



**TECHNIUM**  
SOCIAL SCIENCES JOURNAL

[www.techniumscience.com](http://www.techniumscience.com)



**Vol. 67/2025**  
**A New Decade for Social Changes**

**PLUS**  
**COMMUNICATION P**



**International**  
Communication & PR

# **Implementation of the National Public Service Complaint Management System in Policy Complaints and Reporting for the One-Stop Investment and Integrated Service Office of Kotamobagu City**

**Mardani Kadarasi<sup>1</sup>, Thelma Wawointana<sup>2</sup>, Steven Tarore<sup>3</sup>**

Public Administration Magister Program, Universitas Negeri Manado, Indonesia

Email: [dhanyplus24@gmail.com](mailto:dhanyplus24@gmail.com)<sup>1</sup>, [thelmawawointana@unima.ac.id](mailto:thelmawawointana@unima.ac.id)<sup>2</sup>,  
[steventarore@unima.ac.id](mailto:steventarore@unima.ac.id)<sup>3</sup>

**Abstract.** This research aims to find out how the implementation of complaint management is carried out by the Policy Complaints and Reporting Division of the Kotamobagu City Investment and One-Stop Integrated Service Office through the National Public Service Complaint Management System (SP4N-Lapor) application. Researchers use a type of qualitative research with descriptive methods and inductive approaches. Data collection techniques through interviews, direct observation, and documentation. The results showed that the effectiveness of the National Public Service Complaint Management System (SP4N-Lapor) application in managing public complaints has been carried out in accordance with the theory, but there are still some shortcomings such as insufficient human resources, lack of infrastructure in the form of special rooms for operators and administrators, slow response and follow-up of complaints by related regional devices, and lack of socialization to the public regarding the existence of the National Public Service Complaint Management System (SP4N-Lapor) complaint application. It is concluded that the implementation of the National Public Service Complaints Management System (SP4N-Lapor) in Kotamobagu City is not effective enough due to external factors from the community and also internal. From the results of the research that has been done, the authors provide. Suggestions, namely further optimizing socialization, training and adding special administrator employees, increasing socialization to the community, facilities

**Keywords.** Policy Implementation, Public Service, National Public Service Complaint Management System (SP4N-Lapor)

## **A. Introduction**

Public policy is a series of strategic decisions or actions taken by the government to deal with community problems in various fields of life (Lumingkewas, 2006) [1]. According to Thomas R. Dye in Langkai (2020), Public policy can be defined as “what the government chooses to do or not to do”. It reflects political and administrative choices that aim to improve the welfare of society [2]. In the context of public administration, public policy is the basic framework that regulates the implementation of public services so as to meet the needs of citizens effectively and efficiently (Masengi et al., 2023) [3].

In its implementation, public policy includes various dimensions such as regulations, budgets, and work programs directed at achieving certain goals. Regulations become the legal basis that ensures the consistency of policy implementation, while budget allocations and work programs provide a tangible form of the policy. Fulfillment of the principles of accountability, transparency and community participation is an indicator of the success of public policy implementation. This aims to create public trust in the government and ensure that policies are implemented in accordance with the needs of the community (Mubarok et al., 2023) [4].

One important sector in the implementation of public policy is public service, which includes licensing management, public complaints, and improving service quality. In the era of digitalization, the government utilizes technology to improve service accessibility and efficiency. Applications such as the National Public Service Complaint Management System (SP4N-Lapor) are examples of innovations that support the implementation of public policies at the local and national levels. This effort is in line with public demands for faster, more transparent and responsive services (Haspo & Frinaldi, 2020) [5].

The Kotamobagu City Investment and One-Stop Integrated Service Office is an institution that plays a strategic role and function in the field of licensing and non-licensing services in Kotamobagu City, based on Mayor Regulation Number 36 of 2016 concerning the Establishment and Organizational Structure. Duties and Functions and Work Procedures of the Investment and One-Stop Integrated Service Office. In carrying out its duties, especially in the Complaints and Reporting Services Division, one of which handles Public Complaints through the Complaints application at the National Public Service Complaint Management System (SP4N-Lapor).

National Public Service Complaints System (SP4N-Lapor) We can know through a system that has been developed by the Presidential Working Unit for Development Monitoring and Control (UKP4) since 2012, and developed by the Ministry of Administrative Reform and Bureaucratic Reform (PAN-RB Ministry) in 2016 by signing an MoU with the Presidential Staff Office and Ombudsman to be designated as the National Public Service Complaints Management System. Furthermore, over time, socialization has been carried out in the context of implementing the Online Complaint, so the Kotamobagu City Mayor Decree Number 196 of 2022 concerning the Establishment of a Public Service Complaint Management System Coordination Team with the People's Online Complaint Aspiration Service Application of Kotamobagu City Local Government.

Departing from the facts and data available in the Complaints, Policy and Reporting Services Division of the Kotamobagu City One-Stop Investment and Integrated Services Office, there is a gap between expectations and reality, among others, there are public complaints that do not go through complaints on the National Public Service Complaints System application (SP4N-Lapor) but tend to directly visit the Kotamobagu City One-Stop Integrated Services Investment Office while the online reporting application has been prepared to facilitate reporting or public complaints. it was also found that the use of the National Public Service Complaint Management System application (SP4N-Lapor) was not optimal. This is due to the lack of public knowledge about the existence of online complaint applications. Public knowledge about online complaints is also due to a lack of socialization to the public about the procedures for using online complaints applications. Related to the background above, the author raises the title Implementation of the National Public Service Complaint Management System in the Policy Complaints and Reporting Division of the Kotamobagu City Investment and One-Stop Integrated Service Office. Where the National Public Service Complaint Management System Application (SP4N-Lapor) is an important tool for realizing a more

transparent, responsive, inter-agency collaboration, fast, precise and public service-oriented government.

The researcher focused on the problem of implementing an online complaint application, namely the National Public Service Complaint System (SP4N-Lapor) in the Policy Complaints and Reporting Division of the Kotamobagu City One-Stop Investment and Integrated Services Office. The purpose of the research is to analyze and describe the implementation of online complaints applications in the Policy Complaints and Reporting Division of the Kotamobagu City One-Stop Investment and Integrated Services Office and the factors that hinder the implementation of these applications.

## **B. Method**

The type of research approach is descriptive qualitative. Sugiyono (2017) in Wawointana et al. (2019) states that descriptive research is research that tries to tell the solution of existing problems based on data [6]. The type of descriptive qualitative research used in this research is intended to obtain information about online complaint handling. Descriptive research is research that tries to tell the solution of existing problems based on data. The type of descriptive qualitative research used in this study is intended to obtain information about online complaint handling through the National Public Service Complaint Management System Application (SP4N-Lapor).

The focus of this research is the Implementation of the National Public Service Complaint Management System (SP4N-Lapor) online complaint application in the Policy Complaints and Reporting Division of the Kotamobagu City Investment and One-Stop Integrated Service Office. The indicators or sub-focus of this research are Communication, resources, and factors inhibiting the implementation of the SP4N-Lapor application.

The data collection techniques used were observation, in-depth interviews, and documentation studies. This research uses Miles and Huberman's data analysis model in Dilapanga et al. (2023) which is known as the interactive model: data collection, data reduction, data display, and conclusion drawing/verification [7].

## **C. Result and discussion**

### **Implementation of the National Public Service Complaints Management System (SP4N-Lapor) online complaint application in the Policy Complaints and Reporting Division of the Kotamobagu City Investment and One-Stop Integrated Service Office**

The National Public Service Complaint Management System (SP4N-Lapor) is an online complaint application designed to support transparency and accountability in public services (Yahya & Setiyono, 2022) [8]. At the national level, it serves as an integrated platform that allows the public to submit complaints, aspirations, or input related to public services easily and transparently. The implementation of this application in the Policy Complaints and Reporting Division of the Kotamobagu City Investment and One-Stop Integrated Service Office aims to improve the effectiveness and efficiency of complaints management, as well as strengthen the relationship between the government and the community. The implementation process of the National Public Service Complaints System (SP4N-Lapor) in the Policy Complaints and Reporting Division of the Kotamobagu City Investment and One-Stop Integrated Service Office involves several important stages. First, training for employees to ensure they have the technical understanding and operational capability to manage this application. Second, procurement of adequate information technology infrastructure to support application operations. Third, socialization to the community through various media to increase

their awareness and understanding of how to use this application. Once a complaint is received, the National Public Service Complaints System (SP4N-Lapor) automatically forwards the report to the relevant unit for follow-up, with a reporting mechanism that can be monitored transparently by the public.

The implementation of this application provides significant benefits. The public can now submit complaints without having to come directly to the Policy Complaints and Reporting Division of the Kotamobagu City Investment and One-Stop Integrated Service Office, thus saving time and money. In addition, the National Public Service Complaints System (SP4N-Lapor) allows for centralized management of complaints, thus improving work efficiency and reducing the potential for overlap in handling reports. The application also supports public participation by providing feedback to the public on the status and follow-up of their complaints, which in turn can increase public trust in public services (Wildhani et al., 2023) [9]. However, the implementation of the National Public Service Complaints System (SP4N-Lapor) is not free from challenges. One of the main challenges is the level of digital literacy of the community, which still varies, especially among people living in remote areas. In addition, coordination between agencies in following up complaints is often an obstacle, especially if the report involves more than one party. Limited budgets and human resources are also an inhibiting factor, as managing this application requires a competent team and high dedication.

The National Public Service Complaints System (SP4N-Lapor) is the management of services for the delivery of all aspirations and public service complaints in stages at each organizer within the framework of a nationally integrated public service information system with the SP4N-LAPOR website access page. It is technology-based, easy to monitor, can interact between institutions at various levels (Wahyuni & Khairazzadittaqwa, 2024) [10]. The institutions managing the National Public Service Complaints System (SP4N-Lapor) are the Ministry of Administrative Reform and Bureaucratic Reform as the Public Service Supervisor, the Presidential Staff Office (KSP) as the National Priority Program Supervisor and the Ombudsman of the Republic of Indonesia as the Public Service Supervisor. LAPOR has been established as the National Public Service Complaints System (SP4N-Lapor) based on Presidential Regulation Number 76 of 2013 and Minister of Administrative Reform and Bureaucratic Reform Regulation Number 3 of 2015 (Fakhriyah et al., 2022) [11].

The National Public Service Complaints System (SP4N-Lapor) was established to realize the “no wrong door policy” which guarantees the right of the public so that complaints of any kind will be channeled to public service providers who are authorized to handle them (Wicaksono, 2020) [12]. The purpose of the National Public Service Complaints System (SP4N-Lapor) is that:

- 1) Organizers can manage complaints from the public in a simple, fast, precise, thorough, and well-coordinated manner;
- 2) The organizer provides access for public participation in submitting complaints;
- 3) Improve the quality of public services.

The following is a description of the research results and discussion based on research indicators, namely communication, resources and factors that hinder the implementation of the SP4N-Lapor application system.

### **SP4N-Lapor Online Complaint Application Communication**

Communication is an important element in the successful implementation of the National Public Service Complaints System (SP4N-Lapor), especially in the Policy Complaints and Reporting Division of the Kotamobagu City Investment and One-Stop Integrated Service

Office. As a digital-based complaints platform, the National Public Service Complaints System (SP4N-Lapor) requires an effective communication strategy to ensure the public understands its benefits and how to use it.

Table 1 below explains the research results based on communication indicators obtained through interviews, observations and documentation studies in the field.

**Table 1.** Research Results based on Communication Indicator

Indicator	Findings
<b>Communication</b>	<p><b>Low Digital Literacy in the Community:</b> One of the main problems faced is the low level of digital literacy among the community, especially in remote areas. Many communities find it difficult to access and utilize the National Public Service Complaints System (SP4N-Lapor) application due to limited knowledge and skills in using digital technology. This hinders the goal of expanding the reach of the application and optimizing complaints submitted by the community.</p>
	<p><b>Constraints in Internal Communication Between Agencies:</b> There are problems in internal communication between the Policy Complaints and Reporting Division of the Kotamobagu City Investment and One-Stop Integrated Service Office and related agencies in following up reports received through the National Public Service Complaints System (SP4N-Lapor). Some agencies do not always respond to reports quickly or according to procedures, which creates a gap between the policies applied and their implementation in the field, and reduces the effectiveness of public complaint services.</p>
	<p><b>Lack of Effective Feedback Mechanism:</b> While there is a two-way communication mechanism through the app, many communities feel that they lack clear information regarding the progress of their reports. The lack of transparency and openness in providing feedback on the status of reports reduces the level of community satisfaction and may hinder their participation in using the app in the future.</p>
	<p><b>Not Optimal Socialization and Application Introduction:</b> The communication strategy applied by the Complaints Policy and Reporting Division of the Kotamobagu City Investment and One-Stop Integrated Service Office to introduce the National Public Service Complaints System (SP4N-Lapor) application to the community has not been fully effective, especially in remote areas. Despite socialization, this effort has not been sufficient to ensure that all levels of society, especially in more remote areas, understand how to use the application properly.</p>
	<p><b>Limited Resources in Improving Digital Literacy:</b> The Complaints Policy and Reporting Division of the Kotamobagu City Investment and One-Stop Integrated Service Office faces constraints in improving digital literacy in the community, which</p>

---

becomes an obstacle in utilizing the National Public Service Complaints System (SP4N-Lapor) application. This constraint is related to the lack of resource allocation to conduct intensive training to the community, as well as limited facilities that support digital access in some areas. This requires strengthening community-based communication efforts and training that is more focused on improving the digital capabilities of the community.

---

*Source: primary data processed by researchers (2024)*

Overall, this study shows that although the National Public Service Complaints System (SP4N-Lapor) application has great potential to improve public services in Kotamobagu City, factors such as the low digital literacy of the community, internal communication constraints between agencies, and limited socialization and effective feedback hinder its implementation. Therefore, more holistic efforts in improving the quality of communication, improving coordination mechanisms between agencies, and strengthening people's digital literacy are essential to increase the effectiveness of the National Public Service Complaints System (SP4N-Lapor) application in the future.

The relationship with George Edward III's theory in the policy implementation model that prioritizes four main factors, namely communication, is very relevant to the findings of existing problems in the implementation of the online complaints application of the National Public Service Complaints System (SP4N-Lapor) by the Policy Complaints and Reporting Division of the Kotamobagu City Investment and One-Stop Integrated Service Office. Edward's theory emphasizes that effective communication is a key factor in successful policy implementation. In the context of the National Public Service Complaints System (SP4N-Lapor) application, non-optimal communication, both in terms of socializing the application to the public and internal communication between agencies, is a major obstacle.

The ideal researcher's view related to George Edward III's theory and the problem findings described above is that the success of policy implementation, especially in the implementation of the online complaints application of the National Public Service Complaints System (SP4N-Lapor) by the Policy Complaints and Reporting Division of the Kotamobagu City Investment and One-Stop Integrated Service Office, is highly dependent on the quality of communication that occurs between the government, related agencies, and the community. Based on George Edward III's theory in Setyawan et al. (2021), emphasizing the importance of communication, researchers argue that this policy requires clear, consistent, and systematic communication, both in terms of delivering information to the public and in terms of coordination between agencies [13].

First, in terms of external communication to the public, researchers argue that more effective and wider socialization should be carried out. Communities, especially those in remote areas with low levels of digital literacy, should be given a more in-depth understanding of how to access and utilize the National Public Service Complaints System (SP4N-Lapor) application. Second, internal communication between agencies is also a crucial factor that must be improved. Based on the findings, coordination between the Policy Complaints and Reporting Division of the Kotamobagu City Investment and One-Stop Integrated Service Office and other related agencies in following up public complaints still faces obstacles. In Edward's theory, effective communication between policy implementers will speed up the implementation process and minimize errors or discrepancies in policy implementation. Third, effective feedback mechanisms should also be strengthened. The researcher believes that two-way

communication with the public should be improved. The public should be provided with clear information regarding the status of their complaints, as well as given the opportunity to provide further input or complaints if needed. This is in accordance with the principle of communication conveyed by George Edward III, namely communication must be able to create dialogue and mutual understanding between policy implementers and the community.

Overall, the researcher suggests that to improve the successful implementation of the National Public Service Complaints System (SP4N-Lapor) complaints application in Kotamobagu City, there needs to be improvements in the three main communication aspects that have been described: external communication (information to the public), internal communication between agencies, and feedback mechanisms to the public. Using George Edward III's theory as a basis, the researcher emphasizes the importance of creating an effective communication system to ensure that this policy can be carried out well, according to the objectives, and have a positive impact on public services in Kotamobagu City.

### **Resources for Implementing the SP4N-Lapor Online Complaint Application**

The implementation of the online complaints application of the National Public Service Complaints System (SP4N-Lapor) by the Policy Complaints and Reporting Division of the Kotamobagu City Investment and One-Stop Integrated Service Office requires adequate resource support to ensure that this system runs effectively and can meet the needs of the community. The resources in question include human resources (HR), technological infrastructure, and the budget needed to support the operation of this complaint application. The Policy Complaints and Reporting Division of the Kotamobagu City Investment and One-Stop Integrated Service Office needs to have the capacity and ability to optimally utilize these resources in order to handle public complaints quickly and efficiently. Human resources (HR) is one of the important factors in the implementation of the National Public Service Complaints System (SP4N-Lapor) application. The Complaints Policy and Reporting Division of the Kotamobagu City Investment and One-Stop Integrated Service Office should ensure that officers involved in managing this application have sufficient skills and knowledge to handle complaints from the public. This includes the ability to use the application, understanding the complaint handling procedures, as well as effective communication with the public. However, despite some training provided to government officials, there is still a lack of technical skills and in-depth understanding regarding the management of the app. Therefore, human resource capacity building in the form of continuous training is very important.

Table 2 below explains the results of research based on communication indicators obtained through interviews, observations and documentation studies in the field.

**Table 2.** Research Results based on Resource Indicator

<b>Indicator</b>	<b>Findings</b>
<b>Resource</b>	<b>Limited Capacity of Human Resources (HR):</b> One of the main problems found was the limited capacity of human resources in managing the National Public Service Complaints System (SP4N-Lapor) application. Despite training efforts for officers, there are still shortcomings in understanding the application, effective communication skills, and the ability to handle complaints quickly and professionally. Without continuous improvement of HR capacity, the management of this application will be hampered, and services to the public will be less than optimal.

---

**Technology Infrastructure and Internet Access Issues:** Another problem identified is the limited technological infrastructure, particularly related to unstable internet access in some remote areas in Kotamobagu City. This network limitation makes it difficult for the community to access the National Public Service Complaints System (SP4N-Lapor) application and submit complaints smoothly. In addition, these infrastructure constraints also hamper the complaint handling process which requires good connectivity to process and communicate solutions efficiently.

**Lack of Coordination Between Agencies Involved:** Coordination between agencies involved in handling complaints through the National Public Service Complaints System (SP4N-Lapor) application remains a challenge. This coordination issue slows down responses to complaints received, as there are often gaps in understanding and different procedures between agencies. Without better coordination and a more integrated system between agencies, complaint resolution is hampered, which reduces the effectiveness of the application in improving the quality of public services.

---

*Source: primary data processed by researchers (2024)*

Policy implementation in the resource sub-focus of implementing the online complaints application of the National Public Service Complaints System (SP4N-Lapor) by the Policy Complaints and Reporting Division of the Kotamobagu City Investment and One-Stop Integrated Service Office requires special attention to various aspects of resources that play an important role in the smooth operation of this application. One of the main aspects that need attention is human resources (HR). The human resources involved in managing this application must have adequate competence, especially in terms of using the application and communicating with the community. Officers who manage complaints should be equipped with training and debriefing related to complaints management procedures as well as skills in conveying information effectively. Without sufficient training, officers may struggle to resolve issues reported by the public, which may result in delays or inaccuracies in handling complaints.

Based on the explanation above regarding policy implementation in the resource sub-focus of the implementation of the online complaints application of the National Public Service Complaints System (SP4N-Lapor), there are several findings that are relevant to the research results which identify problems related to the capacity of human resources (HR), technological infrastructure problems and internet access, as well as coordination between the agencies involved.

Overall, the findings of this study show that there are serious challenges in the implementation of the National Public Service Complaints System (SP4N-Lapor) application related to available resources. To overcome these problems, policies that focus more on strengthening human resource capacity, improving technological infrastructure, and increasing inter-agency coordination should be prioritized in an effort to improve the effectiveness of implementing this application in Kotamobagu City.

The link between the previous explanation and the theory of resources put forward by George Edward III shows that the resource factor has a very important role in the effectiveness of policy implementation (Putra & Khaidir, 2019) [14], especially in the implementation of the online complaints application of the National Public Service Complaints System (SP4N-Lapor)

in the Policy Complaints and Reporting Division of the Kotamobagu City Investment and One-Stop Integrated Service Office. Edward III explains that although the policy has been declared clearly and consistently, without adequate resources, the policy implementation will not run efficiently. In the context of this complaint application, limited human resources (HR), technological infrastructure, and coordination between related agencies are crucial inhibiting factors.

Based on this theory, the human resources involved in managing the National Public Service Complaints System (SP4N-Lapor) application must have adequate skills and capacity in order to properly implement this policy. Research shows that the lack of training and understanding of this application hinders the effectiveness of policy implementation. This is in accordance with Edward III's theory in Sormin (2021) It is stated that human resources are one of the key elements in the success of policy implementation. Therefore, strengthening the capacity of human resources through more intensive and continuous training is needed to support the successful implementation of this complaint application [15].

Other resources, such as technological infrastructure, also play an important role in ensuring the smooth implementation of the National Public Service Complaints System (SP4N-Lapor) application. Edward III's theory states that facilities and infrastructure are inseparable factors in the policy implementation process. Problems related to unstable internet access, especially in remote areas, are a significant obstacle in accessing the application and submitting complaints. For this reason, improving the quality and distribution of adequate technological infrastructure is needed so that the National Public Service Complaints System (SP4N-Lapor) application can be optimally accessed by people throughout the region, especially in areas that are more difficult to reach.

Finally, information as an important resource in decision-making also plays a huge role in the implementation of this policy. Effective complaints management requires a system that can facilitate the delivery and processing of information quickly (Gumilar et al., 2021) [16]. The lack of coordination between relevant agencies in handling complaints received through the National Public Service Complaints System (SP4N-Lapor), as found in this study, indicates that the existing system is not sufficient to support a smooth flow of information between agencies. In this case, improving coordination mechanisms and utilizing technology to facilitate information exchange between agencies is very important so that complaints can be processed more quickly and accurately.

Finally, the researcher sees that improvements in the aspects of human resources, technological infrastructure, and inter-agency coordination are needed to ensure the implementation of the National Public Service Complaints System (SP4N-Lapor) application runs according to the expected goals. By strengthening these three resource elements. The Policy Complaints and Reporting Division of the Kotamobagu City Investment and One-Stop Integrated Service Office can improve the quality of public services, increase public participation in complaints, and ensure that complaints received can be immediately responded to and resolved properly.

### **Inhibiting Factors in the Implementation of the SP4N-Lapor Online Complaint Application**

The implementation of the online complaints application of the National Public Service Complaints System (SP4N-Lapor) in Kotamobagu City experiences a number of challenges that hamper its operational effectiveness and efficiency. One of the most significant inhibiting factors is the limited human resources (HR) involved in managing this application.

Although there are officers in charge, many of them do not have sufficient skills and understanding regarding the use of the application and how to respond to complaints effectively. This has led to delays in handling complaints and mismatches in the responses provided to the public.

In addition to HR issues, technological infrastructure is a major inhibiting factor in the implementation of the National Public Service Complaints System (SP4N-Lapor) application. This application requires a stable internet connection and adequate hardware to operate smoothly. In addition, the lack of digital literacy among some communities is also a significant inhibiting factor in the use of the National Public Service Complaints System (SP4N-Lapor) application. Many residents in remote areas are not accustomed to using digital technology, including online complaint applications.

Table 3 below explains the research results based on communication indicators obtained through interviews, observations and documentation studies in the field.

**Table 3.** Research Results based on Indicators of Factors Hindering the Implementation of the SP4N-Lapor Application

Indicator	Findings
<b>Inhibiting Factors</b>	<p><b>Technology Infrastructure and Internet Network Limitations:</b> One of the main issues is the instability and limitations of technological infrastructure, especially poor internet networks in remote areas. This affects the public in accessing the National Public Service Complaints System (SP4N-Lapor) application, thus reducing the effectiveness of complaints received and decreasing public participation in reporting issues through the platform.</p>
	<p><b>Technical Obstacles in Application Operation:</b> Officers of the Policy Complaints and Reporting Division of the Kotamobagu City Investment and One-Stop Integrated Service Office face technical difficulties in operating the National Public Service Complaints System (SP4N-Lapor) application, such as system disruptions or other technical problems. These obstacles cause delays in responding to public complaints, which in turn can affect public response and trust in the online complaints system provided by the government.</p>
	<p><b>Public Confusion with Many Complaint Applications:</b> The existence of many different complaints applications makes it confusing for the public to choose and use the right application. This reduces the effectiveness of the National Public Service Complaints System (SP4N-Lapor) as the main complaint channel. To overcome this problem, more intensive socialization is needed so that the public can understand the benefits and how to use the National Public Service Complaints System (SP4N-Lapor) application more clearly.</p>

*Source: primary data processed by researchers (2024)*

The implementation of the online complaints application of the National Public Service Complaints System (SP4N-Lapor) by the Policy Complaints and Reporting Division of

the Investment and One-Stop Integrated Service Office of Kotamobagu City does face a number of obstacles rooted in the inhibiting factors found during the research. The three main problems identified in this study, namely the limitations of technological infrastructure and internet networks, technical constraints in operating the application, and public confusion due to the large number of complaint applications, all have a direct impact on the effectiveness of this policy implementation.

Limitations in technological infrastructure, especially related to unstable internet networks, hamper public access to the National Public Service Complaints System (SP4N-Lapor) application, especially in remote areas. Poor internet connection makes it difficult for people to access the application or report their complaints smoothly. This has implications for the low number of reports received, even though complaints are very important for improving public services. From the perspective of Edward III's theory, this infrastructure issue shows that adequate resources are crucial in policy implementation. Without adequate infrastructure, even if the policy is clear and consistent, its implementation will run into insurmountable obstacles (Suwarno et al., 2020) [17].

In addition, technical obstacles in operating the application are also a significant barrier. Several officers involved in managing the National Public Service Complaints System (SP4N-Lapor) application in the Policy Complaints and Reporting Division of the Kotamobagu City Investment and One-Stop Integrated Service Office revealed that they often face technical problems, such as system errors, applications that do not run smoothly, or data that is not well integrated. This slows down the response to incoming complaints, so people become frustrated and trust in the system decreases. According to Edward III's theory of resources, in addition to human resources, technical factors such as hardware and software are also an important part of supporting the smooth implementation of policies. Without adequate technical support, incoming complaints will not be responded to quickly and accurately.

Third, the existence of many other competing grievance apps also confuses the public, which makes it difficult for them to choose the right app to report their problems. People do not always know which apps are managed by the government or are appropriate to use, so they may choose not to report complaints or ignore the apps altogether. This shows that not only infrastructure and technical factors, but also social and cultural factors need to be considered in the implementation of this policy. Better socialization and clear communication on the benefits and ease of using the National Public Service Complaints System (SP4N-Lapor) is essential to increase public participation.

Overall, these findings illustrate that the implementation of the National Public Service Complaints System (SP4N-Lapor) application by the Policy Complaints and Reporting Division of the Kotamobagu City Investment and One-Stop Integrated Service Office faces significant obstacles rooted in technological infrastructure issues, technical constraints in using the application, as well as public confusion due to the many choices of complaints applications. Therefore, it is important for the government to improve and optimize existing resources, both in terms of infrastructure, human resource training, and socialization to the community, so that this application can function effectively and meet the expected policy objectives.

Based on the findings that have been described, the researcher's ideal view related to the implementation of the National Public Service Complaint System (SP4N-Lapor) online complaint application in the Policy Complaints and Reporting Division of the Kotamobagu City Investment and One-Stop Integrated Service Office is the need for a comprehensive approach to overcome the inhibiting factors that have been found. In this case, the problems of limited technological infrastructure, technical obstacles in operating the application, and public

confusion due to the large number of complaints applications must be overcome through systematic and sustainable steps.

First, related to the limitations of technological infrastructure and internet networks, researchers suggest that the Policy Complaints and Reporting Division of the Kotamobagu City Investment and One-Stop Integrated Service Office cooperate with internet service providers and related agencies to improve the quality of internet connections, especially in remote areas. A more stable and evenly distributed internet network will greatly support the smooth operation of the National Public Service Complaints System (SP4N-Lapor) application, which in turn will make it easier for the public to report their complaints online.

Second, related to technical obstacles in operating the application, the researcher considers that it is necessary to increase training for officers of the Policy Complaints and Reporting Division of the Kotamobagu City Investment and One-Stop Integrated Service Office in using the application as well as regular technical maintenance to ensure the application is running properly. An application that does not function properly or experiences frequent technical disruptions can slow down the response to complaints and reduce public trust in the system. Therefore, there is a need for technical capacity strengthening, both in terms of hardware and software.

Third, the problem of public confusion due to the large number of complaints applications can be addressed through more intensive and clear socialization of the advantages and how to use the National Public Service Complaints System application (SP4N-Lapor). The government needs to conduct a comprehensive public campaign to educate the public on the benefits of this application, including how to access and use it. Given the number of existing complaints applications, it is important to emphasize that the National Public Service Complaints System (SP4N-Lapor) is an official channel managed by the government, which can guarantee a faster and more accurate complaints process.

Overall, the researchers' ideal view is to create an ecosystem that supports the smooth implementation of the National Public Service Complaints System (SP4N-Lapor) application by involving various related parties, including internet service providers, technical institutions, and the community itself. Infrastructure improvement, continuous technical maintenance, and effective socialization will play an important role in optimizing the management of this complaint application. With these steps, it is expected that the National Public Service Complaints System (SP4N-Lapor) can function optimally and meet the expectations of the community in obtaining better public services.

#### **D. Conclusion**

With the National Public Service Complaints System (SP4N-Lapor) the complaint process becomes more structured and monitored, so that problem solving becomes more efficient and targeted. However, there are still some problems that can be summarized as follows:

- 1) **Conclusion The Communication Focus of the Online Complaints Application of the National Public Service Complaints System (SP4N-Lapor).** in Kotamobagu City still faces several challenges, including limited public understanding of how to use the application as well as a lack of evenly distributed socialization.
- 2) **Resource Focus Conclusion** The implementation of the National Public Service Complaint System Application (SP4N-Lapor) is hampered by the limited number of officers who have not received training, thus reducing the effectiveness of responses to public complaints.

- 3) Conclusion on the focus of inhibiting factors in the implementation of the National Public Service Complaints System Application (SP4N-Lapor) limited technological infrastructure and unstable internet networks, especially in remote areas.

## References

- [1] L. Lumingkewas, *Pengantar Analisis Kebijakan Publik*. Malang: Wineka Media, 2006.
- [2] J. E. Langkai, *Kebijakan Publik*. Malang: Seribu Bintang, 2020.
- [3] E. E. Masengi, E. M. C. Lumingkewas, and B. F. Supit, *Pengantar Administrasi Publik*. Purbalingga: Eureka Media Aksara, 2023.
- [4] S. Mubarak, S. Zauhar, E. Setyowati, and S. Suryadi, "Policy implementation analysis: exploration of george edward iii, marilee s grindle, and mazmanian and sabatier theories in the policy analysis triangle framework," *JPAS (Journal Public Adm. Stud.)*, vol. 5, no. 1, pp. 33–38, 2020.
- [5] L. N. A. Haspo and A. Frinaldi, "Penerapan Aplikasi Sp4N-Lapor Dalam Manajemen Pengaduan Masyarakat Di Kota Solok," *J. Manaj. Dan Ilmu Adm. Publik*, vol. 2, no. 2, pp. 26–33, 2020.
- [6] P. D. Sugiyono, *Metode Penelitian Kuantitatif, Kualitatif dan R&D*. Bandung: Alfabeta, 2017.
- [7] A. R. Dilapanga, T. Wawointana, and M. Rantung, "Implementation of the Personnel Service Application System (Study on Civil Servant Retirement Applications in the Personnel and Human Resources Development Agency of Minahasa Regency)," *KnE Soc. Sci.*, pp. 250–260, 2023.
- [8] A. S. Yahya and S. Setiyono, "Efektivitas Pelayanan Publik Melalui Sistem Pengelolaan Pengaduan Aplikasi SP4N-LAPOR," *J. Media Birokrasi*, pp. 1–22, 2022.
- [9] A. M. Wildhani, A. Nurmandi, Misran, and D. Subekti, "Application of SP4N-LAPOR to Improve the Quality of Public Services and Information (Case Study in Indonesia)," in *International Conference on Human-Computer Interaction*, Springer, 2023, pp. 297–305.
- [10] R. Wahyuni and F. Khairazzadittaqwa, "The Influence of Digital Literacy and Information Technology on the Use of SP4N LAPOR!," *J. Transnatl. Univers. Stud.*, vol. 2, no. 7, pp. 363–376, 2024.
- [11] R. Fakhriyah, N. Kencana, and M. Qurâ, "Efektivitas Penerapan Inovasi Pelayanan Publik Dalam Pengembangan E-Government (Studi Kasus Aplikasi Sp4n Lapor! di Provinsi Sumatera Selatan)," *J. Pemerintah. dan Polit.*, vol. 7, no. 3, 2022.
- [12] Y. K. Wicaksono, "Peran Warga Negara dalam Partisipasi Politik di Era Digital melalui SP4N-LAPOR!," *Episentrum J. Ilmu Pengetah. Sos.*, vol. 1, no. 1, 2020.
- [13] D. Setyawan, A. Priantono, and F. Firdausi, "George Edward III Model," *Publicio J. Ilm. Polit. Kebijak. dan Sos.*, vol. 3, no. 2, pp. 9–19, 2021, doi: <https://doi.org/10.51747/publicio.v3i2.774>.
- [14] R. H. Putra and A. Khaidir, "Concept of George C. Edwards III on implementation of regional regulations No. 12 of 2017 concerning youth in granting youth service in West Sumatera," *Int. J. Progress. Sci. Technol.*, vol. 15, no. 1, pp. 236–242, 2019.
- [15] R. D. Sormin, "The Effect of Communication, Resources, Disposition And Structure of Bureaucracy on Medical Participation of Men's Operations in City of Bandar Lampung (Study of George Edward III Policy Implementation Model)," *Int. J. Innov. Educ. Res.*, vol. 9, no. 7, pp. 323–338, 2021.
- [16] G. G. Gumilar, D. D. Delistiana, and H. Purnamasari, "The Elements of e-Government

- Success in Public Services at Bekasi Regency Using the ‘SP4N LAPOR,’” *Transform. J. Manaj. Pemerintah.*, pp. 94–104, 2021.
- [17] S. Suwarno, S. Sumartono, M. Mardiyono, and S. Solimun, “Management of Regulation and Managerial on Sports Organizations in Indonesia: Relationship Between Institution, Communication, Resources, Disposition, Bureaucracy,” *Int. J. Serv. Sci. Manag. Eng. Technol.*, vol. 13, no. 1, pp. 1–16, 2022.