

The Decision-Making Based on Public Aspirations and Complaints through SP4N-Lapor! in Three Provinces of Indonesia

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ABSTRAK

Studi ini mengkaji peran transformasi layanan publik digital di Indonesia dengan fokus pengambilan keputusan berdasarkan aspirasi dan pengaduan masyarakat melalui SP4N-Lapor!. Studi menggunakan metode penelitian kualitatif dengan pendekatan studi kasus di Yogyakarta, Bali, dan Sumatera Barat. Hasilnya menunjukkan bahwa pengambilan keputusan oleh pemerintah berbasis data digital di SP4N Lapor! mampu meningkatkan transparansi dan efektivitas pelayanan publik, meskipun mekanismenya masih belum terstruktur. Di Yogyakarta, dampak SP4N Lapor! terhadap penyelesaian pengaduan dan terjadi peningkatan layanan, khususnya bagi komunitas penyandang disabilitas. Pengembangan kebijakan lebih lanjut direkomendasikan, dengan koordinasi yang lebih terstruktur dan masukan dari pemangku kepentingan. Akademisi didorong untuk mengeksplorasi strategi mitigasi risiko yang melibatkan pemangku kepentingan untuk mengatasi keterbatasan sistem.

ABSTRACT

This study examined the role of digital public service transformation in Indonesia, focusing on decision-making based on public aspirations and complaints through SP4N-Lapor!. The research method was a qualitative with a case study approach at Yogyakarta, Bali, and West Sumatra. The findings showed that the government has enhanced transparency and public service effectiveness through decision making based on digital data at SP4N-Lapor! even though mechanisms remain unstructured. In Yogyakarta, SP4N-Lapor! have a positive impact of complaint resolution and service improvement, especially for disabled communities. Further policy development is recommended, with more structured coordination and stakeholder feedback. Academics are urged to explore risk mitigation strategies involving stakeholders to address system limitations.

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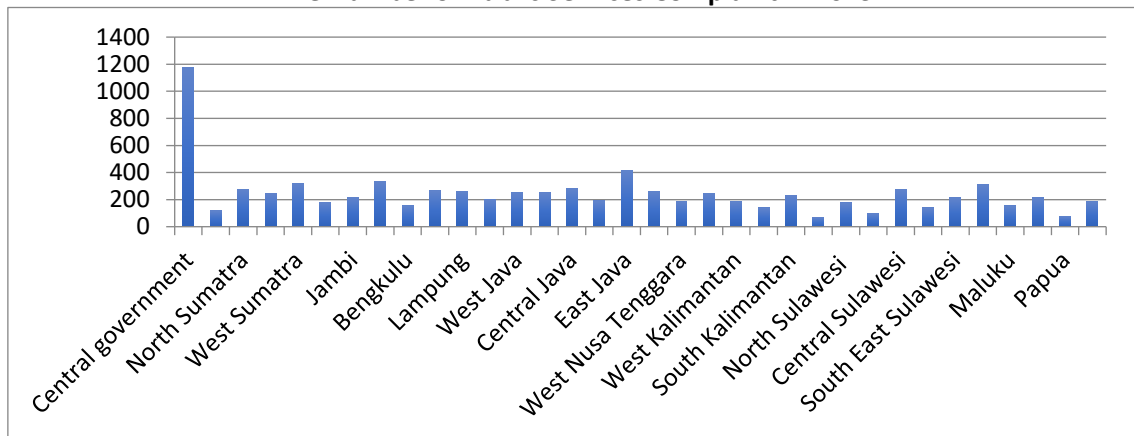
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INTRODUCTION

The public complaint management system in Indonesia is essential in supporting the "no wrong door policy," which continues to be mainstreamed by the Government of Indonesia in public service delivery. These depart from the high of complaint for the public services by the government. According to Ombudsman (2024), there are 8,458 complaints relate the public services in the central government and the thirty-four provinces like graph 1.

Graph 1.
The Number of Public Services Complaint in 2023



Source: Ombudsman Republik Indonesia, 2024

Based on graph 1, the highest number of complaints has located in the central government with 1,174 cases. However, some provinces have presence as a high number of complaints such as West Sumatra with 318 cases, Bali with 260 cases, and Yogyakarta with 190 cases. The high cases of complaint should response with a concrete policy. The national policy on the Public Service Aspiration and Complaint Management System, known as SP4N-Lapor!, leads to a manifestation of this commitment, representing the state's role in protecting citizens' rights to submit aspirations and complaints from anywhere, including citizens with relevant interests. This application facilitates the submission of aspirations and complaints online while strengthening transparency and accountability in public services (Ibty, 2024). SP4N-Lapor!, with its social media-inspired application developed by the Indonesian government, introduces various accessibility features that enhance public engagement compared to mainstream media in managing complaints using digital technology (Dini et al., 2018).

As public services become more complex, and with the increasing social, economic, and environmental risks—such as the impact of infrastructure development, natural disasters, financial crises, inequality, and social conflict—the need for effective risk mitigation becomes more urgent. Public service risk mitigation is not limited to the prevention and handling of risks but also involves the engagement of multiple stakeholders, including those from the government, private sector, and society. This engagement is essential to ensure that the risk mitigation strategies implemented accommodate diverse perspectives and needs, ensuring the fulfillment of citizens' rights (Ibty et al., 2023; Triyono & Wibowo, 2022).

Organizational competence and leadership commitment to complaint handling are key factors in public service performance (Enang et al., 2022; Fernandes & Fresly, 2017; Ibty et al., 2023; B. Kurniawan & Santoso, 2022). (Sowa et al., 2024) reported their research emphasizes that competence in handling complaints can improve public service effectiveness and strengthen public trust in digital transformation led by government institutions. This competence includes the ability to understand and respond to complaints in a timely and effective manner, and to utilize these complaints as evaluation material for future service improvements. Furthermore, (Ibty et al., 2023) highlighted that participatory, transparent, and accountable approaches are necessary in the decision-making process for resolving complaints. Kim et al. (2021) demonstrated that evidence-based policymaking is essential for effectively improving public service performance. The development of information systems for receiving and managing public complaints in public services also requires digital technologies that cater to societal needs

and support informed decision-making in complaint handling (Nur et al., 2024), including affirmative services for special community requirements (Ibty, 2024).

As a policy implementation, compliance with regulations plays a significant role in shaping complaint-handling practices in public services. Studies that examine the relationship between national policies, local practices, and efforts to improve service quality can provide guidance to policymakers in formulating more effective strategies. Well-designed policies can encourage continuous improvements in public complaint handling and enhance overall service quality with community engagement (van Dael et al., 2022; Victorian Government, 2021).

The use of information technology, as seen in the digital transformation of the public complaint system in West Nusa Tenggara (C. Kurniawan et al., 2023) and DIY (Ibty et al., 2023), offers compelling case studies for assessing the effectiveness of digital platforms in collaboration with public engagement and feedback mechanisms, including from special needs communities. The community engagement approach requires the use of technology, which has the potential to increase transparency and accountability in public service delivery and ensure the fulfillment of the rights of special needs citizens (Ibty, 2024).

Decision support instruments that facilitate social engagement and risk mitigation in public projects, such as geothermal energy initiatives, provide valuable insights for addressing environmental concerns and community feedback related to infrastructure development. This research offers lessons for stakeholders to ensure that public services integrated with regional or project development yield sustainable outcomes (Ibty et al., 2023).

As reported in Indonesia, public satisfaction with public service is still low. It emphasizes the difficulties encountered in executing policies, especially regarding bureaucratic processes and the discontent felt by the public (Hayat, 2024). Risk-based policies perform a critical role in protecting citizens' rights as mandated by the Public Service Law. Systems like SP4N-Lapor! facilitate public engagement in complaint reporting by providing transparent and accountable mechanisms. This encourages improvements in public service quality and the integrity of service providers by reducing the risks of violations and errors, ensuring that the system functions effectively in protecting citizens' rights.

Literature Review

Public services have an essential role in the lives of citizens. Their monopolistic nature compels citizens to engage with them periodically or without any alternatives. Public services frequently fail to enhance their quality, despite the necessity expressed by the public. The traditional model that prioritizes bureaucracy in the public sector has become outdated due to the evolving landscape (Indiahono, 2021). The focus has shifted from an initial emphasis on the state to prioritizing the citizens. In fact, the relationship between the state and civil society is very close in the attempt of increasing of public services quality. Several studies have shown that the role of civil society in the public sphere such as Germany, the Netherlands or Belgium, public service tasks have been largely given to civil society (Dekker, 2004). In other countries, for example, in Eastern Europe and Scandinavia, government bureaucracy continues to provide public services and only a small part of civil society is involved, such as education and welfare, which are observed (Jenei & Kuti, 2007; Wijkstrom and Zimmer, 2011). In Indonesia, civil society participation often neglected due to spirit of *Asal Bapak Senang* for elite in the bureaucracy culture (Dwiyanto, 2017). Thus, the government's role is to address public affairs, which necessitates that the bureaucracy prioritizes citizens in its operations. The focus on citizens in public service activities will drive the bureaucracy to continuously learn and

enhance the quality of its services.

The Indonesia government implements electronic-based public services to enhance the quality of public services, established a platform for the National Public Service Complaint Management System for Public Aspirations and Online Complaints Service (SP4N-LAPOR) as a demonstration of E-Government aimed at improving service quality in Indonesia. The National Public Service Complaint Management System the People's Online Aspiration and Complaint Service (SP4N-Lapor!) is an application developed by the government designed to serve as a platform for enhancing public engagement with governmental entities (Heriyanto et al., 2022). The public is empowered to engage in overseeing the enhancement of public services by offering suggestions and lodging complaints to the government. The SP4N-Lapor! platform enables community members to submit their complaints and aspirations regarding the services provided by the government, aiming to enhance the quality of public service delivery. This application seeks to enhance service effectiveness and efficiency, while simultaneously elevating the quality of public services in alignment with established service standards. However, analysis indicates that the use of complaint channels remains suboptimal in enhancing the quality of public services due to ongoing challenges and obstacles in their implementation (Eka Berliana et al., 2024). The public complaint-handling system in Indonesia currently faces several limitations that require further research to improve its effectiveness. One key aspect highlighted in the literature is the need for evidence-based policy development. As (Kim et al., 2021) point out, evidence-based policy development is crucial, particularly in understanding the determinants of adaptation behavior and risk mitigation.

The purpose of this study was to explore and analyze the effectiveness of SP4N-Lapor! as Indonesia's public complaint management system in supporting evidence-based policymaking, improving public service quality, and fostering transparency and accountability. This research aims to identify critical factors—such as organizational competence, leadership commitment, risk mitigation strategies, and technological innovations—that enhance public engagement and address challenges in managing public complaints in each region since the effectiveness of service delivery in one domain does not guarantee similar outcomes in other domains (Priyanto, 2024). By focusing on these elements, the study explored to contribute actionable insights for policymakers, service providers, and stakeholders to strengthen the complaint-handling process and ensure the protection of citizens' rights.

RESEARCH METHODS

The research method in the article used a qualitative approach. This method was suitable for explore the phenomenon which focused to decision-making mechanisms based on aspirations and complaints implemented by various local governments in the execution of SP4N-Lapor! by drawing lessons from best practices regions. This research used a qualitative approach by comparing the implementation of SP4N-Lapor! in three regions which are Yogyakarta Special Region (DIY), Bali, and West Sumatra.

Data analysis techniques are implemented through the stages of data collection, data reduction, data presentation, and concluding (Creswell & Poth, 2025). The data was collected through in-depth interviews and documents. There a various data sources i.e., in-depth interview, and documents. The in-depth interviews were conducted with key figures such as leaders, coordination team chairs, liaison officers, and SP4N-Lapor! Administrators from the Department of Communications and Informatics, stakeholders, and their partners from structural supervisory bodies at the regional level, as well as non-structural bodies, such as the

Commissioners of the Regional Ombudsman in DIY, the Head of the Ombudsman Representative in the regions, the Disability Commission, and several community leaders, NGOs, and academics who attended the national workshop. In the documentation, the data gathered from the official reports and documents, international journal articles, research reports, news sources, local media articles, and information from official institutional websites in Indonesia and other relevant countries for comparative learning purposes. Additionally, documentation from national workshops on the development of SP4N-Lapor! in 2022 and its sustainability in 2023 was utilized. Participants representing central and regional governments, including 34 Ministries, 100 Government Agencies, 34 Provincial Governments, 395 District Governments, and 94 City Governments, attended these workshops.

Both of data sources has verified through triangulation techniques, in which data and information from informants were collected until no further relevant sources could be identified. Subsequently, the interviews and documents from focus group discussions during the workshop were analyzed. This analysis included a review of the regulations and adaptations undertaken by stakeholders, with follow-up questions directed to the relevant leadership.

RESULTS AND DISCUSSIONS

Public Service Policy Based on Risk Mitigation: Learning from Various Countries

Public service policies that utilize data from public complaint management portals have become a central focus in public administration reform in various countries. In Indonesia, this policy is governed by Government Regulation No. 96 of 2012 concerning in Implementation of Regulation Number 25 of 2009 regarding Public Services, 2012), Presidential Regulation No. 76 of 2013, and Ministry of State Apparatus Utilization and Bureaucratic Reform (PANRB) Regulation No. 24 of 2014 (Minister for Administrative Reform and Bureaucratic Reform, 2020). Its implementation through SP4N-Lapor! (National Public Service Complaint Management System) purposes to manage complaints promptly, accurately, and in a coordinated manner by leveraging technology to improve the quality of public services.

A similar system in South Korea (as mentioned in Table 1), known as e-People, has been recognized globally as an effective model. With risk mitigation features such as big data analysis and inter-agency integration, e-People successfully resolved more than 80% of complaints within 30 days in 2020, demonstrating high efficiency in risk management (Kim et al., 2021). This system not only speeds up responses but also maps areas prone to service failures.

Table 1.
Comparison of Risk Mitigation-Based Complaint Management Systems in Various Countries

Country	System	Risk Mitigation Features	Achievement
Indonesia	SP4N-Lapor!	Digital complaint management, technology integration	Improved service quality and responsiveness
South Korea	e-People	Big data analysis, fast response, inter-agency integration	Resolved >80% of complaints within 30 days
Japan	e-Gov Adaptation	Digital complaint management, modern technology	Increased effectiveness and transparency
Singapura	One Service	Employee training, technology integration	Enhanced risk management capacity

Country	System	Risk Mitigation Features	Achievement
Sweden	Citizen Dialogue	Public involvement in service discussions	Reduced conflict, increased public trust
Australia & New Zealand	"OurSay" (Victoria); Better Public Services (New Zealand)	Public engagement, risk management	Improved service effectiveness and transparency

Source: Processed Data

Indonesia's SP4N-Lapor! The system is inspired by e-People but adapted to local needs (Ministry of State Apparatus Empowerment and Bureaucratic Reform, 2018). e-People is used for policy discussions and solving issues related to abuse of authority and corruption, thereby strengthening public integrity (Ministry of State Apparatus Empowerment and Bureaucratic Reform, 2022). The success of e-People in South Korea has also become a model for other countries, such as Japan, Singapore, and others. The United Nations Public Service Award (United Nations, 2011) recognized e-People's achievement in public engagement approaches in public policy decision-making.

Japan and Singapore have adapted elements from e-People to enhance their public complaint systems. Japan's system, "e-Gov," integrates technology for managing complaints and public services, drawing inspiration from international practices, including e-People. Japan's e-gov reform continues to improve and modernize public complaint management systems based on international practices (Itoh, 2019). In Singapore, investments in civil servant training for risk management and modern technology usage show efforts to enhance capacity in handling complaints through "One Service," which enables citizens to report issues and receive government responses. Reports from the Singapore Government Digital Services (SGDS) highlight that they adopt best international practices in complaint management to improve efficiency and transparency (Singapore Government Digital Services, 2021).

Countries like Sweden, Australia, and New Zealand emphasize the importance of active public participation in decision-making processes. In Sweden, the Citizen Dialogue program allows direct citizen involvement in discussions about public services, helping to reduce conflicts and increase public trust (Swedish Government, 2021). Singapore has also shown commitment to improving human resource capacity with intensive training for civil servants in risk management and information technology (Singapore Government, 2022).

The success of these initiatives shows that best international practices in complaint management to improve efficiency and transparency, coupled with proactive and collaborative risk mitigation approaches, can enhance public service quality and public trust. Moreover, the development of policies and problem-solving practices related to abuse of authority and corruption strengthens public integrity. These best practices have inspired many countries, including Indonesia, to strengthen the capacity of SP4N-Lapor!

Implementation of SP4N-Lapor! as an Instrument for Improving Public Services in Indonesia

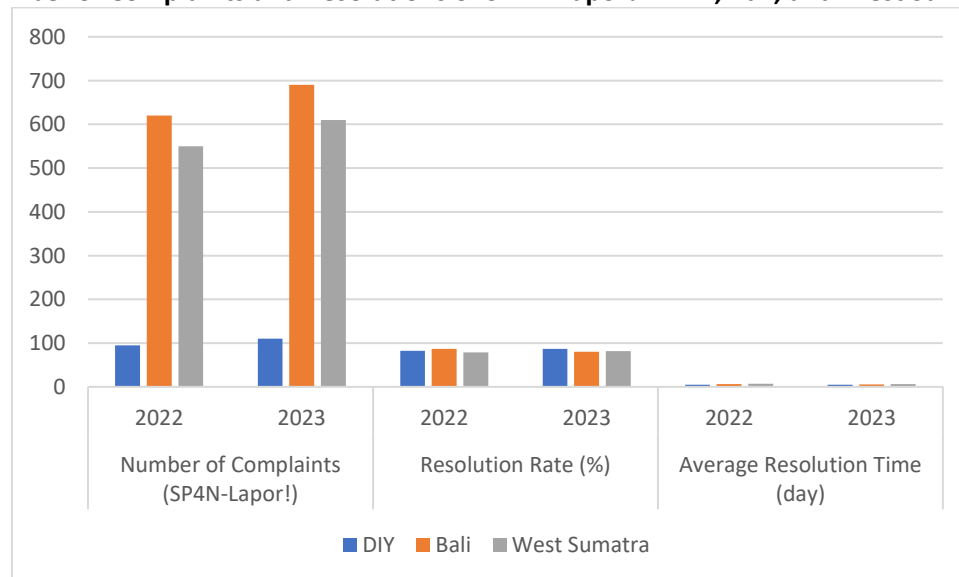
SP4N-Lapor! is a public complaint platform designed to accelerate the government's response to community complaints regarding public services. This system aims to enhance transparency and accountability in the provision of public services, ensuring that every complaint or suggestion from the public is effectively addressed. The implementation of SP4N-Lapor! in Indonesia is governed by the Ministry of State Apparatus Empowerment and Bureaucratic Reform Regulation Number 46 of 2020 concerning the roadmap for SP4N-Lapor!, which outlines its objectives, strategies, and implementation steps (Ministry of State Apparatus Empowerment and Bureaucratic Reform, 2023).

The implementation of SP4N-Lapor! at the national level has been integrated with 34 ministries, 96 agencies, and 493 local governments across Indonesia. This reflects a broad integration of public complaint services. Through this channel, the public can submit complaints, aspirations, and requests for information, which are directly forwarded to the relevant Local Government Organizations (OPD) responsible for the complaint topic. With this integration, the government aims to strengthen accountability and responsiveness in handling public complaints more effectively (Ministry of State Apparatus Empowerment and Bureaucratic Reform, 2023).

The performance achievements of SP4N-Lapor! in DIY, Bali, and West Sumatra, according to the latest data from the Ministry of PANRB (2023), indicate that platform users reached 1.9 million in 2023, surpassing the target of 1.8 million reports set for 2024. Local governments across Indonesia, designated as hubs with 544 units, showed an 18% increase compared to the baseline of 460 units in the previous year. This increase was also accompanied by a reduction in response times, from 14 days to just 5 days.

The regional implementation of SP4N-Lapor!, as seen in the case studies of DIY, Bali, and West Sumatra (table 2), shows significant improvements in public service accountability. In the Special Region of Yogyakarta (DIY), the local government has integrated the E-Lapor system, launched in 2017, with SP4N-Lapor!, making it easier for citizens to submit complaints through a centralized platform (Yogyakarta Special Regional Government, 2023). Bali Province followed suit by launching Lapor Bali in 2020, which was also integrated into the national system, while West Sumatra developed a similar system by integrating local complaint channels into the Super Apps Sumbar Madani in 2021 (Bali regional government, 2023; West Sumatra regional government, 2023).

Figure. 1.
Number of Complaints and Resolutions of SP4N-Lapor! in DIY, Bali, and West Sumatra



Source: Processed Data

Trends in Complaints and Resolutions in DIY, Bali, and West Sumatra: At the provincial level, the implementation of SP4N-Lapor! in DIY, Bali, and West Sumatra shows positive trends in terms of increasing the number of complaints and resolution rates. In DIY, the number of complaints submitted through E-Lapor increased from 741 in 2022 to 814 in 2023, with a resolution rate of 82.73% and an average service time of 5 days (Yogyakarta Special Regional Government, 2023). Meanwhile, in Bali, the number of complaints increased from 620 in 2022 to 690 in 2023, with

the resolution rate rising from 80.16% to 84.35% (Bali regional government, 2023). In West Sumatra, the number of complaints increased by 10.91%, from 550 in 2022 to 610 in 2023 (West Sumatra regional government, 2023). The increasing trend in the number of people reporting on public services using the SP4N-LAPOR! reporting system in the three regions does not mean that public services provided by the government are bad. This figure shows that the public has begun to recognize a system as a medium for providing their aspirations so that the aspect of the breadth of reach has increased (the public has begun to recognize SP4N-lapor!). The resolution rate for the three provinces has increased, meaning that the management of SP4N-Lapor! is getting better, as indicated by the shorter report resolution time.

Dominant Issues in Public Complaints: In addition to the increase in the number of complaints and resolution rates, the issues reported by the public through SP4N-Lapor! have also shifted. In DIY in 2022, the dominant issues included employment, health, social assistance, security, and education. However, in 2023, these issues shifted to employment, infrastructure, education, transportation, and land (Yogyakarta Special Regional Government, 2023). In Bali, the focus of complaints shifted from issues related to tourism, security, employment services, and cleanliness in 2022, to infrastructure, tourism, environment, and health services in 2023 (Bali regional government, 2023). Meanwhile, in West Sumatra, the reported issues shifted from transportation, education, licensing services, health, and infrastructure in 2022 to infrastructure, cleanliness, licensing, public services, and education in 2023 (West Sumatra Regional Government, 2023).

Challenges in Improving SP4N-Lapor! Service Quality

The performance of SP4N-Lapor! Implementation, as shown in Table 2 above, presents positive results, though there are still challenges in achieving the service quality targets set by the RPJMN 2020-2024. The main challenges include increasing user satisfaction through improved processes for disposition, resolution, and updating report statuses more transparently and responsively. Therefore, continuous efforts are required to enhance the system and decision-making mechanisms to strengthen public service accountability (table 3).

Table 3.
Key Outcomes, Strategies, and Challenges of SP4N-LAPOR! Implementation

Province	Key Achievements	Strategies Implemented	Challenges
The special region of Yogyakarta (DIY)	Regularly produces reports from all regional organizations related to the implementation of SP4N-LAPOR!, which are then discussed in cross-organization coordination forums involving local stakeholders. Results are submitted in the Regional Secretary Leadership Coordination Meeting.	Strong cross-organization coordination, as well as regular reporting and evaluation of policy implementation.	Bureaucratic Human Resources issues and maintaining inclusive public participation.
Bali	Bali has become a role model in SP4N-LAPOR! Implementation. This success is recognized for building public trust with rapid responses to complaints.	Strengthening internal government commitment, intensive outreach, and utilizing free internet access in strategic locations.	Lack of public awareness and fear of submitting complaints.
West Sumatera	West Sumatra has also shown success in implementing SP4N-LAPOR!, especially in handling complaints	Capacity building for human resources in related agencies and the	Limited resources and uneven

Province	Key Achievements	Strategies Implemented	Challenges
	related to infrastructure and health services.	use of information technology in complaint management.	technological infrastructure.

Source: Processed Data

The **knowledge gained** from the implementation of SP4N-Lapor! in DIY, Bali, and West Sumatra reveals various strategies and challenges faced by each region in managing public complaints effectively.

- 1) **Yogyakarta:** The implementation of SP4N-Lapor! Action Plans in DIY received special attention, with monitoring and evaluation activities held over three days, involving stakeholders such as the Ministry of Home Affairs, KemenPAN RB, and the Ombudsman. Regular coordination meetings involving cross-OPD discussions and technical guidance for administrators have been crucial to the system's success.
- 2) **Bali:** Similar activities were carried out in Bali, focusing on strengthening SP4N-Lapor! Integration into the existing public complaint system.
- 3) **West Sumatra:** West Sumatra's government also conducted monitoring activities to improve public service quality, ensuring that SP4N-Lapor! is utilized effectively to promote accountability.

Mitigating Public Service Risks in SP4N-Lapor!

Mitigating public service risks by service units is essential to protect citizens' rights, as affirmed by Law No. 25 of 2009 on Public Services. This aligns with the principles outlined in the regulation, where citizens' rights are safeguarded, integrity and accountability are maintained, and data from public complaints are used for decision-making. With a methodical risk mitigation approach (Ibty, et al. 2023), the results can be observed in Table 4 below.

Table 4. Public Service Risk Mitigation Implementation in SP4N-Lapor! in Various Regions		
Aspect	Description	Implementation Practices
Importance of Risk Mitigation	Addressing potential risks to maintain the quality of public services	The use of SP4N-Lapor! in Yogyakarta (DIY), Bali, and West Sumatra to manage complaints in line with service standards, identifying and mitigating corruption practices through whistleblower system integration.
Citizen Rights Protection	Citizens' rights are protected through transparent and accountable complaint mechanisms by regulations.	SP4N-Lapor! is utilized to address complaints related to infrastructure (e.g., roads and public facilities), healthcare services, and pandemic-related social assistance with rapid response. In Yogyakarta (DIY), a "digital literacy corner" has been established for SP4N-Lapor!, featuring disability-friendly tools and assistance by the DIY Disability Commission.
Transparency and Accountability	Enhancing the transparency and accountability of public service units.	SP4N-LAPOR! engages citizens in monitoring public construction projects.
Public Participation	Encouraging active public involvement in overseeing public services.	In DIY, Bali, and West Sumatra, coordination forums are held to discuss reports submitted via SP4N-Lapor!, involving cross-departmental coordination and

Aspect	Description	Implementation Practices
Policy Evaluation	Periodic evaluation is conducted to ensure the effectiveness of policy implementation.	forwarding recommendations for service improvements during Leaders Coordination Forums.
	Addressing bureaucratic resistance, resource limitations, and digital divide issues.	Local governments in DIY, Bali, and West Sumatra conduct regular evaluations of complaints received through SP4N-Lapor! and implement service improvements accordingly.
Innovation and Adaptation		In some regions, the digital divide hampers the effective use of SP4N-Lapor! Action plans are incorporated into routine activities, such as Coordination Meetings, technical training (Bimtek), and SP4N-aligned socialization.

Source: Processed Data

The following lessons learned from risk mitigation factors in the Implementation of SP4N-Lapor! can be learned;

- 1) **Compliance for Citizens' Rights.** The implementation of SP4N-Lapor! has demonstrated the effectiveness of regulatory compliance in addressing public complaints. This ensures the protection of citizens' rights to receive high-quality public services. For instance, complaints related to potholes, social assistance, and healthcare services are promptly addressed, reflecting the government's swift response to public-reported issues. In Yogyakarta (DIY), the disabled community has received support and facilitation from the DIY Communication and Information Agency, with assistance from the Disability Commission, and a digital literacy corner designed for easy access to features catering to disabled users.
- 2) **Transparency and Accountability.** Through the use of SP4N-Lapor!, public service units across various regions are compelled to become more transparent and accountable. Every complaint submitted and addressed is visible to the public, which increases trust in government institutions.
- 3) **Public Participation.** Active public participation in complaint systems such as SP4N-Lapor! not only improves service quality but also empowers the public to engage in decision-making processes, which helps mitigate potential risks.
- 4) **Policy Evaluation.** Periodic evaluation of SP4N-Lapor!'s implementation ensures that policy formulation with risk mitigation evolves in line with the needs and challenges faced.
- 5) **Collaboration and Adaptive Reforms.** Efforts to enhance the capabilities of administrators and liaison officers in addressing public aspirations and complaints through stakeholder engagement help resolve issues. This promotes adaptation, allowing resistance from bureaucracy and limitations in technological infrastructure at the department level to be overcome. Furthermore, it addresses the social, economic, and environmental dynamics, which are often affected by natural disasters or the influence of sudden social conflicts and interests in various regions.

Decision-Making Based on Public Aspirations and Complaints

In protecting citizens' rights and strengthening the integrity and accountability of public service units, risk mitigation in the SP4N-Lapor! Implementation by local governments in Yogyakarta (DIY), Bali, and West Sumatra has demonstrated decision-making processes based on public aspirations and complaints. This system functions as a transparent, responsive, and accountable mechanism.

In DIY, SP4N-Lapor! has been effectively integrated into the regional government system. Each Regional Government Organization in DIY is required to produce regular reports that include public complaints and aspirations data. These reports are then discussed in cross-departmental coordination forums, involving various local stakeholders, including the public. As a result, decision-making reports become more collaborative and focused on solving issues faced by the public. For instance, data from SP4N-Lapor! on complaints related to inclusive services in DIY is processed and presented in the Regional Leader Coordination Meeting, led by the Head of the DIY Communication and Information Agency. The outcome of this meeting was an improvement in service standards at the DIY Information Plaza, including the provision of a digital literacy corner and computers with disability-friendly features. This initiative was in response to stakeholder aspirations and complaints from disabled citizens who hesitated to report issues for fear that their access to social assistance might be compromised. To mitigate these concerns, the DIY Disability Commission assisted.

In Bali, the implementation of SP4N-Lapor! has received serious attention from the local government. The system is used to identify and address potential violations in the delivery of public services. Through data from SP4N-Lapor! the Bali local government can identify recurring complaints, such as issues with civil registration and healthcare services. This data is then used to inform the implementation of new policies and procedures aimed at enhancing the efficiency and responsiveness of public services. Additionally, the Bali local government conducts periodic evaluations of the effectiveness of the responses to the complaints received, ensuring that each issue is addressed promptly and appropriately. The Bali government also organized the "SP4N Goes to Campus" campaign to socialize the system to the wider public, using university students as agents, following coordination meetings for broader outreach to different segments of society.

West Sumatra uses SP4N-Lapor! as a tool to strengthen accountability and transparency within the regional government. Public complaints data collected through this platform is used as a basis for decision-making by regional government leaders. For example, data from SP4N-LAPOR! is used to monitor the performance of OPDs in West Sumatra in resolving complaints related to infrastructure and other public services. The West Sumatra government also uses this data to hold meetings with the public, allowing citizens to provide direct feedback on the services they have received.

The decision-making mechanisms described above increase public trust in the government. These ensure that decisions are based on strong evidence from public aspirations and complaint data, discussed through cross-departmental coordination and involving stakeholders relevant to the issues at hand. When considering studies on participatory systems through e-governance, particularly in the context of public complaint systems such as e-people, it has been shown that such systems significantly improve the responsiveness of public service complaint systems. However, the success of these initiatives depends on building trust among the involved parties, improving effective communication, and enhancing responsiveness.

CONCLUSION

SP4N-Lapor! has improved government response to public complaints in Indonesia, particularly in the regions examined. Each local government has established SP4N-Lapor! Decision-making instruments to enhance more responsible governance by better integrating public complaint mechanisms and addressing them more efficiently. Local governments have improved public service and trust by incorporating complaint data into decision-making. Public participation, including stakeholder involvement in handling complaints and adopting an inclusive approach

for the disabled community, shows that this system can reach a wide audience and raise awareness of the importance of stakeholder contributions in SP4N-Lapor!

This research found accomplishments and obstacles in SP4N-Lapor! Implementation in three provinces, but it does not reflect Indonesia's overall situation. Accessing regional data and giving a complete perspective of SP4N-Lapor! Deployment is difficult. By improving data-driven decision-making, future studies might improve public policy creation. New data analysis methods like artificial intelligence and predictive analytics could improve decision-making data accuracy and relevance. This research goal may also include developing analytical models that can handle vast volumes of data and identify public complaint trends from several data sources.

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