

Effective Communication Strategy to Mitigate Citizen Complaints: Case from Kazakhstan

**Baurzhan Bokayev,
Zhadra Zhanzhigitova,¹ and Kuralay Sadykova**

**All of Academy of Public Administration under the
President of the Republic of Kazakhstan
33a Abay Avenue, 010000
Astana, Kazakhstan**

¹ Corresponding author: z.zhanzhigitova@apa.kz

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ABSTRACT

This paper explores the potential impacts of effective communication strategies on handling with citizen complaints. Governments from all over the world recently learnt a number of important lessons as a result of poor public relations during the COVID-19 outbreak. Public confusion and misunderstanding may result from poor government communication, not just during the global coronavirus pandemic. The purpose of this paper is to highlight the benefits of the recently launched eOtinish services for citizen complaints, as well as their implementation process, benefits, and obstacles. This quick analysis of Kazakhstan's evolving eOtinish program review is meant to serve as a conceptual starting point for future studies on effective e-government adoption. This article provides government with recommendations for establishing effective citizen complaint strategies through effective communication channels for use with the public. By using the eOtinish as a case study we propose to understand technological change in the public sector, in particular, how technology influences administrative capacity, through a new concept of technological capacity. The results of this study suggest in order to seek new solution in managing people complaint government reach to conclusion that implementation of technological changes fundamentally alter how public organizations function and how services are delivered.

Key words: innovation, communication channel, eOtinish, citizen complaints, Kazakhstan

Introduction

Modern technology has emerged as a key component of successful communication. Government systems had to be redesigned in order to give effective and affordable services using information and communication technologies, due to advancements achieved in the sectors of information and technology. As a result, e-government is becoming a well-liked area of government emphasis in many nations. The adoption and introduction of the e-government concept has significantly altered how businesses are conducted and how society as a whole function. The primary goal was to equip citizens to make informed choices.

Each government went through different strategies to build e-government. The crucial factor for progress in the government functions played technology. Technology is clearly a critical factor in lives of organizations. From private sector research we know how companies have changed their work organization due to different technologies (Pérez, Bolivar, & Hernández, 2008). Public sector innovation (Osborne & Brown, 2013), digital-era governance (Dunleavy et al., 2006), e-government discourses are arguably reflections of such pressures (Janssen & Estevez, 2013). However, public organizations appear to have little evidence. Only a small number of studies have attempted to unravel the deeper mechanisms that shape the long-term transformation of the public sector (Margetts & Dunleavy, 2013), whereas the majority of the existing studies on digital technologies in the public sector have focused on various enablers and barriers without a well-defined theoretical body (Janssen & Estevez, 2013). Without systematically taking into account the complex feedback and selection forces

that influence the evolution of technological change in the public sector (i.e., why organizations discover, learn, and implement new technologies), the existing studies have primarily focused on various parts of what, in evolutionary terms, can be summarized as the variety creation process (e.g., how organizations discover, learn, and implement new technologies).

According to Pollitt and Bouckaert (Pollitt & Bouckaert, 2011), for the past few decades, public administration has highlighted the value of results-oriented management. This is predicated on the implicit premise that as service quality increases, public satisfaction with overall government performance would increase. Scholars have observed a significant decline in public trust in the government over the past few decades (Putnam, 1995). According to Heise (Heise, 1985), this decline has been attributed to a lack of communication between the government and its citizens, who believe they are not adequately informed about government actions. Heise proposed developing a public administration communication model that incorporates open and responsive communication practices as a solution to poor communication. Many public services struggle with the disconnect between service outcomes and public perception (Stipak, 1979). The discrepancy suggests that a deeper understanding of the role that communication plays in the relationship between performance and perception is necessary (Van Ryzin, 2007). Public administrators can benefit particularly from understanding how government agencies can better design and implement public communication strategies and how performance information modifies the relationship between service outcomes and public satisfaction.

Public sector innovation

Successful innovation is essential for efficient public administration and service delivery because it leads to improved methods for addressing demands, resolving issues, and utilizing resources and technologies (Mulgan & Albury, 2003). Without innovation, the inevitable cost-containment requirements can only be handled by making already overworked workers further busier.

Despite the fact that there have been many research studies on innovation in the public sector, there are currently few studies that focus on more organized efforts to support such innovation (Bloch & Bugge, 2013). It is therefore necessary to do research on the elements that influence public service innovation success and to develop a plan for duplicating and disseminating public service innovation (Gallouj & Djellal, 2010).

Currently, both government officials and researchers are paying close attention to the innovations that are emerging in the public sector. Systematically developed public service innovations are thought to be capable of preserving the standard of public services, enhancing welfare, and addressing socioeconomic problems that are pervasive in the public sector (De Vries, Bekkers, & Tummers, 2016). According to Mergel and Desouza (2013), public organizations must respond to public issues by establishing rules for how the public and government should interact. In an effort to improve the effectiveness and efficiency of public services, this is done in order to implement new policies or make the required adjustments to existing ones. Additionally, Bason (2018) describes innovation in the public sector as the process of developing fresh concepts into things that the general public can appreciate. Since innovation is thought to be able to create opportunities to increase service quality and efficiency, it is a fundamental requirement in the supply of services. Additionally, innovation can boost production and efficiency without needing to increase budgetary resources (Stewart-Weeks & Kastle, 2015).

Innovation is the deliberate invention and execution of fresh, imaginative concepts (Torfing, 2019). Because it is difficult to forecast outputs and outcomes, innovation is always a

risk. Unintended effects are a given and can be expensive and challenging to fix (Brown & Osborne, 2013). Moore (2005) contends that support is necessary for ideas to survive, grow inside a company, and expand to other facets of society.

In Kazakhstan, research on studies of innovation in public service has never been conducted. After presenting new good governance policy concepts, innovation has gained popularity among policymakers in recent years. Every nation in the world, including Kazakhstan, views good governance as the cornerstone of any democratic form of government's ability to foster growth. It appears to be accomplished when its key components—participation, the rule of law, transparency, justice, and inclusivity, as well as responsiveness, consensus-oriented responsiveness, accountability, and strategic vision—are realized. Effective government is frequently seen as requiring significant citizen involvement in decision-making. To create solutions to societal problems that cannot be resolved without some kind of government action is the fundamental role of public innovation (Bourgon, 2022). Most bureaucracies struggle with innovation, and most of them tend to view new possibilities—especially radical ones—as disruptive, so they frequently stifle them. As a result, organizations looking to boost innovation typically want more organized techniques for producing possibilities (Mulgan & Albury, 2003).

The main goal of this study not only to show the implementation of new government project called eOtinish in framework of good governance, rather develop a better understanding of how innovation develops in the public sector in Kazakhstan. Given that public-sector innovation has a direct impact on business competitiveness, this entails enhancing and personalizing services, reaching out to the public and meeting their expectations, containing costs and raising efficiency levels, and utilizing the potential of information and communication technologies while also addressing global competition (Lee, Hwang, & Choi, 2012). The only way to address and overcome these issues, according to Bason (Carstensen & Bason, 2012), is by jointly developing fresh solutions with residents. Public sector innovation may both encourage and produce new solutions (Lee, Hwang, & Choi, 2012). Additionally, the innovation project's goals included adapting new and improved techniques from outside the public sector's professional and organizational bounds, experimenting with concepts from different settings, and coming up with fresh ideas for solutions.

The success of public sector innovation inspires several groups to mimic these triumphs in order to address societal problems in another area (Coletti & Di Maria, 2015). In Kazakhstan service innovation and improvement has become strongly linked to government reforms from moving away the bureaucratic foundations towards decentralization. There were many reforms which aimed to increase efficiency and generally involved evaluation of performance by government organizations. Innovation is an approach used when a society, organization or individual is under sufficient duress, and perceives the present situation as bad enough, that it is worth risking losing for a (presumably) better solution (Smith, Glor and Brodrick, 1999). Hence, it creates new form of responsiveness through innovation in the design and delivery of services to the public needs.

Advantages of e-government implementation

According to Vecchio et al., Information and Communication Technology (ICT) offers businesses and industries (Del Vecchio et al., 2018), which includes the government sector, a number of advantages, such as the capacity to improve efficiency and transparency (Reddick, & Norris, 2013), enhance services and communication (Ahn, & Bretschneider, 2011). In addition, it increases the utility of services and makes it easier for citizens to access information (Reddick, & Norris, 2013). ICT is a key factor in a country's growth and provides the infrastructure for better decision-making (Simon, 1976). However, it is more difficult to achieve government growth, economic growth, poverty reduction, citizens' prosperity, and a nation's sustainability without effective e-government (Glyptis et al., 2020). It is necessary to

reform the public sector and transform it into a digital public sector in order to improve efficiency, effectiveness, accountability, and transparency, as well as stakeholders' communication and access to information (Glyptis et al., 2020). In the globalized world of the 21st century, nations must fully utilize e-government to remain competitive (Glyptis et al., 2020).

In spite of the overall benefits of converting the public sector to a digital one, the actual process of doing so is a challenging one that must take into account both the characteristics of the country's public sector and the country itself.

Each government has developed e-government using a distinct approach, as we have already mentioned. Some have produced thorough long-term strategies. Some people have chosen to make early efforts to concentrate on a select few important areas. However, in every instance, the nations that were deemed to be the most successful started with smaller, phased initiatives on which to build a structure. Kazakhstan is likewise no exception, as it implemented the electronic system eOtinish to streamline procedures and increase integration between the government and its constituents. This essay discusses the benefits of eOtinish system deployment as well as the major obstacles that must be overcome for those systems to be successfully installed and run. Among many tools that are being developed to handle citizen complaint, eOtinish has become one of the effective communication channels to deliver information and services to citizens and businesses.

Benefits to citizens and businesses from on-line delivery of services include convenience (location and time) and shorter waiting periods. In addition, eOtinish systems may lead to greater transparency, resulting in reduced administrative barriers. In terms of technological capacity, eOtinish has greatly reduced the cost of collecting, distributing, and accessing citizen complaints.

Research Questions

The main research questions of the paper are what kind of advantages and disadvantages for the adoption of new citizen complaint system in Kazakhstan exist and to what extent eOtinish contributes towards effective communication channels.

Methodology

The methodology used to conduct this study was a case study of eOtinish services implementation by Kazakhstan central government institutions. This study employs data analysis based on records from government agencies. This article used data from open sources.

Results

This study presents an evaluation based on a quantitative analysis of the Kazakhstan central government institution's eOtinish services. In order to strengthen the work on accounting and systematization of the received appeals of citizens, the Kazakhstan government most recently has introduced a new platform eOtinish. Within the framework of the Concept of the hearing state, from July 1, 2021, a unified electronic system eOtinish has been introduced in all state agencies, local self-government bodies, legal entities with one hundred percent state participation - a service for strengthening the rights of citizens in disputes with the authorities. Electronic appeals via eOtinish will increase the efficiency of government agencies and the transparency of consideration of citizens' appeals.

Overview of eOtinish in Kazakhstan

eOtinish eliminates unnecessary bureaucracy associated with the consideration of appeals, and also provides citizens with the opportunity to monitor the progress of consideration of appeals in state bodies. Follow the link to official site for applying your complaint: <https://eotinish.kz/>

There are a variety of ways citizens can reach the city government. Citizens can send letters by using eOtinish platform, or write letters by post, they also make their appeals in person or make appointments.

The least costly way among these channels is probably eOtinish. The advantage of this channel is that it enables complainants to attach documents or other supporting materials to make their case. After the submission, people will get confirmation of the complaints they just sent.

Table 1: Number of complaints

Received requests	2019	2020	2021	2022 for 9 months
Total	2 217 503	1 950 319	1 637 460	1 601 714
Statement	1 760 051	1 501 087	1 154 717	990 175
Complaint	216 161	185 809	123 417	94 737
Other appeals	43 875	263 423	358 661	468 542
Paper based	1 349 153	883 001	755 786	716 054
Electronic version	664 887	967 381	329 411	885 660
Satisfaction of requests	757 674	571 341	604 757	607 343

Source: Committee on the legal statistics and special accounts of the state office of public prosecutor of Republic of Kazakhstan. Table created by the authors.

The total complaints numbered for 9 months of 2022 1 601 717 million cases. On average, there are more than 5700 complaints sent to the eOtinish each workday (Table 1). Presented data is evidenced by the growth in the number of complaints in the context of state for 9 months of 2022. That is, government bodies have to respond to around 5000 appeals each month, which has caused serious work overload.

The eOtinish gives citizens a cheap and practical way to voice their daily issues and get a rapid response from the government bodies. However, the cheap "entry cost" at which city agencies are made aware of citizen concerns also results in competitive usage of the agencies' staff members' limited working hours. For instance, as stated in the previous description, some organizations devote more than half of their human resources to handling citizen complaints. They must be available to the socially disadvantaged who do not know how to express their complaints or afraid to do so. In practice, the procedure must be published and must ensure that everyone should be able to use the procedures.

Publicity, accessibility, and accountability are the criteria of evaluating a citizen complaint system. In terms of publicity, the eOtinish integrated system among all government bodies. The information about eOtinish is also available on the Internet. Since it is newly launch the complaint system, we suspect that citizens may still be ill-informed about the purpose and function of the whole system. Therefore, we suggest that Kazakhstan government should invest more to promote not only the existence of eOtinish to file complaints, but it should educate the general public about their rights to complain and the step-by-step illustration about the procedure to file a complaint through different channels.

Also, as citizen complaints through eOtinish continue to grow, this trend shows its worth as an effective citizen complaints channel because of its relatively lower cost.

In terms of accountability, eOtinish is a computerized system to monitor the processing and handling of all complaints. Also, all letters to the government bodies are also closely monitored by the General Prosecutor's Office of the Republic of Kazakhstan. The General Prosecutor's Office of the Republic of Kazakhstan monthly summarizes a total number of complaints and records the content of each complaint. Also, the information in eOtinish has never been used for any analysis. As a result, we suggest that channel of the complaint used in this research for the purpose of a better analysis of the pattern and behavior of citizen complaints. Also, to use website to collect complaint data can allow us to do the job so-called “data-mining” in citizen relationship management to assemble useful knowledge to help Kazakhstan authorities to notice repeated problem in the daily operation.

The results support the conclusion that citizen complaints provide opportunities to increase citizen influence in shaping government services using e-government approaches. This study contributes to social change by providing a framework that guides the implementation of e-government services to handle citizen’s appeals.

In terms of Kazakhstan, government task at modern stage is to concentrate the efforts for transition to informational society through informational technologies can be considered successful. However, sometimes it offers an outlet for frustrations and inconveniences when dealing with citizen complaint. On the one hand, we have had decreasing number in complaint, but many problems still remain unsolved. As consequences, the level of public satisfaction with public service decrease. Even though, complaining is a popular and often practiced form of communication. Indeed, citizen complaint might serve many functions. A recurring finding is that complainants' discontent is related to inadequate communication, an apparent lack of independence in complaints systems, and the inability to discuss the issue with the proper official.

In Kazakhstan, citizens prefer to address their concerns to high rank authority hoping to get direct solution even though the claims require extra-means. Despite many responsibilities, the study recommended local authorities to avail enough time and listen carefully complaints, handle them effectively aiming to satisfying aspirations of complainers and involve citizens themselves and other stakeholders in the process of handling complaints.

Several ministers were found to engage in higher levels of productivity (Table 2). Significant relationships were also found between the types of complaints and the region of residence (Table 3).

Table 2: Number of complaints in the context of state bodies

Name of the state body	Appeals received 2019	Appeals received 2020	Appeals received first 6 months, 2021
Administration of the President of the Republic of Kazakhstan	15447	989	14707
Office of the Prime Minister of the Republic of Kazakhstan	6885	101	2283
Office of the President of the Republic of Kazakhstan	152	0	248
Central Election Commission	259	0	150
Senate of the Parliament of the Republic of Kazakhstan	5212	0	1656
Majilis of the Parliament of the Republic of Kazakhstan	4539	0	3118

Name of the state body	Appeals received 2019	Appeals received 2020	Appeals received first 6 months, 2021
Accounts Committee of the Republic of Kazakhstan	244	3	159
Supreme Court of the Republic of Kazakhstan	9819	3	4519
Prosecutor General's Office of the Republic of Kazakhstan	22846	230	12588
Committee on Legal Statistics and Special Accounts	1549	3	1372
Academy of Law Enforcement Agencies	21	0	93
National Security Committee of the Republic of Kazakhstan	1892	0	1249
Border Service of the National Security Committee of the Republic of Kazakhstan	4506	2	1713
Agency for Civil Service Affairs and Anti-Corruption	4675	76	1574
National Bureau of the ADGS of the Republic of Kazakhstan	160	0	65
National Bank	10717	33	1408
Ministry of Foreign Affairs	1831	0	1568
Ministry of Culture and Sports, including	1907	0	865
Committee for Sports and Physical Culture	148	11	85
Committee for the Development of Languages and Socio-Political Work	34	0	9
Tourism Industry Committee	61	0	84
Ministry of National Economy, including	2267	3	1598
Statistics Committee	309	1	208
Committee on Regulation of Natural Monopolies, Protection of Competition and Consumer Rights	1384	0	464
Ministry of Investment and Development, including	3454	48	3063
the Committee of Highways	184	0	103
Committee for Industrial Development and Industrial Safety	425	0	338
Committee of Geology of Subsurface Use	112	0	112
Committee of Technical Regulation and Metrology	1806	3	479
Transport Committee	1043	4	533
Civil Aviation Committee	498	0	841
Committee for Construction, Housing and Communal Services	2691	0	1848
Investment Committee	13	0	37
Ministry of Education and Science	4412	2	2497
Committee for Control in the Field of education and Science	266	0	150
Committee of Science	18	0	17
Committee for the Protection of Children's Rights	255	0	132
Ministry of Health of the Republic of Kazakhstan	6782	0	5858
Pharmacy Committee	127	0	0
Public Health Protection Committee	891	26	576
Medical Services Payment Committee	0	0	0
Ministry of Labor and Social Development, including	19107	229	4020

Name of the state body	Appeals received 2019	Appeals received 2020	Appeals received first 6 months, 2021
the Committee of Labor, Social Protection and Migration	490	0	324
Ministry of Agriculture, including	2542	3	1612
the Committee on Water Resources	147	0	146
Forestry and Wildlife Committee	530	0	343
Veterinary Control and Supervision Committee	225	0	174
State Inspection Committee in the Agro-industrial complex	89	0	71
Land Management Committee	1272	0	1057
Ministry of Finance, including	6263	20	4520
Treasury Committee	91	0	1101
State Revenue Committee	6604	0	5497
State Property and Privatization Committee	128	0	134
Financial Monitoring Committee	1383	20	1347
Internal State Audit Committee	14981	0	3132
Public Procurement Committee	733	0	0
Ministry of Energy, including:	1373	3	929
Atomic and Energy Supervision and Control Committee	170	0	88
Environmental Regulation and Control Committee	338	0	307
Ministry of Justice	117819	6801	53691
Ministry of Information and Communications, including:	319	0	0
Information Committee	125	0	82
State Control Committee in the Field of Communications, Informatization and Mass Media	138	0	177
Ministry of Religious Affairs and Civil Society, including:	1152	1	912
Committee on Civil Society Affairs	35	0	22
Committee on Religious Affairs	57	0	56
Ministry of Defense and Aerospace Industry	1328	12	1422
Committee on State Material Reserves	12	5	15
Aerospace Committee	21	0	42
Information Security Committee	44	0	114
Ministry of Internal Affairs, including:	193843	16097	109218
Committee on Emergency Situations	361	2	288
National Guard	201	0	69
Administrative Police Committee	3147	0	1530
Committee of the Penal Enforcement System	3809	157	2592
Migration Service Committee	341	0	243
Ministry of Defense	9798	336	3243

Source: Committee on the legal statistics and special accounts of the state office of public prosecutor of Republic of Kazakhstan. Table created by the authors.

In the search for a ‘true’ indicator of the occurrence of citizen complaint, we faced a number of methodologies that have been employed including context analyses of citizen grievances. Unfortunately, each technique has its own unique measurement problems.

It is the purpose of this study to explore the issue of citizen complaints and a reflection of government response. A large number of eOtinish platform users becomes an effective tool to get information from the user. Citizen complaints might also be used to obtain feedback from the people about policy implemented by the government. Moreover, the characteristics of eOtinish is public, informative, real time, and accessible for any kind of platform.

This study aimed at finding out new technical approaches in establishing and adopting the new digital government paradigm to make people presenting their complaints to the high level authorities while they would have been resolved at local level through existing complaints handling mechanisms in Kazakhstan.

Table 3: Demographic statistics

№	Administrative Division	Population Estimate 2022-10-01
1	Astana city	1 340 782
2	Almaty city	2 147 113
3	Shymkent city	1 184 113
4	Abay region	610 183
5	Aqmola region	786 012
6	Aqtobe region	924 845
7	Almaty region	1 497 025
8	Atyrau region	689 674
9	East-Kazakstan region	730 818
10	Jambyl region	1 215 482
11	Jetisy region	698 952
12	West-Kazakstan region	686 555
13	Karaganda region	1 134 146
14	Kostanay region	832 445
15	Kyzylorda region	830 901
16	Mangystau region	761 401
17	Pavlodar region	754 829
18	North-Kazakhstan region	534 966
19	Turkestan region	2 110 502
20	Ulytau region	221 014
	Total	19 691 858

Source: Bureau of National Statistics of the Agency for Strategic Planning and Reforms of the Republic of Kazakhstan.

Challenges of eOtinish implementation

Certain obstacles and constraints could impede the adoption of eOtinish.

Organizational culture. According to Glor (2001), innovation is influenced by external factors as well as internal ones. It is also impacted by the social environment, which includes the overall characteristics of the workplace or organizational culture and how it is run.

Leadership. Since government approach mostly top-down in Kazakhstan (Bokayev et al., 2021), it became difficult to change leadership style. Even though, the creation of new knowledge is a result of interaction among front-line staff, middle management and senior management (Glor, 1998).

Technical barriers. Access to technology and literacy may be a concern in the near future rather than technology development. The requirement for users to be able to comprehend and utilize technologies through which transparency tools are available coincides with technology access.

Organisational barriers. Problems with the organization include: a lack of support from top management, resistance to switching to electronic methods, a lack of collaboration between departments and sectors, and a lack of qualified staff and training. Since senior managers is near to age for retirement.

Lack of shared procedures. The use of eOtinish is frequently hampered by technological issues such a lack of universally accepted standards, particularly among government organizations. According to Bokayev et al., due to the presence of disparate databases and the lack of integration of information systems, there is a problem of inconsistency of information in government databases (Jussupova, Bokayev, & Zhussip, 2019).

Collaboration. In order to achieve a successful e-government system, collaboration and cooperation among all partners or stakeholders are essential to the process of implementation (Cohen, & William, 2003). Every sector should be encouraged by the government to participate in the development and implementation of e-government.

Lack of qualified personnel. According to Sharma and Gupta (Sharma & Gupta, 2003), the e-government system can be successfully implemented if qualified personnel are available to start and develop it. In general, if e-government projects are to advance, it is essential to concentrate on education and training programs.

Social barriers. The ease with which a wide range of people can use e-government systems is the primary focus of social issues. This means that the interface needs to be accessible to everyone in the government and the general public. Numerous factors, including digital literacy, culture, education, and income, contribute to social obstacles.

A tool of intimidation. From cultural point of view, it is our heritage as a former state form Soviet Union people often complain in order to force execution for their appeal complainants sometimes intimidate someone to get some incentive.

Financial limitations. The entire cost, which accounts for the expensive software, hardware, maintenance, training, and education for systems, is frequently cited as a major deterrent to organizations and governments using the technology.

Advantages

Both developed and underdeveloped countries can gain from e-government implementation (Ndou, 2004). But corporations, citizens, and government organizations can all benefit greatly from e-government apps. E-government apps, according to Ndou (Ndou, 2004), improve the quality of these services by giving people, companies, and government sectors constant access to publicly accessible government data. By streamlining and reorganizing operational procedures, e-government implementation, according to Seifert (Seifert & Chung, 2009), will cut costs and levels of organizational processes. In addition, according to Rubin and Wang (Wang & Rubin, 2004), the utilization of e-government systems will result in an increase in both the effectiveness and efficiency of public service delivery for all customers as well as an increase in agency performance. Additionally, eOtinish has the following benefits:

- decreased time, effort, and expense for both citizens and the government
- increasing citizen trust through improving service delivery and citizen satisfaction
- a growth in computer usage and digital literacy among users
- the development of new business prospects and flexible work arrangements, particularly during the Covid-19 epidemic
- increases the effectiveness with which government agencies process data. It aims for seamless online services through improving services through a deeper understanding of users' requirements.
- exchanges ideas and information among all branches of government.
- enhancing accuracy, transparency, and information sharing between the government and citizens.
- by adopting internet-based tactics to involve citizens in the policy process and demonstrating government transparency, it contributes to the development of trust between governments and citizens, a crucial component of good governance.

Discussion

To achieve effective communication goal, Kazakhstan government introduced electronic service system eOtinish to study the real need of public. In order to create a fruitful dialogue between the people and the government. Information should be shared not only between the government and the people, but also between the people and the government. The opinions of the populace should be heard and considered in order to alter current government policies. Widespread technological support for citizen participation is required to bring about this kind of revolution.

Citizen complaint is one of the core values of democracy. Even though, government executives have invested a lot of efforts to establish various citizen complaint procedures to ensure “customers’ satisfaction” with governmental services. Currently, eOtinish primary goal is to figure out ways to collect and systemize citizen complaints as newly emerged information technology.

From a resource allocation viewpoint, without relieving bureaucrats’ daily operations in producing public goods, they are burdened with replying to citizens’ complaints and inquiries in a genial and efficient manner. This burden becomes a managerial problem with calculating costs and benefits of managing increased participation. As a result, government agencies are forced to find out more efficient ways to handle these time-consuming affairs.

Therefore, government should encourage citizen involvement in the planning, implementing, and monitoring of governmental activities. In this study, through resolving complaints we aim to provide new empirical evidence on these relationships between public and policy makers.

The idea to carry out this research “the effectiveness of complaints resolution” came after an observation made for several time on the big number of complaints presented by citizens when they meet the high rank authorities, especially from the Executive Office of the President of the Republic of Kazakhstan. Many people present their deepest need to present complaints so that everybody could be taken into account. The existing complaints handling mechanisms seems inefficient. It focuses primarily on quantity, without paying attention on the root causes of dissatisfaction as one of factors that can make people claim to superior authorities without considering administrative channels. It instantly produces an empty space in the mind of the researcher which should

be fulfilled by the study.

Therefore, this study aims to purpose to find out accurate solutions to the problems of people, it is still appeared a big number of citizens who submit their complaints to high rank authorities when they meet as if the existing mechanisms are not operational or concerned entities do not handle them effectively. By discovering where the gap is in the matter of complaints resolution we could improve process of performing government duties and take preventive measures in addressing identified issues.

Even though, complaining may serve as an indicator of public trust in government authorities. In actuality, grievances might simply be the "tip of the iceberg" of public displeasure. However, complaints are frequently a poor source of accurate or sufficient forensic data. In many instances, the evidence is insufficient to establish with certainty what occurred and who, if anyone, was at fault (Helscher, 1994). More complex and proactive tactics are required to address the root causes of complaints in order to decrease or prevent them.

Citizens who are willing to complain directly about a dissatisfactory service experience offer an opportunity for service providers to rectify the flawed service, but at the expense of customers' effort. Effort is increased when customers try harder or when the task is difficult. However, complaints might not be an accurate indicator of how satisfied or confident citizens are with their government.

Conclusion

The eOtinish case study demonstrates that e-government offers at least a partial solution to the complex problem of handling citizen complaints. It is important to recognize this potential. To create awareness, training programs need to be organized for political executives and senior civil servants where successful projects can be discussed.

Citizen complaint might also have considered as a form of public participation and has concrete benefits for the decision making. Citizen grievance process present different perspectives that can help decision makers make more informed decisions.

E-government services provide a digital interaction platform through which the country's arms of government, government agencies, partners, and citizenry can share information and participate in government policy formation. Using these platforms of digital interaction in e-government, the current article reviews the importance of effective communication channel, as well as effectiveness and actual usage of eOtinish in policy decision-making.

The eOtinish we consider as innovation, since in attempt to create new approach in dealing with raising number of citizen complaint. The main contribution of this system is providing an effective citizen complaints system that involves collecting and analyzing complaints data, as well as acting upon this information.

Moreover, two issues are central to effective system of managing citizen complaints. First, is the opportunity for citizen to provide feedback on their experiences (e.g. the care they receive, staff expertise and availability of supplies and to complain when their experiences do not align with their expectations. Second, is the ability of the government system to adequately analyses, respond to, and utilize citizen feedback – for example police service quality improvement. Therefore, the core investigation of this

paper is whether and how using advantages of citizens' complaints has a positive impact on improving government performance in building effective communication strategies.

After examining the eOtinish system of handling citizen complaints, we found that this system has become the most popular media to file complaints. On average, the eOtinish has to process about 2 million complaints each year.

By giving the populace more opportunity to influence policy and give the government access to the population's aggregate knowledge, ideas, and expertise, participation promotes public involvement. This form of involvement increases the effectiveness of the government and raises the standard of its judgments.

This research study is important for the following reasons: it encourages the government authorities to identify and adopt various efficient methods of how to analyze the enormous amounts of data collected through citizen complaints to be properly used for policy making, use them as a feedback mechanism for cooperative government tasks, apply citizen appeals as an innovative solution for governments, and also facilitate citizen engagement in policy formation.

About the Authors:

Baurzhan Bokayev, PhD, Professor at the National School of Public Policy of the Academy of Public Administration under the President of the Republic of Kazakhstan. He is currently PhD candidate at Maxwell School of Citizenship and Public Affairs of Syracuse University, USA. His research focuses on education, migration policy, public administration. Email address: bbokayev@syr.edu

Zhadra Zhanzhigitova is a PhD candidate at the Institute of Management of the Academy of Public Administration under the President of the Republic of Kazakhstan. Her research focuses on citizen complaint and public administration. Email address: z.zhanzhigitova@apa.kz

Kuralay Sadykova, PhD. Professor, Deputy Director of the Institute of Management of the Academy of Public Administration under the President of the Republic of Kazakhstan. Her research focuses on public administration and public policy. Email address: k.sadykova@apa.kz

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