EFFECTIVENESS OF THE NATIONAL PUBLIC SERVICE COMPLAINT MANAGEMENT SYSTEM SERVICE PROGRAM (*E-LAPOR SP4N*) IN THE DEPARTMENT OF COMMUNICATIONS, INFORMATICS AND ENGLISHMENT IN SUKABUMI DISTRICT

Fariz Adhar
Faculty of Social Sciences,
Universitas Muhammadiyah Sukabumi,
fariz69adhar@gmail.com;

Yana Fajar F.Y. Basori
Faculty of Social Sciences,
Universitas Muhammadiyah Sukabumi,
yanafajar@ummi.ac.id;

Dian Purwanti
Faculty of Social Sciences,
Universitas Muhammadiyah Sukabumi,
dianpurwanti041@ummi.ac.id;

ABSTRACT

In an effort to realize digital technology-based good governance, for public complaint management services related to government performance, the Communication, Information and Signage Office of Sukabumi District launched the *E-LAPOR SP4N* service program, as one of the public service innovations. The purpose of this study was to determine the effectiveness of the National Public Service Complaint Management System Service Program (*E-LAPOR SP4N*) in responding to and following up on complaints from the public at the Communication, Information and Signage Office of Sukabumi Regency. This research uses qualitative research methods with a descriptive approach to observe individuals or a number of people who will become informants in the phenomenon of research problems. The data collection techniques used were observation, interviews, and documents. Data validation used in this research is source triangulation, technique triangulation, and time triangulation. The results showed that the Communication, Informatics and Standardization Office of Sukabumi Regency successfully implemented the *E-LAPOR SP4N* application strongly. Continuous socialization, training and evaluation efforts were made to ensure understanding and effectiveness of the application. Despite facing resource and budget constraints, the app has successfully increased community participation in the oversight of development and public services. The agency followed clear SOPs in handling complaints, achieving timely resolution despite challenges in responsiveness and budget limitations. The implementation of *E-Lapor* has had a positive impact with significant improvements in the handling of public complaints, opening up more transparent and participatory access for the community in submitting complaints and aspirations related to public services.

Keywords: *Effectiveness, National Public Service Complaint Management System, E-LAPOR SP4N*

A. INTRODUCTION

In the process of organizing public services, every state institution, in this case the government is called a public service provider. Therefore, the government is responsible for services that have become the right of every citizen to get them. According to Maulidiah (2014) the government functions as a party that serves the needs in the aim of improving the welfare of the community, therefore the government also has a role to be able to improve the quality of public services.

Public complaints are a form of participation in overseeing the performance carried out by the government. This aims to create better public services. The government's efforts in creating better public services, through various institutions, have begun to create steps that realize good relationships with internal and external parties.

In the era of globalization, the rapid development of technology greatly affects people's lives, even now people can more easily access everything, especially the services provided by E-Government. In carrying out its function as a public service provider to meet the basic needs of every citizen, the government needs to strive to harmonize the implementation of the duties and functions of state administration in the provision of public services, namely by providing facilities and infrastructure to collect information, listen and pay attention to what the community expects. One form of public service provision from the current government is the formation of the National Public Service Complaint Management System (*E-LAPOR SP4N*) service program.

In an effort to realize digital technology-based good governance, for public complaint management services related to government performance, the Communication, Information and Signage Office of Sukabumi District launched the *E-LAPOR SP4N* service program, as one of the public service innovations. The *E-LAPOR SP4N* service is an application-based aspiration and complaint tool for the community that will be managed by management management effectively and efficiently and professionally.

After launching the *E-LAPOR SP4N* application, the Office of Communication and Information Technology and the Secretariat of Sukabumi Regency has made socialization efforts on several online platforms or social media such as Instagram, Facebook and the website owned by the Office of Communication and Information Technology and the Secretariat of Sukabumi Regency on the use of *E-LAPOR SP4N* to work units within the Sukabumi Regency local government and the people of Sukabumi Regency. However, based on initial observations made by researchers, there are still ineffectiveness in the use of the *E-LAPOR* S4PN service program, namely as follows:

1. The number of complaints from the public about the *E-LAPOR SP4N* service program makes the rating of the *E-LAPOR SP4N* application very bad, evidence of this rating can be seen in the figure below:

Figure 1. Number of *SP4N* E-Report application ratings
Source: Google Playstore

Based on Figure 1, it can be seen that the *E-LAPOR SP4N* application rating contained in Google Playstore has a very low rating, seen from the level of community assessment which gives more 1-star ratings than 5-star ratings.

2. Frequent system errors when people are using the application. As the reviews written by the public on the *E-Lapor* S4PN application say that the application experiences errors repeatedly so that the process of submitting reports is never completed.
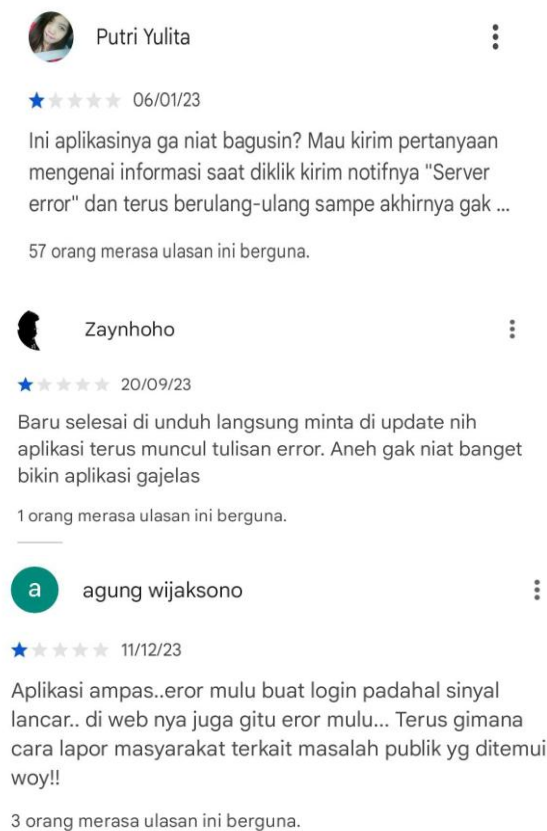
Figure 2. Public Reviews of the *E-LAPOR SP4N* application
Source: Google Playstore

The researchers are motivated to conduct a study entitled "The Effectiveness of the National Public Service Complaint Management System Service Program (*E-LAPOR SP4N*) at the Communication, Information and Signals Service Office of Sukabumi Regency" due to a notable disparity between theoretical expectations and observed outcomes in the program's implementation. Drawing from Sutrisno's (2007) framework, which defines effectiveness across five dimensions, the researche identified key challenges faced by the *E-LAPOR SP4N* application in Sukabumi Regency.

Firstly, the application received poor ratings on platforms like Google Playstore, primarily due to a substantial volume of complaints from users. The prevalence of 1-star ratings suggests widespread dissatisfaction with the service provided. Second, users encountered frequent system errors while attempting to use the application, leading to an inability to complete the report submission process effectively.

Sutrisno's dimensions of program effectiveness—ranging from program understanding and target accuracy to timeliness, tangible changes, and goal achievement—provide a theoretical backdrop against which the shortcomings of the *E-LAPOR SP4N* program can be assessed. By investigating these dimensions in the context of the Communication, Information, and Signals Service Office of Sukabumi Regency, the research aim to shed light on areas where the program falls short and identify opportunities for improvement.

Through their study, the research seek to bridge the gap between theoretical expectations and empirical realities, ultimately contributing to the enhancement of public service delivery in Sukabumi Regency. By understanding the factors contributing to the ineffectiveness of the *E-LAPOR SP4N* program, stakeholders can formulate targeted strategies to address existing challenges and optimize the program's impact on the community.

B. LITERATURE REVIEW
Public service
Public service is interpreted as the provision of services to meet the needs of individuals or communities with interests in the organization, in accordance with established rules and procedures (Sinambela, 2006). Meanwhile, according to Subarsono, public service research is an activity carried out by public bureaucracy

with the aim of meeting the needs of users that lead to citizens requiring public services (Dwiyanto, 2005). Public service is a series of activities conducted by the government as the public service administrator in fulfilling service needs for all citizens, either in terms of goods, services, or administrative services (Mindarti, et al., 2020).

Effectiveness

Miller (1977:292) found that the understanding of effectiveness is defined as follows "Effectiveness is defined as the degree to which a social system achieves its goals. Effectiveness must be distinguished from efficiency. Efficiency is mainly concerned with goal attainment." Based on the statement from Miller (1977:292) above, it indicates that effectiveness is a benchmark for achieving the level of goals that can be seen in terms of the comparison of processes, costs, and results. As explained by Geogopualos and Tannebaum in Etzioni (1969:82), who describe that "effectiveness is the extent to which an organization, which is a social system with all its available resources and means, fulfils its goals without waste and avoids unnecessary tension among its members."

Sutrisno (2007) stated that to measure the level of effectiveness, there are 5 (five) dimensions, as follows:

1. Program Understanding: It is the extent to which the community can understand the socialized program. This dimension signifies how a program can make those involved aware of their tasks and responsibilities, and the community understands and comprehends the purpose of the implemented program. In this regard, the role of local officials is needed to socialize the program to the community so that information about the upcoming program can be evenly distributed.

2. Target Accuracy: Examined from the selected targets, whether they align with the implemented program or not. Target accuracy is crucial in determining the success of a program. In the implementation of the program, it is essential to assess whether the target accuracy matches the predetermined goals or vice versa.

3. Timeliness: Assessed based on the utilization of time in program implementation, whether it aligns with the predetermined schedule or not.

4. Tangible Change: Assessed by the extent to which the program can provide a real effect or impact and tangible change for the community.

5. Achievement of Objectives: The achievement of objectives is the extent to which the jointly formed and agreed-upon program objectives can be realized effectively and efficiently.

Effectiveness of The National Public Service Complaint Management System Service Program (*E-LAPOR SP4N*)

Eka's research (2021) indicates that basic public services in Lebak Regency have been effectively implemented. Hamzan (2021) shows that public services in the Sukadamai Village Office, Jerowaru Subdistrict, East Lombok Regency, have been effectively carried out. Yustika (2022) demonstrates that the online-based services of the Population and Civil Registration Office of North Lampung Regency have been effectively implemented, and the quality of its public services is also optimal. Vatikha (2022) indicates that in terms of goal achievement,

integration, and adaptation dimensions, the researcher states that the goal achievement dimension of this program is quite effective, except for the integration and adaptation dimensions, whose implementation is still not optimal due to many problems found in these two dimensions. Rahmatilah et al (2021) indicates that the Grha Tiyasa Mall program in Bogor has not been effective because the quality of the services provided has not been maximized. The target number of visitors and socialization has not been achieved. The quality of services offered has not been maximized, seen from the lack of facilities and infrastructure supporting the service process and limited services. Some services to the community cannot be carried out in the Grha Tiyasa Mall program.

Saputra & Widiyarta's research (2021) shows that overall; the *SIRPAJA* program in the Sidoarjo District of Sidoarjo Regency has been effective. However, in case of technical constraints with the following application and if there are people who choose to do it offline, the writer's suggestion is that the operator should still assist in registering and guiding the community to use the SIPRAJA program. Purnamawati et al (2022) show that the effectiveness of the Si-Mojo application program in improving licensing services at the DPMPTSP of Mojokerto City generally has been running well and effectively. However, there are still several indicators whose implementation is not optimal. Novriando et al (2020) show that public services in the city of Yogyakarta have been integrated into one Jogja Smart Service application, making it effective and efficient for the people of Yogyakarta City. Lahutung et al (2021) show that the effectiveness of the Ponter (Integrated Online Tax) program cannot be considered to be running well. This is seen from the inconsistent goal achievement and integration, which is perceived as lacking socialization processes and adaptation that have not progressed as expected by the community.

C. METHOD

This research uses qualitative research methods with a descriptive approach to observe individuals or a number of people who will become informants in the phenomenon of research problems (Creswell, 2021). In this study, the unit of analysis that is the object of research that the researchers will conduct is at the Communication, Informatics and Coding Office of Sukabumi Regency. Then in determining informants in this study, namely using a non-probability sampling design, namely sampling that does not provide equal opportunities / opportunities for each element or member of the population selected as a sample. The data collection techniques used were observation, interviews, and documents. The data validation used in this research is source triangulation, technique triangulation, and time triangulation (Sugiyono, 2018). The data analysis used in this research is using the Miles and Huberman model (Sugiyono, 2018) with the steps of data, data presentation, and conclusion drawing/verification.

D. RESULTS AND DISCUSSION

E-LAPOR SP4N (National Public Service Complaint Management System Service) is an innovation that changes the way the Indonesian people interact with the government. Developed by the Presidential Staff Office, *KEMENPAN-RB* of

the Republic of Indonesia, and *OMBUDSMAN* of the Republic of Indonesia, *E-LAPOR SP4N* aims to increase public participation in monitoring government programs and performance in development and public services.

Based on the *Peraturan Presiden Nomor 76 Tahun 2013 tentang Pengelolaan Pengaduan Pelayanan Publik*, *E-LAPOR SP4N* serves as a platform for the public to submit complaints, aspirations, and communicate directly with the government. Through social media and information technology, the public can easily interact with various government agencies at the national, provincial and local levels.

Horizontal and vertical integration in *SP4N* management is the target in 2017, where all organizers are expected to implement an integrated public service complaint management system based on information technology. This indicates the way forward towards efficiency, transparency and accountability in public services.

In a fast-paced era, *E-LAPOR SP4N* provides a solution for accelerated response, coordination between government agencies, and follow-up on problems voiced by the people. Based on E-Government, *E-LAPOR SP4N* is not limited by place and time constraints, so that people can get closer to the government in voicing their aspirations and conveying the problems they face.

More than just a complaint tool, *E-LAPOR SP4N* also stimulates active community participation in the process of improving and enhancing the quality of public services. Through collaboration between the government and the community, it is expected to create an environment that is more responsive, efficient, and responsive to the needs of the community.

Thus, *E-LAPOR SP4N* is an important step towards a government that is more open, inclusive, and responsive to the aspirations and needs of the community. The National Public Service Complaint Management System Service Program (*E-LAPOR SP4N*) implemented at the Communication, Informatics and Signage Office of Sukabumi Regency was evaluated using five dimensions of effectiveness according to Sutrisno (2017), namely 1) program understanding; 2) right on target; 3) on time; 4) real change; and 5) goal achievement.

Program Understanding

A good understanding of the program not only refers to awareness of the existence of the *E-LAPOR SP4N* application, but also includes an in-depth understanding of its purpose, benefits, and usage process. This program understanding is the main foundation for all related parties, both local government and the community, to be able to optimize the use of the *E-LAPOR SP4N* application effectively and efficiently. With a good understanding, the Communication, Informatics and Standardization Office of Sukabumi District can oversee and socialize this application more effectively to the community.

Understanding also includes understanding the regulations and procedures for using the *E-LAPOR SP4N* application, so that every user, both government and the general public, can use this application in accordance with applicable regulations. This includes an understanding of the steps in making a complaint, the complaint handling process, and the response and follow-up mechanisms that will be carried out by the relevant parties.

In the context of the Sukabumi District Communication, Informatics and Standardization Office, a strong understanding of the *E-LAPOR SP4N* program will help in conducting socialization, training and mentoring to the community regarding the use of this application. In addition, a good understanding will also allow the agency to continuously evaluate and improve the implementation of this program according to the needs and input from users.

The researcher's question is What is the background of the establishment of the *E-Lapor* application at the Sukabumi District Information and Communication Service?

In the findings in the field, the response from informant 1 regarding the implementation of the *E-Lapor* application at the Sukabumi District informatics and coding communication office has the aim of making the community more orderly administratively. As stated by informant 1, namely:

> *"Yes, the National Public Service Complaints Management System (SP4N), this regulation regulates the rights, obligations, mechanisms, and national Public Service complaints management system which aims to protect service users in obtaining quality, reasonable and fair Public Services. Through SP4N, it is expected that the public can easily submit complaints and aspirations related to Public Services. Along with technological advances, the management of Public Service complaints can no longer be done manually. Therefore, the Ministry of Administrative Reform and Bureaucratic Reform uses the People's Online Aspiration and Complaint Service Application or LAPOR!"*

Similar to informant 1, another response regarding the implementation of the *E-Lapor* application at the Sukabumi District Information and Communication Service was also expressed by informant 2 who said, that:

> *"Along with technological advances, the management of Public Service complaints can no longer be done manually. Therefore, the Ministry of Administrative Reform and Bureaucratic Reform uses the People's Online Aspiration and Complaint Service Application or LAPOR! As an application used to manage integrated and sustainable national Public Service complaints."*

Based on the results of interviews with informants 1 and 2, it can be interpreted that the National Public Service Complaint Management System (*SP4N*) is a complaint system established by the Government of Indonesia as a form of commitment in supporting the principle of open government and improving the quality of public services. In order to improve the quality of public services, the government has taken various steps to improve public services on an ongoing basis for the realization of excellent public services. One of the efforts to improve the quality of public services is to provide the widest possible access to the public to be able to submit complaints about the services provided by the organizers. With this broad access, it is hoped that the community can participate more actively in encouraging the realization of excellent public services.
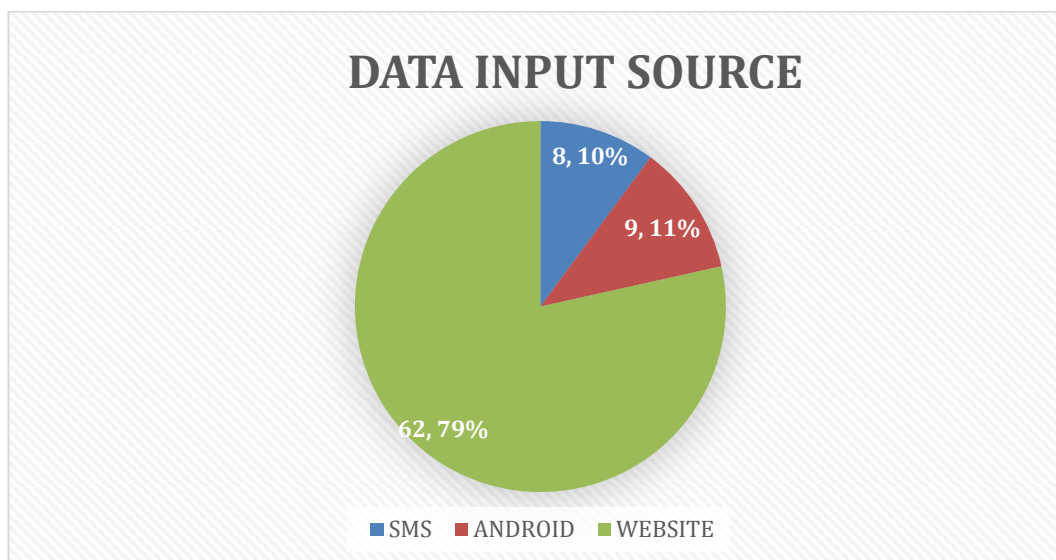
Figure 3. Diagram of Public Complaints Based on Data Sources from the Office of Communication Informatics and Standardization of Sukabumi District
(Source: Research 2024)

Therefore, along with technological advances, the management of Public Service complaints can no longer be done manually. Thus, the Ministry of Administrative Reform and Bureaucratic Reform uses the People's Online Aspiration and Complaint Service Application or *LAPOR!* This is a mandate of the *Undang-Undang No.25 Tahun 2009 tentang Pelayanan Publik* which requires state administrators to organize Public Services in accordance with the purpose of establishment, one of which includes the management of public complaints. In 2013, the *Peraturan Presiden Nomor 76 Tahun 2013 tentang Pengelolaan Pengaduan Pelayanan publik*. This regulation regulates the rights, obligations, mechanisms, and national Public Service complaint management system which aims to protect service users in obtaining quality, reasonable and fair Public Services. Through *SP4N*, it is expected that the public can easily submit complaints and aspirations related to Public Services. The *Peraturan Presiden Nomor 76 Tahun 2013* was then followed up by the Ministry of Administrative Reform and Bureaucratic Reform through the *Peraturan Menteri Pendayagunaan Aparatur Negara dan Reformasi Birokrasi Nomor 24 Tahun 2014 tentang Pedoman Pengelolaan Pengaduan Pelayanan publik Nasional and Peraturan Menteri PANRB Nomor 3 Tahun 2015 tentang Roadmap untuk Pengembangan Sistem Pengelolaan Pengaduan Pelayanan publik Nasional*.

As has been stated that the implementation of the E-Report application implementation must be based on implementing rules that support the E-Report implementation process, so the researcher asked what are the implementing regulations in supporting the implementation of the E-Report application.

In a service provided by the informatics and information communication office of Sukabumi Regency, there are basic regulations that underlie the implementation of the E-Report application, and there are objects involved in a

service. As stated by informants 1 and 2 that the regulations are:
1. The *Undang-undang Nomor 25 Tahun 2009 Tentang Pelayanan Publik.*
2. The *Peraturan Presiden Nomor 76 Tahun 2013 Tentang Sistem Pengelolaan Pengaduan Pelayanan Publik.*
3. The *PermenPANRB Nomor 62 Tahun 2018 Tentang Pedoman Pengelolaan Pengaduan Pelayanan Publik Nasional.*
4. The *PermenPANRB Nomor 25 Tahun 2020 Road Map Sistem Pengelolaan Pengaduan Pelayanan Publik Nasional.*
5. The *Peraturan Bupati Sukabumi Nomor 101 Tahun 2019 Tentang SOTK DinasKomunikasi Informatika dan Persandian Kabupaten Sukabumi.*

From these responses, the researcher can interpret that the presence of these various laws can be said to be a milestone for the implementation of *E-Lapor* with these rules, so that in its implementation the E-Report service will be in line with existing provisions and not violate other things.

By paying attention to all efforts to carry out the implementation of *E-Lapor* so that all the objectives of the service can run well. Therefore, the researcher asked what is the purpose of implementing the *E-Lapor* application?

As stated by informant 1:

"Completion of realizing a common understanding, unity of steps and actions for all organizers in realizing and/or optimizing SPAN-LAPOR!"

This is different from what informant 2 said, namely:

"Increasing public participation in monitoring development, government programs, and the implementation of public services."

From these responses, researchers can interpret that in the Implementation of the *E-LAPOR* Application at the Communication, Information and Communication Office of Sukabumi Regency, the government has a goal that complaints services by utilizing technology, information and communication (ICT) make it easier for the public to submit complaints. The purpose of establishing *SP4N*, among others, is so that public service providers can manage complaints from the public in a simple, fast, precise, complete, well-coordinated manner. The establishment of SPAN also aims to provide access for organizers to public participation in submitting complaints, and of course improve the quality of public services.

The provision mandates all local governments that have organized information technology-based public service complaint management, to be integrated with *LAPOR!* The integration includes inter-agency, cross-agency complaints, from the lowest unit to the top unit, with a deep understanding of the purpose, benefits, and process of using the *E-LAPOR SP4N* application, can realize the principles of open government by providing more transparent and participatory access for the public to submit complaints and aspirations related to public services. Furthermore, a solid understanding of the regulations and procedures for using this application will ensure that complaints received from the public can be handled appropriately, quickly, and efficiently by the authorities. Thus, the government and the community can work together to increase the effectiveness of complaint handling and improve the overall quality of public

services.

On Target

The definition of right on target refers to the ability or effort to achieve the desired goals or results appropriately, effectively, and efficiently. Specifically, this term is often used in the context of planning, implementing, and evaluating programs or activities. In a program or activity, being on target means that efforts are made precisely in accordance with the objectives to be achieved. This includes the selection of strategies, allocation of resources, and implementation of activities that match the needs and expectations. The importance of achieving "right on target" is so that the program or activity can provide maximum benefits with the available resources. By focusing on clear objectives and appropriate strategies, the expected results can be achieved efficiently and effectively. Thus, in the context of the National Public Service Complaint Management System (*E-LAPOR SP4N*) Service program at the Communication, Informatics and Signage Office of Sukabumi District, achieving the right target means that the program is able to provide quality services, answer community needs effectively, and improve the quality of complaints management efficiently.

The researcher's question is whether the number of human resources or employees at the Communication, Informatics and Coding Office of Sukabumi Regency is sufficient in implementing the E-report application, which was immediately responded to by informant 1, namely:

"It is sufficient to implement the E-Lapor Application! But specifically for the functional position of Public Service complaints manager. Fulfillment of functions that include complaint analysis, system analysis and data processing in the operational management of SP4N-LAPOR! as mandated in the Peraturan Menteri PANRB Nomor 62 Tahun 2018, DKIP Kab. Sukabumi does not yet have these human resources."

Informant 2 expressed a different view, saying that:

"*It is not yet sufficient due to the limited budget for HR procurement, and the importance of procuring CPNS for the position has not been considered.*"

From these responses, researchers can interpret that human resources (HR) is one of the most important factors that cannot be separated from an organization, both institutions and companies. HR is also the key that determines the development of the company. In essence, HR is in the form of humans employed in an organization as movers, thinkers and planners to achieve the goals of that organization. Because human resources are one of the important factors, researchers asked How is the ability of implementors in the implementation of the *E-Lapor* application?

As revealed by informant 1 said:

"Although SOPs have been designed and published, the flow and activities are not sufficient to handle the various complaints addressed to all government agencies in Indonesia. The current SOPs are macro in nature and do not cover all procedures and information to be processed. The extension of SOPs in the future aims to accommodate

various complaints that actually have different characteristics of completion time. The SOPs should cover various processes according to the most complaint categories. In the SP4N management, the complaint resolution process is the main thing and most determines public satisfaction and trust. The process of resolving complaints has been clearly and systematically regulated in the Peraturan Menteri PANRB Nomor 62 Tahun 2018. However, there are still some processes that can be improved, namely reducing the time for verification at the National Admin and Agency Admin levels. If you use the assumption of maximum time, the public will only get an answer on the 6th day that their report has been received. This verification time is still considered to be rather long. In addition, the pattern of answers given by the National Admin and Agency Admin tends to contain the same substance, making the public feel that there is no progress in the process from the National Admin and Agency Admin. Measurable speed in resolving a complaint is essential in seeing the performance of SP4N LAPOR! And gaining public trust."

The same thing was conveyed by informant 2, that the ability of the implementor is very important in the success of a service. From the results of these interviews, researchers can interpret that with the increasing number of skills possessed by employees, it will be more flexible and easier to adjust to the possibility of changes occurring in the organizational environment. For example, if the organization requires employees with certain qualifications, the organization no longer needs to add new employees, because the employees they have are qualified enough for the job.

Table 1. Table of Public Complaints Based on Employee Data Sources at the Communication, Information and Signage Service

Name	Last login	Verification <= 3 days	Verification > 3 days	Average Verification
		2 report	1 report	1.7 days
Diskominfo Kabupaten Sukabumi	2020-07-28 10:33:13	38 report	7 report	3.3 days
Head of Organization	2020-02-15 21:47:22	15 report	0 report	0.7 days

(Source: Communication Informatics and Standardization Office of Sukabumi Regency, 2024)

In the results of the interviews, we can see that there is still a pattern of answers given by the National Admin and Agency Admin which tend to contain the same substance, making the public feel that there is no progress from the National Admin and Agency Admin or delays in the service process. Measurable speed in resolving a complaint is an absolute thing in seeing the performance of *SP4N LAPOR!*

To overcome some of the aspects that researchers see as the cause of poor employee skills, researchers asked. Are there trainings to improve the quality of human resources in implementing the *E-Lapor* application?

It can be seen from the results of the interview with informant 1 who said that:

"Yes, there are trainings for each admin and also coordination meetings about SP4N-LAPOR! between central and regional level institutions."

Informant 2 expressed a different view, saying that:

"During the Covid Pandemic, the Sukabumi District Government has not conducted any socialization or training related to SP4N-LAPOR! The National Training, Socialization and Coordination Meetings were held by the Central Government, namely the Ministry of PPANRB and the West Java Provincial Government."

The following is a follow-up review of *SP4N-LAPOR!* 2020 West Java Province. The participation of the Sukabumi District Communication, Information and Signage Office in the training, namely:

Figure 4: Communication, Informatics and Coding Office of Sukabumi Regency

(Source: Research 2024)

HR training is an effort made to form quality personal with skills, work abilities, and work loyalty to a company or organization. Quality human resources will help organizations to develop and achieve organizational goals.

In the implementation of the National Public Service Complaint Management System (*E-LAPOR SP4N*) Service at the Communication, Informatics and Signage Office of Sukabumi District, there are several challenges that need to be overcome to ensure the success of this program. First, related to the number of human resources (HR) or employees available in implementing the *E-LAPOR* application. Informants from the agency said that the existing human resources are sufficient, especially for the functional position of public service complaints manager. However, there is a need for specialized human resources to fulfill the functions of complaint analysis, system analysis, and data processing in accordance with applicable regulations. However, another informant revealed that the number of existing employees is not sufficient due to the limited budget for HR procurement, and the importance of procuring CPNS for these positions has not been considered.

The ability of implementors in implementing the *E-LAPOR* application is also the focus of the research. Although there are SOPs designed and published, the flow and activities are not sufficient to handle the variety of complaints addressed to all government agencies in Indonesia. The slow handling of complaints and the uniform pattern of responses from national admins and agencies are also a concern. In this regard, the speed of complaint resolution is a crucial aspect in increasing public trust in public services.

Trainings to improve the quality of human resources in implementing the *E-LAPOR* application are also important. Although there are efforts from the agency to organize training and coordination meetings between related institutions, it has not been optimal due to the constraints of the COVID-19 pandemic which limit the implementation of these activities. Involvement in training and coordination organized by the central and provincial governments is an important part of efforts to improve HR capabilities in managing public service complaints.

By overcoming these challenges through increasing the number of human resources, improving the complaint handling process, and organizing effective training, it is hoped that the implementation of *E-LAPOR SP4N* at the Communication, Informatics and Signage Office of Sukabumi District can run more efficiently and effectively, and provide better public services to the community.

Timely

Timely in the context of implementing the *E-Lapor* application refers to following the standard operating procedures (SOPs) that have been established in handling complaints and reporting. In this case, timely implementation means that each step or stage in the complaint process, from verification to completion, is carried out according to the schedule set out in the SOP. Therefore, the researcher asked whether the implementation of the *E-Lapor* application was in accordance with the SOP?

It can be seen from the results of the interview with informant 1 who said that:

"Verification of complaint reports in the system by the admin, 2. Verification by the Head of the Public Information Services Section to verify and report to the Head of the Information Services Division, 3. The Head of the Information Services Division coordinates and evaluates the report to be submitted to the Secretary of the Service, 4 The Secretary of the Service follows up by coordinating with the head of the Service to report the complaint, 5. The Secretary of the Service coordinates with the liaison officials in the relevant agencies whose duties and functions are related to reports from the public, 6. Done"

The same response from informant 2 is that there are 6 organizational structures in the implementation of the *E-Lapor* application, namely verification of reports, verification by section heads, heads of fields (coordination), the secretary of the office conducts follow-up, the secretary of the office coordinates with officials, then it can be completed.

The findings revealed by informants 1 and 2 that in its implementation, the Sukabumi Regency Informatics and Communication Office in implementing the

E-Lapor application follows the rules applied, can be seen in Figure 5 regarding standard operating procedures at the Sukabumi Regency Informatics and Communication Office.
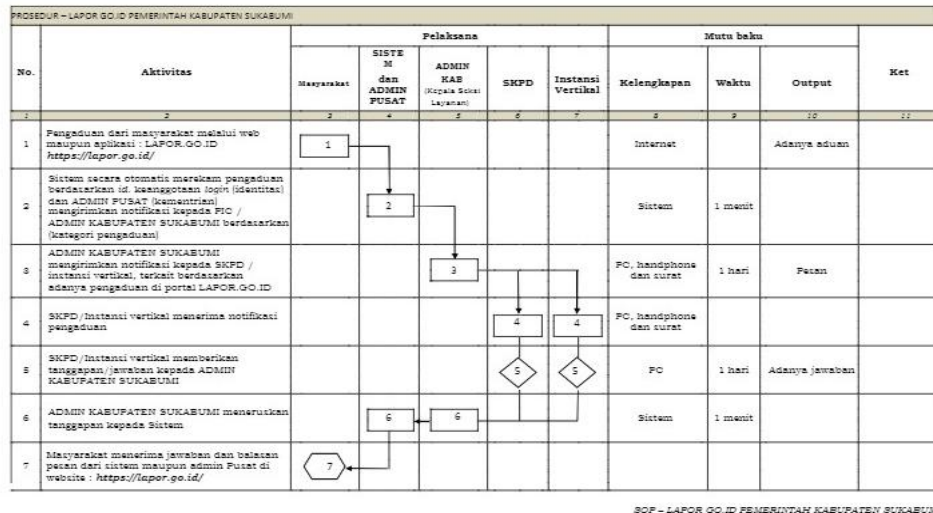
Figure 5. SOP of the Communication, Informatics and Standardization Office of Sukabumi Regency
(Source: Research 2024)

Standardized and explicit SOPs or Standard Operating Procedures are an important aspect of any quality system that will bring the ability to work in harmony and according to existing standards. Properly crafted SOPs will ensure the Sukabumi District Communication Informatics and Coding Office operates within a formalized and coordinated process, this not only increases productivity but reduces the risk of errors.

From the interviews with informants 1 and 2, it was found that there is a clear and structured procedure in handling complaints through the *E-Lapor* application at the Communication Informatics and Cybersecurity Office of Sukabumi District. Stages such as verification of reports, coordination between sections, follow-up by the office secretary, and coordination with related agencies are carried out sequentially in accordance with the established SOP.

In this context, the implementation of the *E-Lapor* application is considered "timely" if each stage in handling complaints is carried out in accordance with the sequence and schedule set out in the SOP. This ensures that complaints from the public can be handled quickly, efficiently and accurately, thus ensuring public satisfaction and trust in the services provided by the Sukabumi District Communication, Informatics and Standardization Office.

The implementation of standardized and explicit SOPs, as seen in figure 5 of the Sukabumi District Communication Informatics and Coding Office SOPs, is an important foundation for effective and efficient operations. By following the SOPs well, the Office can ensure that the complaint handling process is carried out consistently and in accordance with established standards, which in turn will improve the quality of services provided to the community.

Tangible Change

Real change refers to changes that can be concretely observed, measured, and felt in a particular situation, condition, or process. Such changes usually occur in response to certain efforts or policies implemented to achieve certain goals. In this case, the researcher asked how the results of the implementation of the *E-Lapor* application?

Furthermore, with the response of informant 1, namely:

"Since 2016 until now the Sukabumi district government has received 714 complaint reports and 68% have been resolved."

The findings expressed by informant 2 are:

"*It has not reached 100%, lack of responsiveness from each agency to follow up on complaints from the public through the SP4N-LAPOR! application, budget limitations and the lack of commitment from each regional apparatus to the management of the SP4N-LAPOR! application.*"

In the results of the implementation of *E-Lapor*, it has been trusted by the community, with the utilization of the *E-LAPOR! SP4N* Application in handling public complaints and their follow-up, is considered to fulfill the principles of effectiveness and efficiency in administrative management. Therefore, the Sukabumi District Government policy agreed to use the *E-LAPOR! SP4N* application as the main means of channeling complaints. In its implementation, the researcher asked how decisions were made regarding the implementation of the *E-Lapor* application?

"Verification of complaint reports in the system by the admin, 2. Verification by the Head of Public Information Services Section to verify and report to SP4N and integrated in the performance planning documents of each government agency involved. SPAN performance monitoring is carried out periodically, namely monthly and quarterly. Monthly performance monitoring is carried out by program implementers at the coordination level (meso) automatically through data withdrawal as follows in the SPAN-LAPOR!" application.

The same thing was conveyed by informant 2 that the Communication, Informatics and Standardization Office of Sukabumi District in its decision making to monitor SPAN performance is carried out periodically, namely monthly and quarterly.

Real changes can be seen in the implementation of the *E-Lapor* application in Sukabumi District, which is the main tool in handling public complaints. Interviews with informant 1 revealed that from 2016 to date, the Sukabumi district government has received 714 complaints, with a resolution rate of 68%. However, information from informant 2 shows that despite progress, this achievement has not reached 100% due to several factors such as the lack of responsiveness of relevant agencies and budget constraints.

Nevertheless, the implementation of *E-Lapor* has gained public trust as it is considered to fulfil the principles of effectiveness and efficiency in administrative management. Therefore, the Sukabumi District Government has adopted *E-Lapor* as the main means to channel public complaints.

In making decisions related to the implementation of the *E-Lapor* application, the Sukabumi District Communication, Information and Standardization Office monitors SPAN performance periodically, both monthly and quarterly. The report verification process is carried out by the admin, followed by verification by the Head of Public Information Services Section. The results of this performance monitoring are integrated into the performance planning documents of the government agencies involved.

This routine performance monitoring provides a clear picture of the effectiveness of the *E-Lapor* application implementation and enables more informed decision-making based on accurate data and information. Thus, the implementation of the *E-Lapor* application in Sukabumi District not only brings tangible changes in the handling of public complaints, but also optimizes the decision-making process based on measurable and reliable information.

Achievement of Objectives

Achieving objectives refers to achieving the desired or expected results or conditions of a particular activity, program, or effort. Objectives are usually a clear picture of the results to be achieved and form the basis for planning, implementing and evaluating an action or policy.

The achievement of goals can be measured by how well the current state or outcome matches what was set as the initial goal. The process of achieving goals usually involves concrete steps, strategies and coordinated efforts.

In its implementation, the Communication, Informatics and Cyber security Office of Sukabumi Regency has an important role in order to achieve the implementation of *E-Lapor*, therefore the researcher asked What is the role of the Communication, Informatics and Cybersecurity Office of Sukabumi Regency in implementing the *E-Lapor* application?

The findings revealed by informant 1 are:

"As the Admin of SP4N-LAPOR! Sukabumi District, it means that the reporting of complaints from the center for the Sukabumi district area is received first by DKIP Kab. Sukabumi to be verified and dispatched to agencies related to the complaint report."

The same thing was conveyed by informant 2 that the Communication, Information and Signage Office of Sukabumi Regency in implementing the *E-Lapor* application is the admin of *SP4N-LAPOR!* In the implementation as the admin of *SP4N-LAPOR!*

In the implementation of *E-Lapor* there are always problems that hinder the process of implementing *E-Lapor*, therefore What are the obstacles found in the implementation of the *E-Lapor* application?

The findings revealed by informant 1 are:

"Not maximizing the commitment of regional apparatus to verify and follow up on complaints from the public."

From the results of the interview, the researcher interpreted that the People's Online Aspiration and Complaint Service or what is called *SP4N-LAPOR!*, is not just a complaint application. However, it can be utilized as a mechanism and database for participatory and data-based decision making. Therefore, regional apparatus must be more alert when getting complaints from the public and it is

hoped that the number will continue to increase. Public access to make complaints is very important, so it is necessary for the central and local governments to be able to connect with each other.

The discussion on the implementation of the *E-LAPOR SP4N* application at the Communication, Information, and Signage Office of Sukabumi Regency underscores the transformative potential of digital innovations in enhancing public service delivery and promoting government accountability. *E-LAPOR SP4N* represents a significant step towards fostering citizen engagement, improving transparency, and streamlining complaint management processes within the Indonesian government.

The establishment of *E-LAPOR SP4N* reflects a broader commitment to modernize public service delivery and facilitate direct communication between citizens and government agencies. Anchored in regulations such as the *Peraturan Presiden Nomor 76 Tahun 2013* and the *Undang-Undang No.25 Tahun 2009, E-LAPOR SP4N* aims to provide a user-friendly platform for citizens to voice their complaints, aspirations, and feedback regarding public services.

Moreover, the integration of *E-LAPOR SP4N* across different levels of government signals a concerted effort to enhance efficiency, transparency, and accountability in public service administration. By leveraging information technology and social media platforms, *E-LAPOR SP4N* transcends traditional constraints of time and space, enabling citizens to engage with government agencies anytime, anywhere.

Beyond merely serving as a complaint tool, *E-LAPOR SP4N* fosters active community participation in the improvement of public services. Through collaboration between government and citizens, it seeks to create a more responsive and efficient service delivery environment that caters to the diverse needs of the community.

However, the effectiveness of *E-LAPOR SP4N* hinges on several critical factors, as highlighted in the study. These include the depth of understanding among stakeholders regarding the program's purpose and usage, the adequacy of human resources for effective implementation, adherence to standardized operating procedures, tangible changes in complaint resolution rates, and the alignment of outcomes with predetermined objectives.

Challenges such as limited human resources, budget constraints, and the need for continuous training and capacity building underscore the complexities inherent in implementing digital platforms for public service management. Addressing these challenges requires a multifaceted approach, encompassing policy reforms, resource mobilization, and stakeholder engagement to ensure the sustained effectiveness of *E-LAPOR SP4N*.

The implementation of the *E-LAPOR SP4N* application at the Communication, Information, and Signage Office of Sukabumi Regency represents a significant stride towards promoting open governance, enhancing public service delivery, and empowering citizens. By addressing the identified challenges and leveraging the full potential of digital innovations, the Indonesian government can further strengthen its commitment to transparency, accountability, and citizen-centric governance in the digital age.

Eka, Hamzan, and Yustika's studies highlight effective public services in various regions. Vatikha and Lahutung note challenges in goal achievement and integration. Saputra & Widiyarta's research on *SIRPAJA* emphasizes overall effectiveness but suggests operator assistance. Purnamawati et al. find success in Si-Mojo but identify areas for improvement. Novriando's work showcases successful integration in Jogja Smart Service. The transformative potential of digital innovations aligns with successes and challenges. *E-LAPOR SP4N* represents progress in open governance, yet challenges in stakeholder understanding and resource adequacy need addressing for sustained effectiveness. The interconnectedness of these studies underscores the importance of a holistic approach to digital platforms for public service management.

E. CONCLUSION

Based on the results of the research and data analysis conducted in this study, the following conclusions can be drawn:

1. In terms of program understanding, there is a strong effort to ensure all parties involved understand the purpose, benefits, and processes of the *E-LAPOR SP4N* application. The agency actively conducts socialization, training, and ongoing evaluation to ensure effective and efficient use of the application.
2. The *E-Lapor* application at the Communication, Informatics and Standardization Office of Sukabumi District aims to increase community participation in monitoring development and public services. Although there are challenges related to the number of human resources and budget, efforts to achieve these goals are still being made.
3. The office follows clear standard operating procedures (SOPs) in handling complaints through the *E-Lapor* application. The process of verification, coordination, and resolution of complaints is carried out in a timely manner in accordance with the established SOPs.
4. Despite challenges such as the lack of agency responsiveness and budget constraints, the implementation of the *E-Lapor* application has had a positive impact by resolving most of the complaints received. Although it has not reached 100%, there has been a significant improvement in the handling of public complaints.
5. The main objective of implementing the *E-Lapor* application is to facilitate the public in submitting complaints related to public services. Although not yet optimal, the application has provided more transparent and participatory access for the community in submitting their complaints and aspirations.

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