coordinated and discuss the progress of the program in their respective regions[44].

IV. CONCLUSION

CnRM is a program aimed at maintaining the loyalty of citizens to jointly protect Indonesia from acts of corruption. Where in this program contains several actions, namely: public service (public service), relations with citizens (citizen interface), loyalty program, community development. In implementing the CnRM program, it uses the collaborative governance method, where there are three stages: problem discovery, goal setting and program implementation. then in the implementation of good collaboration and can run in the long run there needs to be an integrate between communication, trust, understanding and unidirectional outcomes.

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