

(Original Article)

The Effectiveness Of Sp4n-Lapor In Public Complaint Services In Bulukumba Regency

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Abstract : *This study aims to analyze the effectiveness of the SP4N-LAPOR! system in public complaint services in Bulukumba Regency. The background of this research is the low level of public participation in using SP4N-LAPOR!, despite the system being officially implemented as an integrated complaint platform. This study uses a qualitative descriptive method with data collected through interviews, observation, and documentation. The results show that the implementation of SP4N-LAPOR! has been carried out administratively, but has not been fully effective in practice. In terms of goal achievement, the system has not become the main channel for public complaints. In terms of efficiency, the service is supported by a structured system, but is still considered less practical by the community. In terms of adaptation, the system has not fully adjusted to the digital behavior of society, which prefers social media. In terms of user satisfaction, the level remains low due to limited access, lack of awareness, and perceived complexity of the system. In conclusion, the effectiveness of SP4N-LAPOR! in Bulukumba Regency is not yet optimal, as the system has not fully met the needs and expectations of the community. Therefore, improvements in accessibility, system integration, and public outreach are necessary to enhance its effectiveness.*

Keywords: *effectiveness; public service; SP4N-LAPOR; digital complaint; Bulukumba*

1. Introduction

Public service is one of the government's primary functions in meeting the basic needs of the community and achieving good governance. Law No. 25 of 2009 stipulates that public services must be delivered in a transparent, accountable, and responsive manner to the needs of the community. In the modern context, demands for the quality of public services are increasing in tandem with advancements in information and communication technology, which are driving the transformation of

services toward digital-based systems (Gultom & Kristianto, 2024). The digitalization of public services aims not only to improve bureaucratic efficiency but also to expand public access and strengthen public participation in service oversight (Holipah, 2025).

One form of digital public service implementation in Indonesia is the National Public Service Complaint Management System—Online Public Aspiration and Complaint Service (SP4N-LAPOR!). This system was developed as an integrated platform that enables the public to submit complaints directly to the government and ensures coordinated follow-up across agencies (Peraturan Presiden Nomor 76 Tahun 2013; Peraturan Menteri PANRB Nomor 62 Tahun 2018). The presence of SP4N-LAPOR! is expected to enhance transparency, accountability, and the quality of public services through a documented and systematically monitored complaint mechanism (PANRB, 2020; Kurniawan et al., 2024).

Several studies indicate that the implementation of SP4N-LAPOR! holds significant potential for improving the quality of public services. A study by Akbar et al., (2021) found that this system has been effective in supporting complaint management within the Ministry of Home Affairs, particularly regarding system quality and information. A similar point was raised by (Manihuruk, 2024) who stated that the integration of technology into complaint services can enhance government responsiveness and accountability. (Aisyah et al., 2024b) emphasized that digital complaint systems can encourage public participation in monitoring public services.

However, not all regions have achieved optimal results. Research by Hikmah et al., (2025) found that the effectiveness of SP4N-LAPOR! is still hindered by low public awareness, insufficient outreach, and limited supporting facilities. Similar findings were reported by Marrisca & Prastyawan, (2024) who noted that low system utilization and slow government responses are key barriers to the effectiveness of complaint

services. Additionally, Ardiansah et al., (2024) emphasized that the effectiveness of SP4N-LAPOR! is significantly influenced by inter-agency coordination, human resource stability, and organizational commitment to follow up on reports. Other studies also indicate that despite the system's availability, public preference for social media as a complaint channel remains high because it is perceived as faster and more practical (Yahya & Setiyono, 2022; Yulianto, 2022).

This phenomenon indicates a gap between the normative objectives of the digital complaint system and the reality of its utilization by the public. Theoretically, the effectiveness of a system is not merely measured by its existence and administrative implementation but also by the extent to which it achieves the substantive objectives set forth (Handoko, 2021). In the context of digital public services, effectiveness is significantly influenced by the system's ability to reach the public, provide ease of access, and create a satisfying service experience (Annas et al., 2022).

In Bulukumba Regency, SP4N-LAPOR! has been implemented as part of the local government's efforts to improve the quality of electronic-based public services. However, based on SP4N-LAPOR! data from Bulukumba Regency for 2023 and 2024, the number of reports received remains relatively low compared to the potential volume of public complaints (Dinas Kominfo Bulukumba, 2023; 2024). This indicates that the level of public participation in the official complaint system remains suboptimal. On the other hand, the public tends to be more active in voicing complaints through social media, which is perceived as more accessible and provides faster responses.

These issues suggest that the implementation of SP4N-LAPOR! at the local level still faces challenges, particularly regarding public participation, ease of access, and perceptions of the system's

effectiveness. This also indicates that the success of a public complaint system is not solely determined by technological readiness but also by social, cultural, and user behavioral factors (Ginandjar et al., 2023). Therefore, a more in-depth analysis of the effectiveness of SP4N-LAPOR! implementation is needed, taking into account the various dimensions that influence the system's success.

Based on the above discussion, this study aims to analyze the effectiveness of the implementation of SP4N-LAPOR! in improving public services in Bulukumba Regency using Steers' organizational effectiveness theory, which encompasses goal attainment, efficiency, adaptability, and user satisfaction. The novelty of this study lies in its analytical approach, which not only assesses the system's effectiveness from administrative and institutional aspects but also integrates user perspectives and community behavior within the local context of Bulukumba Regency. Thus, this study is expected to contribute to the development of digital-based public service policies that are more responsive, adaptive, and oriented toward community needs.

2. Method

This study employs a descriptive qualitative approach aimed at analyzing the effectiveness of the implementation of SP4N-LAPOR! in public complaint services in Bulukumba Regency. This approach was chosen because it allows for an in-depth description of the phenomenon based on actual conditions in the field, as well as an understanding of the perspectives of both the administrators and the public as service users.

The research location is in Bulukumba Regency, with the primary focus on the Communication, Information Technology, and Cryptography Agency as the agency responsible for managing SP4N-LAPOR! at the regional level. This location was selected based on the strategic role of the Communication, Information Technology, and Cryptography Agency

as the system administrator, encompassing report verification, disposition to Regional Government Agencies (OPDs), and monitoring of follow-up actions on public complaints.

Data collection techniques were conducted through interviews, observations, and documentation. In-depth interviews were conducted with informants comprising SP4N-LAPOR! administrators and service users to obtain information regarding the implementation of the complaint system. Observations were conducted to directly observe the complaint management process and the conditions of system usage in the field. Meanwhile, documentation was used to supplement data in the form of report archives, the SP4N-LAPOR! dashboard interface, and other supporting data.

The data analysis technique in this study employed an interactive model comprising three stages: data reduction, data presentation, and conclusion drawing. Data reduction involved simplifying and grouping data to align with the research focus. Data is presented as descriptive narratives to ensure ease of understanding, while drawing conclusions involves interpreting the data based on the organizational effectiveness theory proposed by Steers, which includes indicators of goal achievement, efficiency, adaptability, and user satisfaction. (Sugiyono, 2000)

To ensure data validity, this study employs source and method triangulation, which involves comparing results from interviews, observations, and documentation to obtain valid and reliable data.

3. Hasil Dan Pembahasan

Hasil The research findings indicate that the implementation of SP4N-LAPOR! in Bulukumba Regency has proceeded administratively, but its effectiveness has not yet been fully realized in functional terms. When analyzed from the perspective of organizational effectiveness

according to Steers, this situation reflects an imbalance between the structural and user dimensions in the implementation of the digital-based public complaint system.

From the perspective of goal achievement, the local government has formally succeeded in implementing SP4N-LAPOR! as an official public complaint channel. The system operates with structured mechanisms for verification, disposition, and monitoring of reports. However, the low number of incoming reports indicates that the substantive goal of increasing public participation has not been optimally achieved. This phenomenon is not only caused by technical factors but also by low levels of digital literacy and a lack of public outreach. This aligns with the findings of Hikmah et al., (2025) dan Marrisca & Prastyawan, (2024) who state that the success of digital complaint systems heavily depends on the level of public awareness and engagement.

Analytically, this low participation indicates that the system has not yet been able to drive behavioral change among the public. In the context of e-government, changes in user behavior are a key indicator of the success of technology implementation. When the public continues to choose social media as their primary channel for filing complaints, this suggests that SP4N-LAPOR! has not yet established itself as the “default platform” in public communication practices. Consequently, the formal complaint system risks losing its relevance if it cannot compete with platforms that are more familiar to the public.

From an efficiency perspective, SP4N-LAPOR! has been systematically designed to enhance efficiency through data integration and inter-agency coordination. However, in practice, these efficiency gains are felt more by internal organizations than by the public. Users perceive that the reporting procedures via SP4N-LAPOR! are relatively more complicated compared to social media, which can be used instantly.

This difference in perception indicates a gap between administrative efficiency and user efficiency.

These findings align with the research by Ardiansah et al., (2024) which emphasizes that system efficiency is often hindered by bureaucratic coordination and reliance on manual communication. In Bulukumba Regency, the practice of using telephone communication to expedite follow-up indicates that the system is not yet fully automated. Analytically, this condition indicates that the digital transformation taking place is still semi-digital in nature, combining electronic systems with manual practices. Consequently, the efficiency expected from digitization has not yet been fully optimized because it still relies on human intervention.



Figure. 1 Dashboard SP4N-LAPOR!

Source: <https://www.lapor.go.id/>

The existence of the SP4N-LAPOR! dashboard indicates that the complaint management system is being managed in a structured and documented manner within a single integrated platform. However, based on the dashboard display, there are still reports that have not been verified or followed up on optimally. This situation indicates that although the system was designed to improve the efficiency of complaint management, its implementation still faces challenges in ensuring that all reports can be processed quickly and consistently. This reinforces the

finding that the system's efficiency has not yet been fully achieved functionally.

From an adaptation perspective, local governments have demonstrated policy-level adaptability by adopting SP4N-LAPOR! as part of the implementation of the SPBE. This indicates alignment with the demands of digital bureaucratic reform (Perpres Nomor 95 Tahun, 2018). However, adaptation at the user level has not yet been optimal because the system has not fully adapted to the public's communication patterns, which are dominated by social media.

Analytically, this discrepancy indicates that technological innovations are not always automatically accepted by the public without a process of social adaptation. This finding reinforces the research by Yahya & Setiyono, (2022) and Yulianto, (2022) which shows that public preferences for social media are influenced by ease of use, speed, and interactivity. From this perspective, SP4N-LAPOR! faces challenges in creating a user experience that is competitive compared to other digital platforms. Consequently, without user-oriented innovation, the system risks becoming merely an administrative tool lacking strong social functionality.

Meanwhile, regarding public satisfaction, research findings indicate that user satisfaction levels remain low. This is primarily due to a lack of public knowledge, limited access, and the perception that the system is less practical compared to social media. Although SP4N-LAPOR! theoretically holds advantages in terms of documentation and accountability, these advantages do not automatically translate into user satisfaction.

This finding differs from the results of Akbar et al., (2021) which showed that system quality can enhance user satisfaction in the context of central organizations. This discrepancy indicates that user satisfaction

is highly contextual and influenced by local factors, such as digital literacy and community habits. Furthermore, the study by Aisyah et al., (2024) also confirms that satisfaction with digital public services is more influenced by user experience than by system quality alone.

Data on complaint resolution rates indicate that not all public complaints can be resolved optimally within a specific timeframe. There are still reports with a status of “unprocessed” or “unfollowed up,” which could potentially affect public perception of the quality of public complaint services. This situation indicates that public satisfaction is influenced not only by the existence of the system but also by the consistency and speed of follow-up on incoming reports. Thus, this data reinforces the finding that public satisfaction with SP4N-LAPOR! in Bulukumba Regency remains at a suboptimal level.

Analytically, public satisfaction in Bulukumba Regency is more perceptual than structural. This means that the public assesses service quality based on direct experiences, such as response speed and ease of access, rather than on the available system itself. Consequently, the success of SP4N-LAPOR! is determined not only by system improvements but also by the government’s ability to foster positive perceptions through swift responses and effective communication.

Overall, the results of this study indicate that the effectiveness of SP4N-LAPOR! in Bulukumba Regency is still in a transitional phase toward optimal effectiveness. The system is operational administratively, but has not yet fully succeeded in generating significant impacts on increased public participation and satisfaction. This situation underscores that the success of e-government implementation depends not only on technology but also on social, cultural, and organizational factors. (Ginandjar et al., 2023; Helda Fitriani et al., 2025).

Therefore, to enhance the effectiveness of SP4N-LAPOR!, a more comprehensive approach is needed—one that goes beyond merely strengthening the system to include social adaptation strategies, improving digital literacy, and developing service innovations that better align with the needs and habits of the public. Without these efforts, the public complaint system risks remaining purely administrative, failing to have a significant impact on the overall quality of public services.

4. Conclusion

Based on the research findings, it can be concluded that the effectiveness of the SP4N-LAPOR! system in public complaint services in Bulukumba Regency has not yet been fully optimized. Although the system has been operational as an official channel for public complaints, its utilization by the public remains low, meaning the goal of establishing it as the primary means for filing complaints has not yet been fully achieved. The system's effectiveness has also not been fully realized from the users' perspective, as there remains a gap between the system's formal design and the digital needs and habits of the public, who prioritize ease and speed.

This study indicates that the success of digital-based public complaint services is determined not only by the availability of structured systems and procedures but also by the system's ability to adapt to user behavior and provide a service experience that is simple, fast, and responsive. Thus, the effectiveness of SP4N-LAPOR! heavily depends on the integration of technological aspects, organizational management, and a community-oriented approach.

This study has limitations regarding its geographical scope, which focuses solely on Bulukumba Regency, as well as the use of a qualitative approach that has not quantitatively measured public satisfaction levels. Therefore, future research is recommended to develop quantitative

approaches or mixed-methods to measure satisfaction levels and system effectiveness more comprehensively.

As a recommendation, local governments need to increase public outreach, simplify reporting mechanisms, and develop more adaptive service innovations, including the potential integration with social media platforms that are more familiar to the public. These efforts are expected to increase the utilization of SP4N-LAPOR! and strengthen the effectiveness of public complaint services on a sustainable basis.

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