

The Effectiveness of the SP4N-LAPOR! as a National Public Service Complaint Management Application

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Abstract

The implementation of the National Public Service Complaint Management System-Online Aspiration and Complaints Service (or Sistem Pengelolaan Pengaduan Pelayanan Publik Nasional- Layanan Aspirasi dan Pengaduan Online a.k.a SP4N-LAPOR!) as a national public service complaint management application is still facing several problems. Ministry of State Apparatus Empowerment and Bureaucratic Reform (or Kementerian Pendayagunaan Aparatur Negara dan Reformasi Birokrasi a.k.a KemenPANRB) as a national admin of the SP4N-LAPOR! carries out monitoring and evaluation duties at the national level and forwards the reports to each government agency, thus playing an essential role in the effectiveness of SP4N-LAPOR!. This research aims to determine the effectiveness of implementing public service complaint management in the SP4N-LAPOR! by KemenPANRB in 2021. Qualitative and descriptive approaches as well as interview observation and documentation were used to collect data. The findings in the research show that the SP4N-LAPOR! has been planned and arranged according to applicable regulations. However, in practice, the implementation of SP4N-LAPOR! has not been optimal due to several factors: commitment, coordination, technical and operational capabilities, technology, and community involvement.

Keywords: application, effectiveness, public service, SP4N-LAPOR!

INTRODUCTION

Information systems play a significant role in the field of public services (Curtis & Edwards, 2019; Kalogiannidis et al., 2023). Governments are also employing technology to improve record-keeping and targeting of public services (Kosec & Wantchekon, 2020). Public services use information systems as a significant service management to increase service quality (Shepperd et al., 2022). Several technology-based innovations in the field of public services are developed through forms such as automation management, artificial intelligence (Al-Mushayt, 2019), e-government application (Lindgren et al., 2021; Molnar, 2018), social media (Madyatmadja & Kiswanto, 2019), internet application (Madyatmadja & Kiswanto, 2019), etc. Greater access to information can improve governance and service delivery, but it must be relevant, robust, and motivating for the community to act on it (Kosec & Wantchekon, 2020). Complaint handling is part of the initiative (Minelli & Ruffini, 2017). Therefore, several studies have been conducted on several forms of technology-based innovation development in public services in several countries, such as Gov 3.0 in South Korea (Nam, 2016; Park & Lee, 2015); CitySourced and DistricBuilder software in the United States (Kassen, 2015); Directgov in the United Kingdom (Kolsaker & Lee-Kelley, 2008); etc.

In Indonesia, there is much research on improving the effectiveness of public services using technology-based innovation (Cahyo et al., 2023; Sinurat et al., 2023). Widiyanto's (2023). This suggests that the Indonesian Government should invest more in technology-based innovation in public services to improve the community's experiences. In maximizing the development of information and communication technology, the Indonesia Government uses an Electronic-based Government System or what is known as e-government, to produce better public services, which can be done in several ways, namely 1) data-driven manner; 2) collaboration and co-creation; and 3) maximizing SPBE for open government (Abigail, 2017). Various factors influence governments to implement e-government, such as

providing citizens with public services that are cost-effective and supported by ICT and can improve government performance and create new public value for society and the business world (Kasemsap, 2018; Olesen et al., 2021).

Noprisson's (2019) research shows that the Indonesian government has massively implemented various e-government initiatives such as complaint platforms and e-complaints. The implementation of the function of the Indonesian government as a servant in the delivery of public services (Syamsuadi, 2017) to handle a complaint is demonstrated by the existence of the National Public Service Management System Application's Online Aspiration and Complaints Service (Sari et al., 2018). SP4N-LAPOR! is a government initiation as a form of embodiment of transparency (Ariawantara et al., 2020), public participation (Mursalim, 2018; Wicaksono, 2020), and public service innovation (Haspo & Frinaldi, 2020; Satria & Priyadi, 2019). Via SP4N-LAPOR! the Indonesian Government is trying to get closer to the community and involve the community in improving the quality of public services by jointly carrying out supervision and handling complaints to the Government as a service provider (KemenpanRB, 2016). This commitment must be maintained, and it has become necessary since Indonesia joined the Open Government Partnership (OGP) in 2011 (Open Government Partnerships, 2014).

However, implementing an e-complaint system is typically tricky and involves complicated issues and conditions, especially in a developing country. Previous studies underline that there are challenges in developing e-government (Gunawong & Gao, 2017; Noprisson, 2019), including unstructured governmental knowledge (Al-Mushayt, 2019), inadequate knowledge of digital (Bhagat et al., 2022; Nedungadi et al., 2018), the need of high-quality ICT resources (Joshi & Islam, 2018; Rajamany et al., 2020; Shepperd et al., 2022), the lack of solid leadership (Chernov et al., 2018; Rajamany et al., 2020), the lack of adequate policies (Ahsan et al., 2020; Hassan & Lee, 2019; Suardini et al., 2019), financial constraints (Joshi & Islam, 2018), and the lack of interoperability (Nakakawa &

Namagembe, 2019). Interactional, procedural, and distributive justice help to establish public trust and facilitate information sharing with police both online and in person (Aston et al., 2023). Thus, it is crucial to pay attention to the performance of personnel in public services to ensure efficient service delivery (Thusi et al., 2023). Apart from that, the Government needs to provide facilities and infrastructure that can keep up with current developments while still ensuring ease of use for customers (Bennett & Iossa, 2006; Janssen et al., 2009) who in public services are citizens (Brewer, 2007; MacAya et al., 2021; Nakakawa & Namagembe, 2019; Sommese et al., 2022).

As a place for public complaints and reporting regarding public services in Indonesia, the SP4N-LAPOR! manages all complaints from the public nationally. As a ministry in charge of empowering Indonesia's state apparatus and bureaucracy, KemenPANRB acts as a public service advisor and coordinator for the management of the development of SP4N-LAPOR! so that it can be integrated with complaint channels belonging to ministries/agencies and local governments under Law Number 25 of 2009 concerning Public Services and Presidential Decree Number 76 of 2013 concerning Public Service Complaints Management (LAPOR!, 2019). The results of a survey conducted by KemenPANRB regarding the level of user satisfaction of SP4N-LAPOR! as well as various factors that influence it, show that the level of user satisfaction is 75.7% for 2020 (Public Relation KemenPANRB, 2021; Sulistianawati, 2020). This data shows that there are still agencies that have not been integrated into SP4N-LAPOR!; there are still public reports that have not been followed up (Rosikin et al., 2021); there is still a lack of understanding and attention from agencies (Ariawantara et al., 2020); and the lack of public knowledge of the existence and use of SP4N-LAPOR! (Firdaus et al., 2020; Mursalim, 2018). In this case, this study aims to investigate the effectiveness of the Ministry of PAN-RB as the national admin of SP4N-LAPOR! with the task of carrying out monitoring and evaluation at the national level and forwarding reports to each agency.

SP4N-LAPOR! as a Public Service

The development of public service innovation through e-government is still moving slowly and cautiously due to the rigid structure and slow response to change (Abu-Shanab & Shehabat, 2018; Alotaibi, 2020), taking into account a variety of factors such as budget constraints (Seepma et al., 2020), institutional arrangements (Bennett & Iossa, 2006), sociocultural customs, and community behavior pattern (Alotaibi, 2020), as well as differences in opinions and attitudes towards shifting from traditional to reform practices (Kassen, 2015; Kolsaker & Lee-Kelley, 2008). This environment slows innovation adoption and makes it more complex. Digitizing processes requires a thorough understanding of the specifics of public services and the automation of these services to be supplied online (Abu-Shanab & Shehabat, 2018). On the other hand, the transformations of public services to become more technology-based have led civil servants to be better able to seek more excellent public value in the way services are provided by creating more integrated service models (Curtis & Edwards, 2019).

The citizens have the right to receive good service from service officers and are obliged to comply with established service procedures (Dudek, 2023; Kalogiannidis et al., 2023; Prasad & Kumar, 2021). Citizens' rights in governance include the right to equal protection under the law, enjoyment of opportunities, freedom, and effective and efficient public services (Freeman, 2020; Fung, 2015). Public services must be accessible to all citizens, with fair and equal treatment of citizens, efficient and effective public sector organizations, government openness, and democratic involvement (Lindgren et al., 2021). Along with developing e-government as a public service medium, governments should begin constructing websites and building a social media presence, such as on Facebook, Instagram, Twitter, YouTube, and LinkedIn, as viable techniques to reach more stakeholders (Joshi & Islam, 2018). SP4N-LAPOR! is a form of adaptation by the Indonesian Government to create a government open with the development of information and communication

technology in accordance with Law Number 14 of 2008 concerning Openness of Public Information, the Indonesian Government through the Presidential Work Unit for Development Supervision and Control initiated the creation of the SP4N-LAPOR! in 2021. SP4N-LAPOR! is a social media-based means of aspirations and complaints which was then developed by the Presidential Staff Office together with the Ministry of State Apparatus Empowerment and Bureaucratic Reform and the Ombudsman of the Republic of Indonesia (ORI) as regulated in Presidential Regulation Number 76 of 2013.

E-Government Program Effectiveness

E-government improves government effectiveness (Nam, 2019). The e-government maturity level is similar to e-commerce in that the government intends to transact with stakeholders electronically (Joshi & Islam, 2018). E-government development and effectiveness have a favorable reciprocal relationship, with civil servants trusted to perform varied responsibilities when supported by reform and adaptive leadership (Wallis & Zhao, 2018). E-government processes enable openness in electronic procedures, encouraging long-term and efficient use of fiscal resources for sustainable development (Hochstetter et al., 2023). Efficiency, effectiveness, and accountability are critical performance indicators in e-government systems that can be enhanced with management assistance, shared goals, inter-agency trust, and a citizen-centric culture (Chen et al., 2019). The sustainability of an e-government service can be measured by how well it helps the government achieve its goals and provides operational convenience while proving to be worth the investment in terms of service quality, acceptance and application of the services offered, as well as e-government implementation costs and operational efficiency (Joshi & Islam, 2018; Thusi et al., 2023).

Measuring a program's effectiveness is not simple because it can be studied from various points of view and depends on who assesses and interprets it. (Aston et al., 2023; Hochstetter et al., 2023; Joshi & Islam, 2018; Kalogiannidis et al., 2023; Kolsaker &

Lee-Kelley, 2008; Rajamany et al., 2020; Suardini et al., 2019). Bhagat et al.'s (2022) research notes five success factors to enhance the effectiveness of e-government, including separate funding, adequate legal and regulatory framework, government goals, clear vision and strategy, and training. Siagian (1983) put forward several criteria regarding whether goal achievement can be said to be effective or not, including 1) clarity of the goal to be achieved; 2) clarity of strategy for achieving goals; 3) process of analysis and policy formulation; 4) careful planning; 5) preparation of appropriate programs; 6) availability of work facilities and infrastructure; 7) effective and efficient implementation; and 8) supervision and control system. The effectiveness of e-government as a public service can be studied through the achievements of the objectives set (Wirtz & Daiser, 2018). Effectiveness can be achieved by utilizing a certain amount of resources, facilities, and infrastructure that are consciously predetermined to produce several goods or services for the activities carried out (Siagian, 2001).

The purpose of SP4N-LAPOR! includes: 1) enabling organizers to manage complaints from the public in a simple, fast, precise, complete, and well-coordinated manner; 2) enabling organizers to provide access for community participation in submitting complaints; and 3) improving public service quality (KemenpanRB, 2016). Based on the annual management report of SP4N-LAPOR! by 2020, this application has been connected with 657 government agencies in Indonesia, an increase of 5.4% from 2019. Throughout 2020, 195,438 public reports came in from various available channels, and 11.97% of reports have not been verified (Rosikin et al., 2021).

METHOD

This qualitative research design focuses on data collection, analysis, and writing (Creswell, 2014) —an exploratory approach carried out at the Deputy for Public Services, KemenPANRB, as the research object. The collected data was analyzed using the analytical model from Miles & Huberman (1994), namely through stages 1) data reduction, 2) data presentation, and 3) data verification.

Table 1. List of Informants

No	Position/Title	Institution
1	Assistant Deputy for Public Service Information Systems	Ministry of State Apparatus Empowerment and Bureaucratic Reform (KemenPAN-RB)
2	Sub-Coordinator of Public Service Information System	Ministry of State Apparatus Empowerment and Bureaucratic Reform (KemenPAN-RB)
3	SP4N-LAPOR! Management Agency Admin	Ministry of Home Affairs (Kementerian Dalam Negeri, a.k.a Kemendagri) of the Republic of Indonesia
4	Head of Accusation BAGDUMAS ROENMIN ITWASUM POLRI (Police of Republic Indonesia)	Police Headquarters of Republic Indonesia (Markas Besar Kepolisian a.k.a MABES POLRI)
5	Intermediate Public Relations Officer/Coordinator of Integrated Services and Public Complaints	State Civil Service Agency (Badan Kepegawaian Negara a.k.a BKN) of Republic Indonesia
6	Non-Government Organization (NGO)	B-Trust
7	Academics/Delegates from UNDP KOICA	Individual Consultant
8	Public	

To obtain data to support the implementation of research, the author used data collection techniques including 1) direct observation, 2) interviews through direct verbal communication in the form of questions and answers between researchers and informants to gather informants' opinions due to COVID-19, interviews conducted in August 2021 were carried out via ZOOM Meeting; and 3) review of documents providing an overview of an event that occurred related to SP4N-LAPOR! via the internet, magazines, news, laws, etc.

In this study, the qualifications of the informant are separated into two categories. The initial requirement was that the manager of the SP4N-LAPOR! be there, as there were two speakers from the KemenPANRB. In addition, researchers will conduct interviews with SP4N-LAPOR! user agencies whose reports are unverified, SP4N-LAPOR! user agencies whose reports are thoroughly vetted, Non-Government (NGO) activists as government monitors, and academics (listed in Table 1).

Meanwhile, sources with the second qualification include Indonesians who utilize the SP4N-LAPOR! app and are willing to become informants in this research. Next, the results of the 8th informant were

analyzed using a content analysis approach to draw conclusions. Qualitative researchers utilize content analysis to identify, classify, and summarize qualitative data (Joshi & Islam, 2018). The analysis results were triangulated by reviewing the findings from other studies and documents.

FINDINGS AND DISCUSSION

Connectivity, Number, & Classification of Reports

After being designated as a national public complaint management application, the connection between agencies and SP4N-LAPOR! reached 658 government agencies as of December 15, 2021. The ministry and provincial government have achieved 100% connectivity with SP4N-LAPOR! (see Table 2). Meanwhile, 69.44% of state institutions have been connected to SP4N-LAPOR!. The district government has been connected to 95.19% of the total 416 agencies, and the municipal government has been connected to 95.92% of the total 98 agencies.

The number of incoming reports from January 1 to December 15, 2021, was recorded as 160,476 and the highest number of incoming complaint reports was in September, namely 20,931 reports. Additionally,

Table 2. Connectivity of SP4N-LAPOR!

Institution	Total	Reference	Account	%
Ministry	34	27	34	100
State Institution	144	45	100	69,44
District Government	416	329	396	95,19
Municipal Government	98	86	94	95,92
Provincial Government	34	34	34	100
Total	726	521	658	90,63

Source: SP4N-LAPOR! Kaleidoscope, 2021

based on the Kaleidoscope SP4N-LAPOR! 2021, reports collected on LAPOR! received on multiple channels. People still report through the manual system, namely 1.36% or 2,182 incoming reports. This preference for more traditional methods, such as telephone, mail or visiting government offices also occurs in countries (Kolsaker & Lee-Kelley, 2008; Nakakawa & Namagembe, 2019). The channel most widely used to send reports to SP4N-LAPOR! is the website channel, which has 70.24% (see Figure 1) or 112,717 reports. The initiation of web-based public service development highlights the success of its use in service productivity (Alotaibi, 2020). Using social media is the best way to reach a larger audience, and shows that the government can provide transparency and obtain trust in society (Joshi & Islam, 2018). Messages on social media sites gain traction because they are associated with specific individuals or influencers (Rajamany et al., 2020). People continue to utilize social media, believing that they will be heard (or read) by other users easily (Vijaykumar et al., 2018).

Handling service complaints is critical to determining the quality of public services at both the systemic and service-recipient levels (Brewer, 2007). Throughout 2021, reports will be submitted to SP4N-LAPOR! dominated by reports classified as supervisory-level complaints, namely 68.24% or 95,571 incoming reports (see Figure 3). The classified reports need to be followed up based on the period specified in PAN-RB Ministerial Regulation Number 62 of 2018

concerning Guidelines for the Service Complaint System as of December 15, 2021, the status of reports submitted to SP4N-LAPOR! still dominated by reports with archived status, namely 50.36% or 80,820 reports (see Figure 2). Some factors, such as a misalignment between e-government concepts and field implementation, persist in implementing local government policies to procure goods and services (Ahsan et al., 2020; Joshi & Islam, 2018).

The classification of all incoming reports to SP4N-LAPOR! is carried out in line with the Ministry Regulation of KemenPAN-RB Number 62 of 2018 concerning Guidelines for the National Public Service Complaint System, which states that there is a term. The follow-up time for report completion follows the report classification, where reports in the form of aspirations/requests for information have the shortest completion time and reports classified as complaints with a supervisory level requiring a field review require a longer completion time than other classifications. Critically, feedback from public service providers influences citizen satisfaction. Feedback provides standardized results, is not ambiguous or difficult to understand, and is effective if public managers have a culture of continuous improvement that is not based solely on formalism and risk avoidance (Minelli & Ruffini, 2017).

Reports unverified by the agency admin amount to 6.75% or 10,838 reports, while incoming reports that cannot be followed up or are postponed because they are

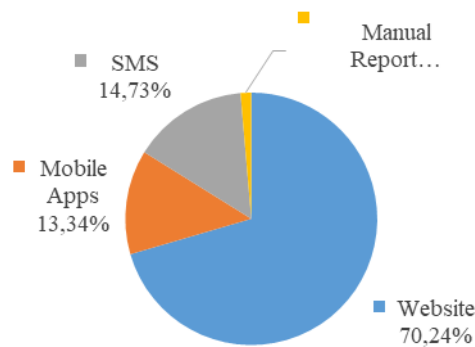


Figure 1. Report Sources

Source: SP4N-LAPOR! Kaleidoscope, 2021

awaiting data completion or connection to agencies amount to 1,841 reports or 1.15% (see Figure 2). There were 2.25% or 3,608 reports blocked for several reasons. These blocked reports could not be forwarded and followed up by authorized agencies. Nationally, agency admins verify reports within 4.3 days from the report receipt, while the average time required to follow up on incoming reports shows that the work unit carries out the first follow-up within 6.3 days from the report verification by agency admin. The verification process and follow-up reports entered into SP4N-LAPOR!'s system, then forwarded to the authorized agency. An integrated approach is required in the cumulative process for e-government interventions, as the inability to construct and sustain networks between sectors is one of the causes of e-government failure in developing nations. (Gunawong & Gao, 2017; Malodia et al., 2021).

Planning, Analysis, and Policy Formulation related to SP4N-LAPOR!

Success and achievement of targets from SP4N-LAPOR! management, which has been determined to show effectiveness, are as follows: government effectiveness is measured by perceptions of the quality of public and civil services, the level of independence from political pressure, the quality of policy formulation and implementation, and the credibility of the government's commitment to these policies. (Kassen, 2015; Minelli & Ruffini, 2017; Nakakawa & Namagembe, 2019; Nam, 2019). A roadmap

is essential in accommodating the adoption stages of development and achieving wider stakeholder acceptance (Joshi & Islam, 2018). The effectiveness of the SP4N-LAPOR! can be shown in plans to be reviewed in the future. SP4N-LAPOR! planning is shown in the roadmap as a form of public service policy development carried out optimally and is stated in the SP4N-LAPOR! Roadmap. The roadmap summarizes achievement targets based on macro, meso, and micro levels for 2020 to 2024. E-Government impacts regulatory efficiency, as opposed to enthusiastic expectations of the quality of public services and policy (Nam, 2019).

Analyzing and formulating appropriate policies plays a role in determining the effectiveness of a program through the review of the policy formulation process and the obstacles faced in it (Mukherjee et al., 2021). The research results show that the formulation of the SP4N-LAPOR! is done by producing a roadmap that is carried out by many parties. NGOs and academics were involved in preparing complementary documents, such as communication strategy documents, marketing strategy documents, training, outreach, and documentation. Policy leadership does not only belong to political leaders who have the authority to make state policy decisions but also to other state actors, such as lobbyists for certain groups, trade union leaders, academics, political party activists, think tank researchers, journalists, and others with an interest in policy making (Wallis & Zhao, 2018).

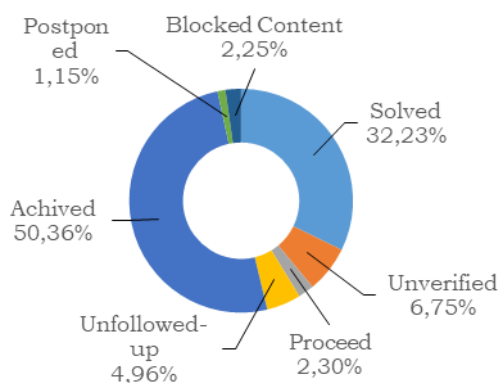


Figure 2. Report Status
 Source: SP4N-LAPOR! Kaleidoscope, 2021

The development of e-Government requires serious commitment at all levels (Hassan & Lee, 2019). Based on the connectivity data (see Table 2), it is in line with what is expected in the roadmap: strengthening the involvement of ministries/institutions/regional work units/agencies, which have been integrated into the system, and making this application the main channel for managing complaints. SP4N-LAPOR! account percentage of those connected reached 90.6% (658 out of 726 agencies). This shows that there are still obstacles in implementing SP4N-LAPOR! as a national application because government agencies still need to start using SP4N-LAPOR! as technology-oriented initiatives involve a higher commitment to research and development, a clear strategy, facilitation of training and encouragement of institutional behavior to generate sustainability (Kalogiannidis et al., 2023; Malodia et al., 2021; Nakakawa & Namagembe, 2019). The agency's commitment, as demonstrated by the issuance of a decree on the management assignment of SP4N-LAPOR!, shows that a large percentage of the total government agencies has connected to SP4N-LAPOR! namely around 79.2%. This explains why government agencies are connected to SP4N-LAPOR!, which has demonstrated a commitment to improving the quality of public services through complaint management.

Other problems in implementing SP4N-LAPOR! related to the process of analysis

and policy formulation in each agency. National-level plans may not simply be effective for sub-regions; each region has unique characteristics, needs, and goals that can be influenced by economic conditions, infrastructure, and expertise; therefore, the government must consider these factors (Hassan & Lee, 2019). There are differences in rules and policies in managing complaints between agencies, which is a significant obstacle. Several agencies already have regulations for managing public complaints (Sari et al., 2018). Like the Republic of Indonesia Police, the implementation of public complaint management is based on the Republic of Indonesia State Police Regulation Number 9 of 2018 concerning Procedures for Handling Public Complaints within the Police of the Republic of Indonesia. This difference affects the follow-up process for public complaints and raises other issues related to the principle of complaints. E-governance innovation should be designed by improving strategies and comprehensive arrangements to overcome government, community, and structural obstacles (Meijer, 2015).

The enhancement of interactive connection between citizens and the state via e-government has created concerns regarding the security of transmissions and storage of secret information and personal data (Kassen, 2015). Therefore, the government must design strategies to achieve efficiency and effectiveness in public services by en-

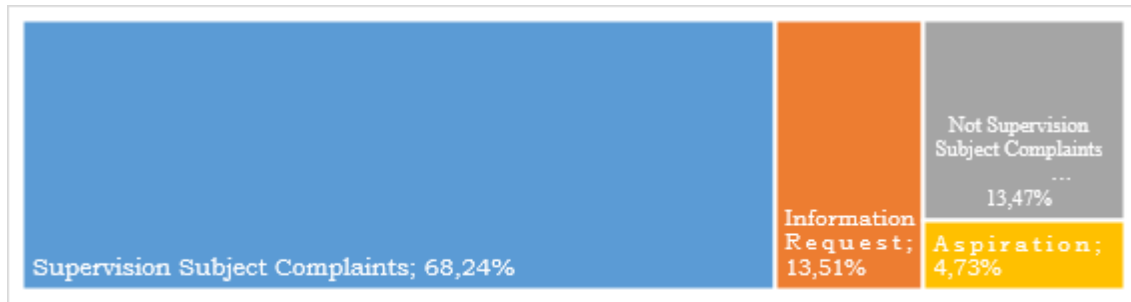


Figure 3. Report Classifications

Source: SP4N-LAPOR! Kaleidoscope, 2021

sureing integrity through confidentiality, security, and user trust (Joshi & Islam, 2018; Kolsaker & Lee-Kelley, 2008; Nakakawa & Namagembe, 2019). SP4N-LAPOR! carries the principle of confidentiality, where it does not allow the public to see the report's contents and has tracking identification (a unique number), which allows users to review the follow-up process for reports submitted. Referring to the results of the community satisfaction survey of SP4N-LAPOR! users, the confidentiality guarantee as a reporter received a high rating in the community satisfaction index (Sulistianawati, 2020). Citizens can feel government initiatives to build trust by implementing various laws that ensure their security and privacy (Joshi & Islam, 2018). However, in implementation, there are still agencies that require the reporter to fill in their identity clearly.

Firdaus et al. (2020) show differences in the mechanism and flow of managing public service complaints in government agencies not under the PANRB Ministerial Regulations. One of the challenges in implementing e-government is the difficulty in synergizing and collaborating on policies and the need for legislative commitment (Rajamany et al., 2020). Procedures that are easily accessible, simple to invoke and operate, transparent, keep stakeholders informed, and sensitive to different social groups contribute to increased confidence in complaint processing and redress processes (Brewer, 2007). In practice, both directly and indirectly, there is a stage that is skipped or not implemented because no officers receive complaints. This shows that the supervisory role in the assignment of managing public complaints through this application has not been

running optimally. The administration has passed legislation requiring public institutions to make procedures more transparent; nevertheless, due to the low level of compliance with these regulations, it is necessary to develop a maturity model to aid companies in implementing good practices and serve as a starting point (Hochstetter et al., 2023). Gunawong and Gao (2017) note that flaws in policy setting lead to problems in the implementation process. Issues regarding differences in mechanisms and flows for handling public service complaints in SP4N-LAPOR! could be discussed in future research.

Clarity of Goals and Achievement Strategies

Clear goals and commitment reinforce the link between innovation processes and performance, while controlling the effect can help improve reputation and trust (Peralta et al., 2015; van der Hoek et al., 2018; Zidane & Olsson, 2017). Utilizing ICT opportunities in public services to transition to a new state governance concept must be oriented toward meeting citizens' needs (Chernov et al., 2018). SP4N-LAPOR! Guidelines have explained the targets to be achieved. It is hoped that public problems can be resolved through the exchange of necessary information, collaboration for common goals, and sharing of knowledge obtained from collaboration (Nam, 2016). The guideline's usefulness as a reference for achieving goals can be seen from the follow-up of the KemenPANRB in fulfilling the steps for implementing public complaint management by collaborating well with government agencies, organizations, and academics in preparing comple-

mentary documents that can assist implementation.

The purpose of SP4N-LAPOR! is to serve as a form of communication and interaction media between government agencies and the community. Implementing public complaint management through SP4N-LAPOR! gets a positive response from the community as application users. The results of the community satisfaction survey using SP4N-LAPOR! in 2020 show that, generally, the respondents' satisfaction rate for this application serving as a medium for conveying and handling complaints increased compared to last year's survey result (Sulistianawati, 2020). Failure to focus on citizens' desires and a lack of security and privacy in e-government will lead to the failure to adopt it (Gunawong & Gao, 2017). Compliance with regulations, responsiveness, fast service delivery, self-service acceptance, and hassle-free service influence citizen satisfaction, symbolizing the quality of public services, and is recognized as a primary goal of all governments (Prasad & Kumar, 2021). Details of assignments at each management level and targets set over several periods become strategies for achieving the goals of SP4N-LAPOR. The clarity of the strategy for achieving goals is reflected in the optimal flow of complaint management in SP4N-LAPOR!. The findings show that the roadmap as a planning document has been prepared well, and is demonstrated through the roadmap's ability to explain the stages in the implementation, including tasks and achievement targets for each level and specific period (Malodia et al., 2021).

Preparation of SP4N-LAPOR! as well as HR, Facilities, and Infrastructure

E-government services have two dimensions: implementation and adoption. The implementation component addresses the technology, budget, and human resources required to implement e-governments. In contrast, the adoption dimension evaluates the design and approach to e-government service delivery for increased user participation and adoption (Joshi & Islam, 2018). SP4N-LAPOR should help facilitate the management of public complaint reports submitted to each

agency. Public complaint services can increase public involvement, trust, and participation in government administration (Dudek, 2023; Meijer, 2015; Prasad & Kumar, 2021). Complaints are practical tools for identifying patterns and trends in service delivery improvement (Minelli & Ruffini, 2017). Increasing citizen engagement is sometimes viewed as a means to improve the efficacy of regulation, better the delivery of public goods and services, and improve outcomes in areas such as health and education that blur the lines between public and private as well as social and individual (Fung, 2015). However, during the implementation of SP4N-LAPOR!, the different rules, policies, and complaint classifications significantly impacted the verification process and complaint flow. Different classifications of complaints, such as valid and illegitimate, can help design complaints management policies and systems (Arora & Chakraborty, 2020). However, different regulations that rule classification could impact ineffectiveness (Gunawong & Gao, 2017). This is one of the reasons for the low number of verified and followed-up complaint reports at the National Police.

Human resources that are not commensurate with the number of reports submitted to various complaint systems are one factor in the lack of productivity in managing public complaints, which is a problem in SP4N-LAPOR. Also, more capable civil servant resources in ICT are needed. This situation is also related to limited financial capabilities and language barriers (Sabani et al., 2019). Some agencies need quite a long time to get used to using SP4N-LAPOR. The cause is not only on the side of the government agency but also the people around the agency who are already accustomed to the previous public complaint system and find it difficult to switch to SP4N-LAPOR!. Though citizens need to be made aware of the mechanism by which services are given or the resources required for the process, their participation is meaningful because they are stakeholders and service users (Nam, 2016).

Psychological barriers from society prevent SP4N-LAPOR, which is based on the digitalization of technology that is friendly to urban community groups, from

reaching marginalized communities who still have concerns and fears about expressing their opinions or thoughts regarding government implementation. Lack of infrastructure and digital gaps are common concerns in rural governments, particularly connectivity issues and physical networks between databases that are becoming increasingly complex and time-consuming (Joshi & Islam, 2018). However, these technological advancements provide opportunities for rural groups, who lack the capacity to mobile and politically marginalized, to freely reporting the public services in their area. Information technology can assist these towns in engaging with urban residents in their networks, enhancing agency and persuasive power (Kosec & Wantchekon, 2020). A shortage of capable and skilled public employees in e-government and a lack of ICT infrastructure contribute to the digital divide, particularly in remote locations (Gunawong & Gao, 2017).

Effectiveness is the most challenging part to measure in a program because a program can have a certain goal, but in the end, it has another goal, so the effectiveness of the program must be able to produce a positive impact in the medium and long term (Zidane & Olsson, 2017). SP4N-LAPOR! shows careful planning by clearly explaining targets at various levels and certain periods. This can be achieved because the planning is based on several applicable laws and regulations and involves every stakeholder, so there should be no possibility of errors occurring. Factors to focus on in making SP4N-LAPOR more effective and efficient include leadership commitment, implementer commitment, the technical ability of implementers, coordination between implementers, coordination between managers at each level, implementation of policies, technology, developments over time, and society.

CONCLUSION

Information systems play a crucial role in public services, with governments employing technology to improve record-keeping and targeting. Technology-based innovations in public services include automation management, artificial intelligence, e-government applications, social media, and

internet applications. Greater access to information can improve governance and service delivery, but it must be relevant, robust, and motivating for the community to act on it. Complaint handling is part of the initiative in Indonesia, where SP4N-LAPOR! is an example of transparency, public participation, and public service innovation. However, implementing an e-complaint system is challenging due to unstructured governmental knowledge, inadequate digital understanding, the need for high-quality ICT resources, the lack of solid leadership, inadequate policies, financial constraints, and the lack of interoperability. The SP4N-LAPOR! manages all complaints from the public nationally, with a user satisfaction level of 75.7% for 2020. However, some agencies still need to be integrated into SP4N-LAPOR, public reports are not followed up, and agencies lack understanding and attention.

The development of public service innovation through e-government could not be faster due to rigid structures, budget constraints, institutional arrangements, sociocultural customs, and differences in attitudes toward reform practices. Digitizing processes requires understanding the specifics of public services and automation. Transformations to technology-based public services have led to integrated service models, ensuring citizens have the right to good service, equal protection under the law, and access to public services. Governments should build websites and social media presence to reach more stakeholders. The effectiveness of e-government as a public service can be studied by achieving the objectives. The SP4N-LAPOR! application aims to manage public complaints, provide access for community participation, and improve public service quality. The program's success is measured by perceptions of the quality of public services, independence from political pressure, policy formulation and implementation, and the credibility of the government's commitment to these policies.

Implementing SP4N-LAPOR! is a crucial step in the transition to e-government services, aiming to address citizens' needs and improve their reputation and trust. However, challenges such as lack of security and privacy, compliance with regulations, responsiveness, fast service delivery, self-

service acceptance, and hassle-free service can hinder adoption. An effective program produces a positive impact in the medium and long term and requires careful planning, clear objectives at various levels and periods, and considerations such as leadership commitment, implementer commitment, technical ability, coordination between implementers, managers, policies, technology, and societal developments.

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