

Research Article

Service Quality of National Public Service Management System in People's Online Aspiration and Complaint Services

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ORCIDSuwardi: <https://orcid.org/0009-0001-7232-419X>**Abstract.**

The Indonesian Regional Government's complaint service uses the National Public Service Complaint Management System (SP4N) through the People's Online Aspiration and Complaint Services (LAPOR) application. This study aims to evaluate the quality of SP4N–LAPOR as an official public service platform. The research was conducted in Salatiga City, Central Java Province, Indonesia, with a sample size of 100 respondents. The municipal government provided access to respondent data through the complaint web system. The findings indicate a generally positive level of public appreciation for the application. Most indicators received reasonably favorable ratings. However, several key areas require improvement, including: (1) recognition and popularity of the application, (2) reliability of application functions, (3) protection of user data, (4) transparency in the complaint process, (5) clarity of usage procedures, (6) responsiveness to complaints, and (7) availability of performance-related information. In conclusion, while SP4N–LAPOR is viewed positively by users, the application still needs further improvements across several indicators, especially in increasing public awareness and recognition.

Keywords: service, complaint, quality, government, region

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1. Introduction

In many countries, including Indonesia, a complaint information system managed by the Regional government plays a vital role in facilitating public participation in good governmental management (good governance). This system enables citizens to report problems, give input, or express complaints about public services or environmental issues.

Cities in Indonesia have successfully implemented effective complaint systems by using digital technology and commitment to providing responsive and high-quality public services to the people. A manage well complaint system management indicates a commitment to providing responsive and effective services to the people. Cities in

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Indonesia known widely for having well-managed complaint systems are, among others, Surabaya, Jakarta, Bandung, Yogyakarta, Malang, and Solo or Surakarta.

Surabaya City is known for having an effective complaint system through the “*Surabaya Tanggap*” application. This application enables citizens to report various problems, including damaged infrastructure, waste, and other public services. Surabaya City Government has built a solid infrastructure to deal with complaints and respond quickly to users.

Jakarta also has developed a strong complaint system through digital platforms such as “*Qlue*”. Through this application, Jakarta people can report problems such as damaged roads, waste, or criminality. Jakarta City Government has committed to responding to the complaint quickly and coordinating its management with related institutions.

Bandung also has a well-managed complaint system through the “*Smart City Bandung*” application. Through this application, citizens can report problems such as cleanliness, transportation, and infrastructure. Bandung City Government has actively responded to those complaints and taken necessary corrective measures.

Yogyakarta is also known for having an effective complaint system through “*Yogya Sapa*.” This application enables citizens to report various problems in the city, and the Yogyakarta City Government has shown commitment to responding to complaints quickly and efficiently.

Similarly, Surakarta City also has a complaint system on which the citizens of Solo City rely to report discomfort related to services, including administrative and physical services and goods held by the city government. Citizens can download and access Solo City’s Complaint Service application, widely called “*Ulas* (an acronym of *Aduan Masyarakat* or People’s Complaint). This complaint application system works 24 hours a day and is managed by the city government, with the Information and Communication Service being the leading sector. *Ulas* is an integrated official complaint system that works simultaneously with the Instagram hotline service and WhatsApp cellular number of Surakarta City’s mayor.

Malang City is also known for having good management of the complaint system. Malang City also has a well-managed complaint system through the “*Malang Satu*” application. Through this application, people can report such problems as cleanliness, infrastructure, or transportation, and the Malang City Government has indicated good performance in responding to the complaints.

Nevertheless, the space for improvement and innovation in managing complaint systems will remain to ascertain better services for the people. The complaint information system, in various forms, has still become a big challenge in establishing the quality of service provided for some time. The large number of complaints received, the limited resources, and the need for coordination between governments often become constraints in fast effective complaint management.

An efficient and responsive complaint system is becoming more critical in digitalization. People expect that their complaints will be responded to quickly and transparently. At the same time, the Regional Government should ensure that the complaint management process runs effectively to improve the people's trust and participation in regional development. The need to evaluate the service quality of the complaint information system also arises as a part of the attempt to improve the government's accountability and performance. Understanding the weaknesses and the strengths of the complaint information system, the Regional Government can identify areas needing improvement and implement the necessary modifications to improve the services to the people.

A customer complaint system is considered an essential instrument in effective service management. Good complaint management can help organizations improve service quality and customer relations and achieve a competitive advantage. Experts' views on customer complaint system has been expressed widely. This view often involves understanding the importance of facilitating two-way communication between the organization and customers and recognizing complaints as a valuable source of information to improve service quality. Kotler [1] highlights the importance of a customer complaint system in listening to customers' feedback and improving service. He thinks that an organization capable of responding to complaints quickly and effectively will achieve a competitive advantage in competitive markets.

Lovelock [2] emphasizes that customer complaints are an important information source that can help an organization comprehend customers' needs, wishes, and expectations. He views the complaint system as part of the service cycle, encompassing order-taking, service implementation, and quality assessment processes.

Trilestari [3] state that quality does mean something different to each of us, and it can even mean something different to the same person in different service environments. Service customers are only sometimes aware of the individual dimensions of quality. Instead, they view quality in light of the experience as a whole.

Zeithaml et al. [4], in the SERVQUAL framework, emphasize the importance of a complaint system in measuring and improving service quality. They state that responding to customer complaints can help organizations correct weaknesses in the service process and improve customer satisfaction. It is important to understand and meet customers' expectations. Organizations should respond to complaints quickly, provide satisfactory solutions, and provide transparent feedback to maintain customer trust.

Davidow and Uttal [5] view the complaint system as a means of changing dissatisfied customers into loyal customers. Organizations should see complaints as an opportunity to improve customer relations and build long-term loyalty.

The Republic of Indonesia's Government has developed an integrated complaint system to improve service. The policy to enhance the complaint management system ensures that the customer management process runs well. The government has taken various policy measures to ensure the complaint system runs well [6].

Firstly, regulations and standards are established to govern the complaint management system, including the procedure for filing complaints and the mechanism for resolving disputes. This standard can help ensure that all organizations obey the principles of transparency, accountability, and openness in managing customer complaints.

Secondly, a supervisor or regulator institution is established to supervise and control the complaint management system in many sectors. This Institution can audit an organization's performance in dealing with complaints, impose sanctions on organizations breaking the rules, and recommend improvement.

Thirdly, the government imposes sanctions against organizations that do not obey regulations or standards stipulated in the complaint management system. These sanctions may include fines, operational bans, or business license revocation, aiming to encourage organizations to improve their complaint management processes.

Fourthly, an Information System develops. The government has developed an integrated information system to facilitate efficient filing, tracing, and managing customer complaints. This system may include an online portal, cellular application, or other platform enabling the customers to report complaints and monitor their progress easily.

Fifthly, giving training and certification to employees responsible for customer complaints. This training may include communication skills, conflict resolution, time management, and other aspects necessary to provide high-quality service to customers. Through these varying policies, the government attempts to ensure that the customer complaint system operates effectively, transparently, and accountably and can give

satisfactory solutions to the customer's complaints. Training will improve people's trust in public service and ensure the protection of consumer rights. Government policy related to the complaint system is put into various rules and laws. This regulation is intended to provide a clear and organized framework for handling people's complaints against public service and to ensure that people's rights are satisfied and that the process of resolving complaints is carried out transparently, accountably, and effectively.

Some regulations in Indonesia's laws regulating people complaint system are, among others: (1) Law Number 25 of 2009 about Public Service, (2) Government Regulation Number 27 of 2012 about the Procedure of Resolving Complaints in Governmental Institution Neighborhood; (3) Republic of Indonesia's Ombudsman Regulation Number 2 of 2017 about Guidelines of People Complaint Management and Resolution in the Republic of Indonesia's Ombudsman; (4) Presidential Regulation Number 76 of 2013 about Complaint of Authority and Policy Abuse; (5) Minister of State Apparatus Utilization and Bureaucratic Reform's Regulation Number 5 of 2014 about Guidelines of People Complaint Management in Complaint Service Unit (Indonesian: *Unit Layanan Aduan* or ULP); (7) Regional Regulation about Public Service.

Salatiga City is a small city located in Central Java Province. Salatiga City government attempts to improve its role in serving the people. For that reason, the city government views the need for people's input, critique, and aspirations. A people complaint system managed by the city government is available to achieve this. Through a complaint system, the Salatiga City government hopes to improve public participation in city management and public service and ascertain the people's welfare and satisfaction overall.

Salatiga City Government has implemented an integrated complaint system enabling people to report problems related to public service, city infrastructure, environment, and social issues through various communication channels. The system provides various complaint channels, including cellular applications, official websites, phone, mail, or calls directly to the public service office.

Salatiga City Government is committed to responding quickly and transparently to complaints. The platform provided allows people to follow the progress of their complaint status online. The complaint system is monitored and evaluated to determine its performance. This system ensures that the complaints received are handled timely and efficiently.

Complaint media is critical to ensure that people can express their complaints. In addition, varying service media is also essential to ascertain wide and varying access for the people, allowing them to reach different people or groups. People can freely choose what media is considered most practical, easiest, and access quickly to express their aspirations or complaints.

Citizens can use compliant media through offline as the most basic, using a complaint box or talking directly to the officers on duty. A complaint box is explicitly provided in every Regional Apparatus Organization (Indonesian: *Organisasi Perangkat Daerah* or OPD). This complaint box is the most conventional complaint media. People can write mail and put it into the box available in each OPD. This way is practical as it needs neither elaborate skill nor comprehension and neither technological device nor communication network. However, this media has some weaknesses: people should come directly to the OPD location, and access to the complaint box must be available in real-time.

Meanwhile, other complaint media can be accessed online from a long distance by the people. Each OPD has complaint media that can be accessed flexibly from anywhere. The media indeed owned are, among others, email, phone/WA hotline numbers, website media, and social media. Each OPD opens special access to this online complaint media managed by each OPD. This means that each OPD can independently receive, process, and respond to the complaints of the people they have received through their complaint channel.

In addition to media or channels managed by each of the OPDs, Salatiga City also has complaint media managed in an integrated and tiered manner. The Office of Communication and Information Affairs (Indonesian: *Diskominfo*) coordinates and manages this complaint service. All complaint media managed by Diskominfo can be intended to express aspiration or complaint to all OPDs or public services in Salatiga City. The primary complaint media run by Diskominfo is online media, including social media and WA. Meanwhile, the press accessed mainly by the people is WA media, called *Matur Mas Wali*. This *Matur Mas Wali* WA media is considered the most accessible one to all groups of people. In addition, *this Matur Mas Wali* WA can be used to express complaints and aspirations for various public services in Salatiga City.

“Matur Mas Wali WA” is also open 24 hours a day, so people can express their complaints anytime. Diskominfo also manages various social media on behalf of the Salatiga City Government, which means that Diskominfo is an extension of the Salatiga City Government in managing the people’s complaint service in general.

In addition to managing WA, website, and social media on behalf of the Salatiga City Government, Diskominfo also manages a complaint channel established by Central Java Provincial Government called "*Lapor Gub*" and a complaint channel established by Indonesia's Central Government called "*Lapor SP4N*". These complaint service channels are managed tiered by the government above Salatiga City government. Diskominfo manages the channels intended for public services in Salatiga City. Information on the complaint services channel for the Salatiga City people socialized through social media and the IG account of the Salatiga City Government is elaborated as follows.

A process in a system is a section that makes changes or transformations from input into output useful and valuable. Responding to people's input is very important and requires adequate devices and procedures to ensure that the targeted output can be achieved. In this case, the process dimension can be seen based on the essential components of complaint management, the complaint procedure. Meanwhile, the process is assessed based on commitment, clarity, ease, and speed.

Evaluative research is carried out based on public service. Boone and David [7] explain that service is an intangible task satisfying the consumer's or business users' needs. Service, according to Kotler and Armstrong [8], is an activity or benefit that an individual can offer to another. It is intangible and does not result in ownership over anything. Both arguments explain that service is an activity or benefit offered to service consumers or users and can satisfy or meet the consumers' needs and wishes. Service is, in general, intangible and cannot be owned wholly by the consumers. Consumers pay in return for convenience, service, and satisfaction received from the service rather than for the ownership of the service.

Parasuraman et al. [9] explain the essential elements of understanding service concepts: reliability, responsiveness, assurance, empathy, and tangible. Reliability refers to the attempt taken by the service provider to provide service appropriately to its users. This is because different customers have different problems. The service provider is expected to serve its customers appropriately by their needs. This element also refers to the officers' availability to serve the customers any time they need.

Responsiveness. Responsiveness is intended here to respond to customers promptly. It may involve how curious the officers are about the customers' difficulties, their ability to help them solve their problems, their responsiveness to customers' complaints and grievances, etc.

Assurance. Assurance attempts to give customers confidence in organizing the service. This can be achieved by showing friendliness and fast response to each of the service users who access the service and express their wishes. Job training is the key to meeting the element of service assurance. The material of service includes how to serve the consumers well. The service officers should understand the mission of service well. All service details related to the core business and standard operating procedure are provided. Based on the existing experience, a record of technical matters is required to find out what is complained about by customers in general and how to solve the complaints.

Empathy. A good service is one that pays attention to its customers. This attention can include listening to them, helping them find solutions, understanding their anxiety and solidarity, not ignoring them, etc. All of these actions will make the customers consider that the service provider institution is a public institution prioritizing customers.

Tangible. This service element relates to the physical appearance of the service. Some indicators of tangible service are clean, tidy, comfortable service, attractive appearance, extraordinary circumstances, etc. In addition to the physical condition of the place, tangible service is also intended to tidy, clean, fragrant, and friendly employees mastering the material of the product offered, etc.

The management of the complaint system is a part of their attempt to keep improving the quality of service to the people. Campaigns and education are given to the people about the importance of using this complaint system to give input, express grievances, or ask for help related to public service and city development. Research on service quality of complaint information systems in Regional Government becomes relevant and urgent. It is gaining an in-depth understanding of the factors affecting service quality and users' perception and experience; this research can provide valuable insight to Regional Governments in their attempt to improve the effectiveness and responsiveness of their complaint information system. This research is an answer to the research problem: how is the service quality of people complaint systems managed by the Regional Government in Indonesia?

2. Method

This study is a descriptive quantitative research using a survey approach. Descriptive quantitative research is a type of research aiming to describe and measure specific

characteristics or phenomena systematically and objectively. The research occurred in Salatiga City, where the service user community was the targeted data source. The research location is selected based on the following considerations: Salatiga City is a small city, and the people have urban city characteristics. Some communities have urban city characteristics with all of its attributes.

Nevertheless, others have characteristics of rural people that have transformed into urban behavior. As a small city, Salatiga has a small population and area. It can make the city government's burden lighter than the city government, which has a wider area and larger population. The services of Salatiga City must be managed well.

The research's general population consisted of Salatiga City residents. Meanwhile, the targeted population was people who had ever accessed the complaint service managed by the City Government. The research sample, consisting of 100 respondents, met the criterion of having ever accessed the complaint system. Respondents' data were obtained from the complaint web managed by the city government.

The data collection technique used was a face-to-face interview. The enumerator was trained to comprehend the questionnaire. Each of the sample respondents was provided with an expert who could ask questions. The data collected based on the interview results were then tabulated using SPSS. Analysis was carried out using a statistical descriptive technique with frequency table aid. The conclusion of the research was drawn after data transformation to estimate the quality index of people's complaint service.

3. Result and Discussion

The people's perception of people complaint service describes the score of people's perception of the people complaint service managed by the Salatiga City Government. With this information, we can explain the popularity of people's complaint information system as a medium of expressing the people's grievances and aspirations for government organization and the development of Salatiga City. There are 6 (six) variables used in studying the quality of complaint service. They are: (1) popularity, (2) reliability, (3) responsiveness, (4) Tangible, (5) Assurance, and (6) Empathy.

The author used the variables of service in the online media complaint system to survey Salatiga City people using a close-ended questionnaire as the data instrument. Each of the dimensions is elaborated into several questions or data instruments. This

instrument requires the respondents to choose the answers provided by the author. This questionnaire is called a “close-ended questionnaire” because respondents do not have the freedom to answer in the way they want, but they should choose the answer from the options specified by the author. The measurement of answers is also carried out using the Likert Scale, commonly consisting of several statements rated from “very bad” to “very good”. The respondents were told to indicate the extent to which they perceive public service by choosing one of the options available. Each answer option has a different score (see Table 4). Table of Likert Scale presents the Score Statements:

- Not Good = 1
- Less Good = 2
- Fairly Good = 3
- Good = 4
- Very Good = 5

Using the Likert Scale enables the author to quantitatively measure the respondents’ trust, opinion, or attitude. The result can be summed, or the mean score estimated to produce estimated to produce data that can be analyzed statistically (e.g., using mean or median). The categorization of the score means for each indicator of complaint service media is based on the result of the score interval with the following formula.

$$\frac{\text{Highest Score} - \text{Lowest Score}}{\text{Number of Category Classes}} \text{ minus } 1$$

Based on the formula, the categorization of interval score estimation is obtained, as described in Table 1.

TABLE 1: Result of Interval Scoring Estimation.

Category	Interval Score
Very Good	4.32 – 5.14
Good	3.49 – 4.31
Fairly Good	2.66 – 3.48
Bad	1.83 – 2.65
Very Bad	1.00 – 1.82

Source: Interval Estimation, 2024

Data of scoring for each variable and indicator are described as follows:

1) Popularity of complaint institutions managed by City Government

Popularity in online media complaint services involves how many users or community members know, use, and trust the platform to solve problems or complaints in general. Complaint service through online media is determined by how many people know about the existence of online complaint service media. If people do not understand that the city government provides complaint service media, the existence of service media cannot work maximally. Considering this popularity dimension, an online media platform for complaint service can build a strong image and get people's trust. High popularity will encourage the platform's growth, expand coverage, and improve the ability to provide better service to the users.

The author formulated the popularity of online complaint service media as follows: (1) Do you know or Don't you know that there is an online complaint service media that can be accessed to express citizens' grievances, aspirations, demands, hopes, and wishes to Salatiga City Government. The answer options provided are: (1) very knowledgeable, (2) knowledgeable, (3) less knowledgeable, (4) not knowledgeable, (5) not knowledgeable at all, and (6) I do not know/have no opinion.

2) Tangible

Tangible in this research is defined as the appearance and quality of the application. Tangible or physical appearance is one of the essential dimensions in comprehending service. In many types of service, physical appearance contributes considerably to constructing a good perception of service. Therefore, institutions or corporations in the service sector pay special attention to physical appearance to create a brand image for their service. The banking sector usually selects the most strategic location in a city. The main road is commonly lined with high-class bank offices. This strategic location, in addition to being easy to reach from any direction, has high-cost properties. Building appearance, ornament, spatial layout, interior design, comfort, security, and parking environment are set up to be high-class. Even the appearance of officers in direct contact with customers is also set up to be high class. They will be selected based on not only their verbal communication but also their appearance. These are intended to grow perception conviction and trust that the customers access premium-class services.

The tangible aspect also requires paying attention to the complaint service organized by the Salatiga City Government. This digital complaint service has become the Salatiga City government's mainstay in providing complaint service to the people. Various policies have been published to make this service media reliable for the people

to express grievances, hopes, aspirations, demands and wishes over multiple problems encountered, mainly related to the city government's policy.

The tangible dimension of people's perception of online complaint service media is led to the following data: (1) media operating convenience, (2) convenience in comprehending the display of media, and (3) display of media's color composition comfortable to see.

3) Reliability

Thirdly, Reliability. Reliability is a synonym for dependability. Reliability in online complaint service media refers to the extent to which platform reliability and consistency deal with complaints received. Reliability is measured using the Acceptance of the complaint institution managed by the city government.

The reliability of online complaint service media can be seen from the following indicators. (1) The availability of an optimal system is very important to maintaining the reliability of online complaint service media. The platform should operate without meaningful disruption or downtime so that the users can access it anytime. (2) Fast response to the complaint received is an important indicator of the reliability of an online complaint service media. Users expect fast, efficient responses that will make them feel heard and help them solve problems effectively. (3) The consistency of complaint management includes the same management of similar cases. It involves clear policy and procedure in dealing with complaints and justice in giving solutions. (4) Reliability also involves data user security. Users should be assured that the confidentiality of the personal information they provide in their complaint will be secured and not abused. (5) Online complaint service media should carry out the process of managing complaints transparently. The users should be informed about their complaint status, resolution process, and decision made. (6) The reliability dimension also includes abilities to give feedback and evaluate the platform's performance. It enables the service provider to keep improving their service quality.

The reliability of service complaint media in Salatiga City is elaborated into 6 (six) indicators as follows: (1) trustworthiness in running the function; (2) protection of reporter data; (3) confidentiality of complaint information; (4) transparency of complaint process; and (5) clarity of use procedure.

4) Responsiveness

Fourthly, responsiveness. In other words, responsiveness is a fast response. Responsiveness is one of the key aspects of improving the users' experience using online

media. The online media application used in providing complaint service is not “slow,” can be downloaded easily, and has features that are easy to open quickly. If the platform can display features responsively rather than slowly, the users will use the complaint media more comfortably to access the complaint service.

The responsiveness of online complaint service media is measured using the following indicators. (1) Ability to respond quickly to any request or complaint received. (2) Continuous availability during or out of work hours and regular downtime. (3) Convenience in communicating with the one responsible for dealing with complaints or requests. Convenience in communicating with the administrator. Platforms should provide a variety of accessible communication channels like live chat, contact forms, or clear phone numbers. (4) The responsiveness platform also monitors and measures performance regularly to ensure that its responsiveness remains normal.

5) Assurance

This research defines assurance as guaranteeing the protection and personal confidentiality of people complaining. Assurance is a crucial aspect of making the users believe that the platform is reliable and will deal with their complaints well. Considering this assurance dimension, an online complaint service platform can build strong trust among its users. If the users are assured that their complaints will be dealt with well and fairly, they will use the service continuously and recommend it to others.

Assurance or guarantee of online complaint service media is used using some indicators: (1) allowing everyone to use media; (2) regulating users' rights and obligations; and (3) user data protection.

6) Empathy

Empathy in online media complaint services involves an ability to understand and share the feelings and needs of users who are complaining. A platform for online media complaint service can give users a more positive experience. If the users feel heard, understood, and helped with empathy, they will tend to feel satisfied with the service provided and prefer to keep using the platform. This research uses follow-up action taken by the officials of the City Government as an indicator. The governmental officials' follow-up action is intended to clarify information and solution aid to those complaining. Empathy of online service media is measured using the following indicators: (1) providing a space to get a better understanding of their situation; (2) appreciating the users; (3) allowing for interaction between users and providers.

Research Data on the perceived quality of online complaint service media in City Government has a mean score of 3.15, belonging to the Fairly Good category. Meanwhile, recommendation is given to improve it. The data on all indicators of the perceived quality of online complaint service media in Salatiga are presented in Table 2.

TABLE 2: Distribution of data on the perceived quality of complaint service media in the Salatiga City Government.

Indicator of Complaint Service Quality	Total Score	Mean Score	Category	Recommendation
Popularity	-	1.8	Very poor	Needing improvement
Ease of use (operationalization)	326	4.41	Very good	Maintained
Convenience in comprehending the display	315	4.26	Very good	Maintained
Convenience of color composition display	296	4.0	Good	Improvement is better
Trustworthiness in running function	222	3.04	Fairly Good	Improved
Protection of reporter data	220	2.97	Fairly Good	Improved
Confidentiality of complaint information	214	2.89	Fairly Good	Improved
Transparency of the complaining process	215	2.95	Fairly Good	Improved
Clarity of use procedure	212	3.03	Fairly Good	Improved
Fast response	236	3.28	Fairly Good	Improved
Normal Downtime	218	2.99	Fairly Good	Improved
Functioning consistently	224	3.03	Fairly Good	Improved
Providing information on function performance	209	2.82	Fairly Good	Improved
Allowing everyone to use media;	256	3.46	Good	Improvement is better
Regulating users' rights and obligations	261	3.58	Good	Improvement is better
Protection of user data.	245	3.4	Good	Improvement is better
Providing space to get a better comprehension of the user situation	205	2.8	Fairly Good	Improved
Appreciating the users	189	2.59	Poor	Need improvement
Allowing for the interaction between users and provider	186	2.55	Poor	Need improvement
Total		59.85		
		3.15	Fairly Good	Need improvement

Source: Primary data, 2024

Table 2 in this research explains the users' perception of the complaint service application *Lapor SP4N*. From the result of the study, the following conclusion can be drawn.

1. Popularity. *SP4N Lapor* application via the web: lapor.go.id has lower popularity. It means that only a few people in Salatiga City know about complaint report application media.
2. Physical appearance (Tangible) of the complaint system. It measures the application's appearance based on the assessment of the application's users. People's perception of the complaint system application's physical appearance (tangible aspect) is appreciated well.
3. The reliability of the Complaint System based on users' perceptions belongs to the category of fairly reliable as a medium for expressing people's complaints, aspirations, and grievances.
4. The responsiveness of the Complaint System measures how quickly it responds to people's needs for a complaint system application. The research shows that *SP4N Lapor*'s responsiveness is appreciated well.
5. The assurance variable of the *SP4N Lapor* Complaint system is suitable based on the users' perception of the complaint system.
6. The empathy of the *SP4N* complaint system is pretty good.

The popularity of the *SP4N Lapor* application via the website lapor.go.id is low. This means that only a few people in Salatiga City know about the existence of this complaint report application in the media. Suppose the Salatiga City Government can increase the number of persons who know and understand the application's existence. In that case, the number of complaint application users is expected to increase. This is confirmed by the result of a previous study conducted by Erten, E. Ü. (2024), showing that the implementation of the E-State Portal system has increased the number of persons using the application as a complaint medium.

Based on the research results, information on the application use procedure is fairly good but still needs further improvement to make more users understand this. This is in line with Erten [10] finding that the use of compliant applications is not efficient. Inefficiency occurs due to many customers not understanding the information on how to use it, and thereby, many customer complaints are declined.

Another study by Belinda et al. [11] found that a digital-based complaint management system improves the efficiency and accountability of public service. This platform facilitates citizens' filing and tracking of complaints and enables the government to solve problems more transparently. Although digital platforms benefit in terms of process transparency and efficiency, further improvement is still needed in managing complaint resolution to ensure that people's needs are satisfied comprehensively.

Still, another study by Premaiswari [12] found that SP4N-LAPOR! has effectively improved the quality of public service. Still, some challenges remain to be solved, including the need for a more integrated approach to e-government intervention and the importance of leadership, policy, and commitment at all levels. SP4N-LAPOR! has the potency to improve the quality of public service and citizen engagement in Indonesia. However, this study also highlighted the need for dealing with challenges faced by SP4N-LAPOR!, e.g. inadequate security and privacy, inadequate digital understanding, and limited financial ability.

Millania et al. [13] found the Application of SP4N-LAPOR to Improve the Quality of Public Services and Information (Case Study in Indonesia). This result showed that SP4N-LAPOR has improved the quality of public service in information and complaint reports. The ease of use of SP4N-LAPOR indicates this responded positively by 78.25%, fast response by 72.79%, and transparency by 71.7%. The number of positive comments is higher than that of negative ones. Trust in SP4N-LAPOR also increased in the last 4 (four) years, with the number of users rising from 661,905 in 2017 to 1,145,944 in 2020. The reliability of SP4N-LAPOR is considered accurate in terms of administrators who manage complaints and respond to the report. The content and appearance of the application allow people to select the type of report they want to prepare. Finally, citizens' support is also taken into account in the presence of features functioning to protect users' confidentiality, including anonymity, confidentiality, and identity tracking features.

4. Conclusions

The basic conclusion of the research can be stated that the SP4N Lapor complaint application system, based on the application users' perception, is fairly good. The complaint system called SP4N LAPOR initiated and managed is implemented by the Ministry of Communication and Information. At the Salatiga City Government level, this is managed by the Office of Communication and Information Affairs. The result of the

research does not indicate good appreciation. It still belongs to a fairly good category. Therefore, further attempts are still needed to improve all variables and indicators, just like what has been developed in this research. For that reason, an attempt should be taken to improve some indicators, among others: (1) recognition or popularity, (2) reliability of application function, (3) protection of reporter data; (4) complaint process transparency, (5) clarity of use procedure; (6) responsiveness; and (7) information on application performance.

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