

# Gejala Mentalitas Silo di Kementerian Lingkungan Hidup dan Kehutanan Republik Indonesia: Studi dalam Integrasi Sistem Pengaduan Pelayanan Publik = Symptoms of Silo Mentality in the Ministry of Environment and Forestry of the Republic of Indonesia: Study in the Integration of the Complaint Management System

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## Abstrak

Pasca diterapkannya LAPOR sebagai aplikasi umum dalam Sistem Pengaduan Pelayanan Publik Nasional (SP4N), setiap institusi pemerintah pusat maupun daerah harus mengintegrasikan sistem pengaduannya dengan LAPOR. KLHK RI sebagai salah satu institusi yang ternyata mengalami hambatan dalam proses integrasi tersebut karena memiliki banyak sistem pengaduan internal. Proses integrasi telah dilakukan sejak tahun 2016. Namun, proses integrasi belum berhasil mencapai tujuannya hingga saat ini. Salah satu penyebab yang ditemui adalah adanya gejala mentalitas silo dalam proses integrasi tersebut. Oleh karena itu penelitian ini bertujuan untuk mengetahui karakteristik dan faktor penyebab mentalitas silo dalam integrasi sistem pengaduan pelayanan publik di KLHK. Penelitian ini menggunakan pendekatan *post-positivist*. Data yang digunakan dalam penelitian ini bersumber dari wawancara mendalam, observasi, dan studi kepustakaan. Hasil penelitian menunjukkan bahwa terdapat dua faktor utama yang menjadi penyebab mentalitas silo dalam integrasi sistem pengaduan di KLHK. Dua faktor tersebut adalah minimnya pendistribusian visi dan misi dan tidak adanya kejelasan peran dan tanggung jawab aktor terkait integrasi sistem pengaduan pelayanan publik di KLHK. Sedangkan karakteristik yang dominan adalah perilaku mengutamakan keamanan dan kenyamanan unitnya sendiri dan menganggap unit lain memberikan beban tambahan. Analisis faktor dan karakteristik tersebut menggunakan teori Elemen Budaya Schein (2010) yang dikombinasikan dengan teori Faktor Penyebab Silo Schutz dan Bloch (2006).

LAPOR as a general application of National Public Service Complaint Management System (SP4N), makes every central and regional government institution must integrate its complaints management system with LAPOR. But apparently, one of the institutions that experienced obstacles in its integration process was the Ministry of Environment and Forestry, which has many complaints systems. The integration process has been tried since 2016. However, the integration process has not been fully successful yet in achieving its objectives. One of the causes encountered was symptoms of the silo mentality in the integration process. Therefore, this study aims to determine the characteristics and causative factors of silo mentality in the integration of the complaints management system in the Ministry of Environment and Forestry. This research is conducted using a post-positivist approach. The data are collected from in-depth interviews, observations, and literature studies. The results of the research showed that there were two main factors that led to the silo mentality in the integration of the complaints system in the Ministry of Environment and Forestry. These two factors are a lack of distribution of vision and mission and a lack of clarity on the roles and responsibilities of actors related to the integration of public service complaints systems in the Ministry of Environment and Forestry. While the dominant characteristic that shows the silo mentality is that each unit still prioritizes the safety and comfort of its unit and considers other units to provide additional burdens. Analysis of these factors and characteristics uses the theory of Schein's Cultural Elements (2010) which is combined with the theory of

the Causes of Silo Schutz and Bloch (2006).</p><p> </p>