

Research Article

Implementation of the Smart Government Program Policy Through the National Public Service Complaint Management System (SP4N Lapor) in Sukabumi City

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Abstract: *The implementation of digital-based public services has become an essential component in supporting smart government. However, the utilization of the National Public Service Complaint Management System (SP4N-LAPOR) in Sukabumi City has not yet been fully optimized. This study aims to analyze the implementation of the Smart Government program through SP4N-LAPOR in Sukabumi City and identify the supporting and inhibiting factors affecting its implementation. This study employed a qualitative approach with a descriptive design. Data were collected through in-depth interviews, observations, and documentation studies involving the Communication and Information Office, related regional agencies, and community members as informants. Data analysis was conducted using the interactive model of Miles, Huberman, and Saldaña, while the analytical framework referred to the policy implementation model of Van Meter and Van Horn. The findings indicate that the implementation of SP4N-LAPOR has been supported by clear policy standards, adequate technological infrastructure, and positive commitment from implementers. Nevertheless, several obstacles remain, including uneven human resources, limited public policy communication, differences in responsiveness among agencies, and the tendency of citizens to use social media rather than official complaint channels. Therefore, strengthening human resource capacity, inter-agency coordination, and digital literacy is necessary to optimize the implementation of Smart Government in Sukabumi City.*

Keywords: Digital Government, Policy Implementation, Public Service, Smart Government, SP4N-LAPOR.

1. Introduction

Digital transformation has become a strategic agenda for public administration reform in various countries, including Indonesia. Advances in information technology are driving governments to shift from conventional service delivery patterns to more transparent, participatory, responsive, and accountable service systems. The implementation of e-government is aimed not only at improving bureaucratic efficiency but also at strengthening public involvement in the governance process. In this context, the concept of smart government has emerged as a key dimension of smart city development, leveraging information technology as a tool for creating effective, community-oriented governance.

The Indonesian government has initiated various policies to support the digital transformation of the public sector through the implementation of the Electronic-Based Government System (SPBE). One concrete implementation of this policy is the National Public Service Complaint Management System – People's Online Aspiration and Complaint Service (SP4N-LAPOR). This system was developed as an official complaints channel that integrates public aspirations with various ministries, institutions, and local governments. The existence of SP4N-LAPOR is expected to create a more open, fast, and responsive public service mechanism to address various issues faced by the public.

The legal basis for the implementation of SP4N-LAPOR in Indonesia is based on Presidential Regulation No. 76 of 2013 concerning the Management of Public Service Complaints and is reinforced

by Regulation of the Minister of Administrative and Bureaucratic Reform No. 62 of 2018 concerning Guidelines for the National Public Service Complaint Management System. This policy mandates all government agencies to integrate public complaint management through a single, standardized system. This integration is intended to increase the effectiveness of inter-agency coordination, accelerate complaint resolution, and sustainably improve the quality of public services.

The Sukabumi City Government is one of the local governments implementing this policy within the framework of developing smart government. The implementation of SP4N-LAPOR in Sukabumi City is reinforced by Sukabumi Mayoral Regulation No. 43 of 2020 concerning the Management of Public Service Complaints. This regulation requires all Regional Apparatus Organizations (OPD) to follow up on every public complaint received through the SP4N-LAPOR platform in accordance with their respective authorities. This policy demonstrates the local government's commitment to realizing more accountable and technology-based public services.

Before fully adopting SP4N-LAPOR, the Sukabumi City Government already had a local complaints system called Sukabumi Participatory Respondent (SUPER). This system served as a communication channel between the public and the local government to submit various complaints about public services. However, in line with the national integration policy, SUPER operations were discontinued and all complaint mechanisms were transferred to SP4N-LAPOR. This integration is expected to improve the effectiveness of complaint management through a more standardized system with broader reach.

Despite this, the implementation of SP4N-LAPOR in Sukabumi City still faces various challenges. Public complaints regarding damaged road infrastructure, drainage channels, public street lighting, population administration services, and health services are still frequently submitted through social media rather than the official SP4N-LAPOR platform. This phenomenon indicates that the public prefers informal communication channels, which are perceived as receiving a faster response from the government. This situation indicates that the policy objective of making SP4N-LAPOR the primary channel for public complaints has not been fully achieved. This problem indicates a gap between policy objectives and the reality of implementation on the ground. The low level of SP4N-LAPOR utilization by the public can be influenced by various factors, such as suboptimal outreach, limited digital literacy, weak coordination between agencies, and uneven commitment from officials to promptly and appropriately follow up on complaints. Furthermore, the characteristics of the community's social environment, which is more accustomed to using social media as a means of communication, also influence the effectiveness of the digital-based complaint system implementation.

Population data in Sukabumi City shows that the majority of the population is in the productive age group, which has relatively high access to information technology. The dominance of the productive age group should be a social asset supporting the successful implementation of SP4N-LAPOR. However, this potential has not yet fully increased public participation in utilizing official government complaint channels. This situation demonstrates that the success of a policy is not solely determined by the availability of technology, but also influenced by communication factors, resources, the characteristics of the implementing organization, and the surrounding social environment.

Theoretically, public policy implementation is a crucial step in ensuring that policy objectives can be realized through concrete actions. Van Meter and Van Horn (1975) explain that the success of policy

implementation is influenced by six main variables: policy standards and objectives, resources, inter-organizational communication, implementing agency characteristics, implementer disposition, and social, economic, and political environmental conditions. This model emphasizes that the success of a policy depends not only on the quality of the formulated regulations but also on the ability of implementing actors to operationalize the policy effectively. Several previous studies have shown that the implementation of SP4N-LAPOR is influenced by various organizational and resource factors. Sarjito (2025) found that communication and bureaucratic structure play a significant role in determining the effectiveness of SP4N-LAPOR implementation. Bewinda et al. (2024) identified that limited human resources and low implementer commitment are the main factors hindering the success of the digital complaint system. Candra et al. (2025) also concluded that inter-agency coordination and human resource capacity building are important determinants in supporting the implementation of SP4N-LAPOR within the national SPBE framework. Another study conducted by Wildhani et al. (2023) showed that a high number of public complaints is not always accompanied by the ability of regional government organizations to respond quickly. Meanwhile, Wahyudi et al. (2025) explained that the effectiveness of government digital services is greatly influenced by the intensity of outreach and the readiness of implementing officials. Hossin et al. (2023) emphasized that the success of smart governance requires human resource readiness, organizational adaptability, and an adequate level of public digital literacy.

Although various previous studies have discussed the implementation of SP4N-LAPOR and the digitalization of public services, most of these studies have focused more on the effectiveness of the system and the quality of digital services in general. Research specifically analyzing the implementation of the SP4N-LAPOR policy in supporting smart government programs at the local government level using the Van Meter and Van Horn perspective is still relatively limited. Therefore, this study offers a novel approach in analyzing the implementation of the SP4N-LAPOR policy in Sukabumi City through a more comprehensive policy implementation approach, taking into account communication factors, resources, characteristics of implementing organizations, implementer dispositions, and the social environment that influence program success. The urgency of this research is increasingly important given that the success of digital government transformation is determined not only by the availability of technology but also by the effective implementation of the underlying policies. An evaluation of the implementation of SP4N-LAPOR is necessary to identify various supporting and inhibiting factors in the provision of digital-based public services. The research findings are expected to contribute to the development of public administration studies, particularly in the areas of policy implementation and smart government, and to provide input for the Sukabumi City Government in improving the quality of public service complaint management.

Based on empirical phenomena, implementation gaps, and the limitations of previous research, this study aims to analyze the implementation of the smart government program policy through the National Public Service Complaint Management System (SP4N-LAPOR) in Sukabumi City and identify various factors that support and hinder its implementation. Therefore, this research is expected to generate relevant recommendations for improving the quality of digital-based governance and strengthening public participation in public services.

2. Literature Review And Hypothesis Development

Public Policy Implementation Theory

Policy implementation is a crucial stage in determining the success of a government program in achieving its stated objectives. Policy implementation is not only concerned with the implementation of formal decisions but also encompasses the organization's ability to coordinate resources, build communication between actors, and adapt policies to evolving environmental conditions. Therefore, the success of a policy is significantly influenced by the implementation process at the operational level. Van Meter & Van Horn (1975) explain that policy implementation is influenced by six main variables: policy standards and objectives, resources, interorganizational communication, implementing agency characteristics, implementer dispositions, and social, economic, and political environmental conditions. This model remains relevant for analyzing public policy implementation in the digital era because it explains the relationship between institutional aspects and external environmental factors.

Developments in public administration studies indicate that policy implementation in the era of digital transformation requires organizational capabilities to integrate technology, human resources, and adaptive governance. According to MacLean and Titah (2022), the success of digital government implementation is not solely determined by the availability of technology but also by the quality of the organization and the government's ability to generate public value for the community. Furthermore, Gil-Garcia et al. emphasizes that digital transformation of the public sector requires cross-organizational coordination and strengthening institutional capacity so that policies can be implemented effectively and produce community-oriented services. Thus, policy implementation in the digital era requires synergy between regulations, organizations, resources, and the external environment. Based on this description, Van Meter and Van Horn's (1975) implementation theory is considered relevant to explain the implementation of SP4N-LAPOR in supporting the smart government program in Sukabumi City.

Smart Government Theory

The development of information technology has driven a paradigm shift in governance toward the concept of smart government. This concept is part of the digital government transformation that emphasizes the use of information technology, data integration, inter-institutional collaboration, and public participation in the governance process. According to Gil-Garcia, Dawes, and Pardo, digital government is a crucial aspect of public sector innovation, co-production, transparency, and the creation of public value for the community. This concept has evolved into smart government, which is oriented not only toward the digitization of services but also toward the government's ability to create responsive, collaborative, and sustainable governance. Similarly, research on digital change in the public sector conducted by Mergel et al. (2023) shows that digital transformation has transformed organizational structures, bureaucratic work patterns, and government decision-making mechanisms. These changes require public organizations to have flexibility, innovation capacity, and the ability to adapt to technological developments. Furthermore, Chen et al. (2026) state that the development of digital technology in modern government increasingly emphasizes the importance of accountability, transparency, and public trust in the provision of technology-based services. This demonstrates that the success of smart government depends not only on technological infrastructure, but also on good governance and public trust in government. Thus, smart government can be

understood as a governance model that utilizes digital technology to improve the effectiveness of public services, transparency, accountability, and public participation.

Digital Government Theory

The concept of digital government is a further development of e-government, emphasizing the comprehensive transformation of organizations and governance. Digital government focuses not only on the provision of electronic services but also on changing business processes, integrating information systems, and enhancing inter-agency collaboration. MacLean & Titah (2022) explain that the implementation of digital government can produce various benefits, including increased organizational productivity, the quality of public services, public satisfaction, and improved communication between the government and citizens. Furthermore, a systematic study of the impact of digitalization on bureaucracy conducted by Buffat (2023) shows that digital technology has a distinct impact on decision-making in public service organizations. The use of technology can improve information quality and accelerate services, but it also has the potential to limit the discretion of officials if not supported by adequate organizational systems. Recent research on digital modernization in public administration also shows that digital government contributes to increased organizational effectiveness, service efficiency, transparency, and innovation in the public sector (Torres et al., 2024). Therefore, digital government is a crucial foundation for the development of smart government and technology-based public services.

Public Service Theory

Public services are the main function of government in meeting community needs. In the context of modern public administration, service quality is an important indicator in measuring government performance. MacLean & Titah (2022) stated that the implementation of a digital government system has had a positive impact on service quality, community satisfaction, and improved relations between the government and citizens. These findings show that information technology is able to improve the quality of public services if supported by adequate organizational capacity. In addition, research on the digitalization of public services shows that technology-based services must still pay attention to the principles of accountability, transparency, responsiveness and justice in order to increase public trust in the government (Chen et al., 2026). From a digital public service perspective, responsiveness is a very important dimension because it reflects the government's ability to provide quick and appropriate responses to community needs. Therefore, the quality of SP4N-LAPOR implementation as a public complaint channel is largely determined by the ability of government organizations to provide effective responses to every report received.

National Public Service Complaint Management System (SP4N-LAPOR)

SP4N-LAPOR is a public service complaint management system developed to realize the principle of no wrong door policy, namely ensuring that every public complaint will be forwarded to the agency authorized to handle it. This system is an important instrument in supporting the implementation of digital government in Indonesia. From a smart government perspective, the existence of SP4N-LAPOR reflects a form of Government to Citizen (G2C) interaction, namely the relationship between government and society through the use of information technology. This system allows the public to convey aspirations, complaints and requests for information more quickly, transparently and in an integrated manner. According to MacLean & Titah (2022), digital government systems can improve the quality of communication between the government and the public and strengthen public trust in government institutions. Therefore, the success of SP4N-LAPOR

implementation is not only determined by the technology used, but is also influenced by the quality of communication, organizational capacity, and the responsiveness of the apparatus in providing services to the community.

3. Method

Research Design

This study employed a qualitative approach with a descriptive research design. The qualitative approach was chosen because the study aimed to gain an in-depth understanding of the implementation of the Smart Government program policy through the National Public Service Complaint Management System - People's Online Aspiration and Complaint Service (SP4N-LAPOR) in Sukabumi City. According to Miles et al. (2014), qualitative research allows researchers to comprehensively understand social phenomena through the interpretation of various information obtained from research subjects. This approach is considered appropriate for identifying the dynamics of policy implementation, inter-institutional interactions, and factors influencing the success of SP4N-LAPOR.

Research Location

This research was conducted in Sukabumi City, West Java Province. The selection of the research location was based on the consideration that the Sukabumi City Government has implemented SP4N-LAPOR as an official public service complaint channel in support of the Smart Government program. Furthermore, Sukabumi City previously had a local complaint system, the Sukabumi Participatory Respondent (SUPER), which was later integrated into SP4N-LAPOR. These conditions make Sukabumi City a relevant location for studying the implementation of digital-based public service policies.

Unit of Analysis and Research Informants

The unit of analysis in this study includes organizations and individuals directly involved in the implementation of SP4N-LAPOR. Research informants were determined using purposive sampling, selecting informants based on their level of knowledge, experience, and involvement in policy implementation. Sugiyono (2023) stated that purposive sampling is used to obtain in-depth information from parties deemed to understand the research problem. Research informants consisted of SP4N-LAPOR officials and administrators at the Sukabumi City Communication and Informatics Office as system management coordinators, representatives of Regional Apparatus Organizations (OPDs) that handle follow-up on public reports, and members of the public who have previously used SP4N-LAPOR services. The involvement of these various informants is expected to provide a comprehensive picture of the implementation of the SP4N-LAPOR policy in Sukabumi City.

Data Sources

This study used two types of data sources: primary and secondary data. Primary data was obtained directly from in-depth interviews with informants and field observations. Primary data was used to obtain information regarding policy implementation, inter-agency coordination, and supporting and inhibiting factors for the implementation of SP4N-LAPOR. Meanwhile, secondary data was obtained through various official documents, such as Presidential Regulation Number 76 of 2013 concerning Management of Public Service Complaints, Minister of PANRB Regulation Number 62 of 2018, Sukabumi Mayor Regulation Number 43 of 2020, SP4N-LAPOR management reports, Central Statistics Agency publications, and various other documents related to the Smart Government program in Sukabumi City.

Data Collection Techniques

Data collection techniques in this study included in-depth interviews, observation, and documentation studies. In-depth interviews were conducted to obtain direct information from informants regarding the implementation of SP4N-LAPOR, inter-organizational coordination, and various obstacles encountered in policy implementation. According to Creswell and Creswell (2018), in-depth interviews are an effective technique for exploring informants' experiences and perceptions of a phenomenon. Observations were conducted to obtain a picture of the actual state of SP4N-LAPOR implementation within the Sukabumi City Government. Furthermore, documentation studies were conducted by reviewing various regulations, reports, archives, and other documents relevant to the research. The use of these three techniques aimed to obtain more comprehensive and in-depth data.

Data Analysis Techniques

Data analysis in this study utilized the interactive analysis model developed by Miles, Huberman, and Saldaña (2014). This model consists of three stages: data condensation, data display, and conclusion drawing and verification. The first stage, data condensation, was conducted by selecting, focusing, and simplifying information obtained from interviews, observations, and documentation. The second stage, data presentation, was conducted by organizing the information into a narrative description to facilitate researchers in understanding the relationships between the phenomena identified. The final stage, drawing conclusions and verifying, was conducted to obtain valid and consistent research findings based on the data analysis. In this study, the data analysis process referred to the six dimensions of policy implementation outlined by Van Meter and Van Horn (1975): policy standards and objectives, resources, interorganizational communication, implementing agency characteristics, implementer disposition, and social, economic, and political environmental conditions. These six dimensions were used as an analytical framework to evaluate the implementation of SP4N-LAPOR in supporting the Smart Government program in Sukabumi City.

Data Validity Testing

Data validity in this study was conducted through source and technical triangulation techniques. According to Miles et al. (2014), triangulation is one way to increase the credibility of research results by comparing various sources and data collection methods. Source triangulation was conducted by comparing information obtained from various informants, namely the Sukabumi City Communication and Informatics Office, related Regional Government Organizations, and community users of SP4N-LAPOR. Meanwhile, technical triangulation was conducted by comparing the results of interviews, observations, and documentation studies. The application of triangulation aims to increase the validity and reliability of research findings to obtain a more objective picture of the implementation of the Smart Government program policy through SP4N-LAPOR in Sukabumi City.

4. Results And Discussion**Policy Standards and Targets**

The research results indicate that the implementation of SP4N-LAPOR in Sukabumi City has a clear legal basis through Presidential Regulation Number 76 of 2013, Minister of Administrative and Bureaucratic Reform Regulation Number 62 of 2018, and Sukabumi Mayoral Regulation Number 43 of 2020. These regulations serve as guidelines for all Regional Apparatus Organizations (OPD) in managing public complaints in an integrated manner. An interview with the Head of Public

Information and Communications at the Sukabumi City Communications and Informatics Office, as the administrator of SP4N-LAPOR, revealed that each public complaint has a clear service standard.

Informant 1 stated:

"SP4N-LAPOR is an official public complaints channel with clear operational standards. Each report is verified within a maximum of three days, while the relevant regional apparatus is given five days to respond. The entire complaint management process is also overseen by the central government and the Ombudsman."

The informant also explained that Sukabumi City's complaint follow-up rate has reached 100 percent, with an average complaint resolution time of 1.16 days. However, despite clearly established service standards, the number of public reports received through SP4N-LAPOR remains relatively low. In 2025, the number of reports received reached only 157, while the population of working age in Sukabumi City reached over 250,000. This situation indicates that the policy target of making SP4N-LAPOR the primary public complaints channel has not been fully achieved.

Resources

The research results indicate that the Sukabumi City Government has the technological means to support the implementation of SP4N-LAPOR through a nationally integrated system. The Sukabumi City Communication and Information Service (Diskominfo) serves as the primary administrator responsible for verifying and distributing public reports to authorized Regional Apparatus Organizations (OPDs). However, the research results indicate that the availability of human resources within each OPD remains uneven. Some agencies do not have dedicated administrators to permanently handle public complaints.

Informant 2 from the Sukabumi City Communication and Information Service stated:

"There are still several regional agencies that do not have dedicated officers to handle SP4N-LAPOR. As a result, the response to public reports at each OPD is not always consistent".

The high workload at some agencies means that complaint management has not been a top priority. This situation results in differences in the speed of response to public reports.

Inter-Organizational Communication

The research results indicate that coordination between the Sukabumi City Communication and Information Service and Regional Apparatus Organizations is carried out through a report distribution mechanism within the SP4N-LAPOR system. Each incoming report is first verified by an administrator before being forwarded to the authorized agency responsible for resolution. However, policy communication to the public is still not optimal. This is evident in the low level of public utilization of the SP4N-LAPOR system. Furthermore, observations indicate that the public often submits complaints through social media, particularly through the comments section of the Sukabumi City Communications and Information Agency (Diskominfo) Instagram account and other regional government agencies (OPD) accounts.

Informant 6 from Gunung Puyuh District stated:

"I think SP4N-LAPOR is quite helpful for the public because they don't need to go to a government office in person. However, I see that many people still prefer to submit complaints through social media".

Informant 7 from Cibeureum District echoed this sentiment:

"People use social media more often because they think they get a faster response from the government".

This indicates that communication and outreach regarding SP4N-LAPOR to the public is still not optimal.

Characteristics of the Implementing Agency

The research results indicate that the organizational structure of the SP4N-LAPOR implementation in Sukabumi City has been clearly established. The Sukabumi City Communication and Informatics Agency serves as the primary system administrator, while technical OPDs are responsible for follow-up on reports according to their respective areas of responsibility. Public complaints related to damaged roads, drainage, and sidewalks are handled by the Public Works and Spatial Planning Agency, while complaints regarding street lighting and traffic are the responsibility of the Transportation Agency. Population administration services fall under the jurisdiction of the Population and Civil Registration Agency. Despite the clear division of duties, the research results indicate that responsiveness between agencies remains variable.

Informant 3 stated:

"Basically, all regional government agencies are aware of their respective duties and authorities, but the speed with which they respond to public reports still varies".

This situation results in inconsistent quality of service received by the public.

Implementation Disposition

The research results indicate that the SP4N-LAPOR administrators at the Sukabumi City Communication and Informatics Agency demonstrate a strong commitment to managing public complaints. As stated by Informant 1, who stated:

"We strive to ensure that every public report is immediately verified and forwarded to the relevant regional apparatus so that the public receives prompt service".

On the other hand, residents who have used SP4N-LAPOR believe the system makes it easier to convey their concerns.

Informant 6 from Gunung Puyuh District stated:

"SP4N-LAPOR is quite helpful for the public because reports can be submitted online without having to come to the office in person".

Informant 7 from Cibeureum District also stated:

"The process is more practical and easier than submitting complaints manually".

Interviews with Informant 8 revealed that some residents have never used SP4N-LAPOR.

Informant 8 stated:

"I've never used SP4N-LAPOR, but I think the application is very important to make it easier for the public to submit complaints".

This indicates that despite positive reception of SP4N-LAPOR, its utilization rate is still suboptimal.

Social, Economic, and Political Environment

Research results indicate that Sukabumi City has significant potential for digital participation. According to data from the Central Statistics Agency (BPS), Sukabumi City's population reached approximately 375,000 in 2025, with more than 68% of the population being in the productive age group with access to information technology. However, this potential has not yet fully driven the increased use of SP4N-LAPOR. Most people still prefer to submit complaints through social media rather than through official complaint channels. Furthermore, the transition from the SUPER platform to SP4N-LAPOR has not been fully accompanied by an increase in the public's digital literacy.

Informant 8 stated:

"I know about SP4N-LAPOR, but I've never used it. I think many people still don't understand how to use it".

This demonstrates that local government support for SP4N-LAPOR implementation has been demonstrated through the issuance of regional regulations and the integration of the complaint system into the Smart Government program.

Discussion

Policy Standards and Objectives

Research results indicate that the implementation of SP4N-LAPOR in Sukabumi City has clear policy standards and objectives. This is demonstrated by Presidential Regulation Number 76 of 2013, Minister of Administrative and Bureaucratic Reform Regulation Number 62 of 2018, and Sukabumi Mayor Regulation Number 43 of 2020, which serve as the basis for managing public service complaints. Furthermore, the established deadlines for verification and follow-up on reports indicate that the service mechanism has been systematically and measurably regulated. According to Van Meter and Van Horn (1975), clear policy standards and objectives facilitate the implementing organization's understanding of the policy's objectives, thus ensuring effective implementation. Clarity of objectives and implementation procedures is a determining factor in the success of policy implementation because it can reduce differences in interpretation among implementers.

Research findings indicate that, from the perspective of the implementing organization, the objectives of SP4N-LAPOR implementation are well understood. This is reflected in the Sukabumi City Government's ability to achieve a 100 percent complaint follow-up rate and an average report resolution time of 1.16 days. This situation indicates that the established service standards are effective in guiding implementers in carrying out their duties. However, the policy goal of making SP4N-LAPOR the primary channel for public complaints has not been fully achieved. The relatively low number of public reports compared to the productive-age population indicates that SP4N-LAPOR utilization is still suboptimal. This situation indicates a gap between policy objectives and implementation on the ground.

The findings of this study align with research by Wahyudi et al. (2025), which shows that the success of government digital services is not only determined by clear regulations but also influenced by the level of system utilization by the public as service users. Therefore, achieving the SP4N-LAPOR implementation target still requires strengthening aspects of socialization and public participation.

Resources

The research results indicate that the implementation of SP4N-LAPOR in Sukabumi City has been supported by adequate technological resources through a nationally integrated system. The presence of the Sukabumi City Communications and Information Office (Diskominfo) as the primary administrator also supports the verification and distribution of reports to authorized regional agencies. According to Van Meter and Van Horn (1975), resources are a crucial element in policy implementation, encompassing the human resources, information, facilities, and authority necessary to run the program. The availability of adequate resources will enhance an organization's ability to achieve policy objectives.

Despite the availability of technological support, the research results indicate that the availability of human resources in each regional government agency (OPD) remains uneven. Not all regional agencies have a dedicated administrator permanently handling SP4N-LAPOR. As a result, the response rate to public reports varies from agency to agency. This situation indicates that the success

of policy implementation is not solely determined by the availability of technology but also influenced by the capacity of an organization's human resources. If human resources are inadequate, the effectiveness of the resulting service will also vary.

These research findings support the research of Bewinda et al. (2024) found that limited human resources were a major factor hindering the implementation of a digital-based public service complaint system. Research by Candra et al. (2025) also concluded that improving the competence of civil servants is a crucial prerequisite for supporting the success of the public sector's digital transformation. Therefore, increasing human resource capacity through training and assigning dedicated administrators to each Regional Apparatus Organization (OPD) is a necessary step to improve the effectiveness of SP4N-LAPOR implementation.

Inter-Organizational Communication

The study's findings indicate that coordination between the Sukabumi City Communication and Information Service (Diskominfo) and Regional Apparatus Organizations (APOs) has been implemented through an integrated report distribution mechanism within the SP4N-LAPOR system. Each public report is verified before being forwarded to the regional apparatus authorized to follow up. According to Van Meter and Van Horn (1975), effective communication is a crucial requirement for policy implementation. Clear and consistent communication enables all parties involved to understand the policy's objectives and carry out their duties appropriately.

Despite ongoing inter-organizational communication, the study's findings indicate that policy communication to the public remains suboptimal. This situation is reflected in the low level of use of SP4N-LAPOR and the public's tendency to prefer social media as a means of submitting complaints. This phenomenon indicates that information regarding the existence and benefits of SP4N-LAPOR is not yet fully understood by the public. Some still believe that social media is more effective in gaining government attention than official complaint channels.

This finding supports research by Sarjito (2025), which concluded that policy communication plays a crucial role in determining the effectiveness of SP4N-LAPOR implementation. Research by Gil-Garcia et al. (2022) also explains that the success of digital government is greatly influenced by an organization's ability to build communication and collaboration with stakeholders. Therefore, increasing the intensity of public outreach and education is a necessary step to ensure optimal use of SP4N-LAPOR as a formal complaint channel.

Characteristics of Implementing Agencies

The research results indicate that the organizational structure of the SP4N-LAPOR implementing agencies in Sukabumi City has been clearly established. The Sukabumi City Communication and Information Office serves as the primary administrator, while other regional agencies are responsible for their respective areas of responsibility. According to Van Meter and Van Horn (1975), the characteristics of implementing agencies relate to bureaucratic structure, inter-organizational relationship patterns, and the division of authority, which can influence the success of policy implementation. The clear division of tasks in the implementation of SP4N-LAPOR indicates that the implementing organizational structure supports policy implementation. However, the research results indicate that the level of responsiveness among regional government agencies (OPDs) still varies. This difference results in a less than uniform quality of service received by the public. These findings demonstrate that a good organizational structure does not necessarily guarantee successful implementation if it is not accompanied by the organization's ability to provide consistent service.

The presence of administrators at each agency and effective coordination are factors that influence the quality of public complaint services.

These research findings align with those of Wildhani et al. (2023) showed that the ability of regional government organizations to respond quickly is a critical factor in determining the effectiveness of the public service complaints system. Therefore, strengthening coordination and standardization of services between agencies is necessary to ensure a more equitable distribution of public complaint services.

Disposition of Implementers

The study showed that the SP4N-LAPOR administrators at the Sukabumi City Communications and Informatics Office have a strong commitment to implementing the public complaints system. This commitment is reflected in their efforts to ensure that every public report is verified and forwarded to the relevant regional government agencies. According to Van Meter and Van Horn (1975), the disposition of implementers relates to the implementer's attitude, commitment, and level of acceptance of the policy. A positive attitude from implementers will increase the effectiveness of policy implementation.

Beyond the implementer's perspective, the study also showed that the public who have used SP4N-LAPOR responded positively to the system. They believe that SP4N-LAPOR provides convenience and efficiency in submitting complaints to the government. However, some people have never used SP4N-LAPOR despite being aware of the system's existence. This situation indicates that public acceptance of digital-based complaint systems has not yet been fully translated into behavioral changes in utilizing available services.

The findings of this study support the research of Berliana and Yudartha (2024), which states that the success of smart governance is influenced by the ability of organizations and communities to adapt to technological changes. Therefore, improving public digital literacy is a crucial factor in strengthening the implementation of SP4N-LAPOR.

Social, Economic, and Political Environment

The research results indicate that Sukabumi City has a social environment that is quite supportive of the implementation of SP4N-LAPOR. The dominant population of productive age and the high use of information technology indicate significant potential for digital participation in supporting the Smart Government program. According to Van Meter and Van Horn (1975), the social, economic, and political environment are external factors that can support or hinder policy implementation. A conducive environment will accelerate the achievement of policy objectives, while a less supportive environment can hinder successful implementation.

Although the people of Sukabumi City have relatively high access to information technology, the research results indicate that the community's culture of expressing aspirations is still predominantly through social media rather than through SP4N-LAPOR. This habit indicates that public behavior in utilizing technology is not fully aligned with government policy objectives. Furthermore, the transition process from the SUPER system to SP4N-LAPOR has not been fully accompanied by an increase in public digital literacy. As a result, some people still do not understand the mechanisms for optimal use of SP4N-LAPOR.

These research findings align with those of Mergel et al. (2023) explained that digital transformation in the public sector is not only related to the application of technology but also requires changes in organizational culture and community behavior. Therefore, the success of SP4N-LAPOR

implementation is not only determined by technical aspects but also influenced by the surrounding social environment.

Overall, the implementation of the Smart Government program policy through SP4N-LAPOR in Sukabumi City has demonstrated good results in terms of policy standards and implementer commitment. However, optimizing implementation still requires strengthening human resources, policy communication, inter-organizational coordination, and increasing public literacy and participation to achieve policy objectives more effectively.

5. Conclusion

Based on the research results, it can be concluded that the implementation of the Smart Government program policy through the National Public Service Complaint Management System - People's Online Aspiration and Complaint Service (SP4N-LAPOR) in Sukabumi City has generally run well and is supported by a clear regulatory framework. In terms of policy standards and targets, the implementation of SP4N-LAPOR has measurable operational guidelines that are able to support the process of managing public complaints more systematically. This is reflected in the high level of report follow-up and the speed of complaint resolution achieved by the Sukabumi City Government. In terms of resources, the implementation of SP4N-LAPOR has been supported by adequate technological infrastructure through a nationally integrated system. However, the availability of human resources in each Regional Apparatus Organization is still uneven, resulting in differences in the level of responsiveness in following up on public reports. In addition, communication between organizations in the process of distributing and resolving complaints has been running well, but policy communication to the public is still not optimal. This condition is reflected in the low level of SP4N-LAPOR utilization compared to the potential for digital participation of the Sukabumi City community. From the aspect of the characteristics of the implementing agency, the organizational structure and the division of authority between agencies have been clearly established. However, differences in response rates across regional government agencies (OPDs) indicate that the quality of complaint services is still not entirely uniform. Meanwhile, in terms of the disposition of implementers, SP4N-LAPOR administrators have demonstrated a positive commitment to carrying out their duties, and residents who have used the system have assessed that SP4N-LAPOR makes it easy to submit complaints online. However, some residents have not yet utilized the system optimally. Furthermore, the social environment of Sukabumi City is generally supportive of SP4N-LAPOR implementation, as it is dominated by the productive age group with access to information technology. However, the community's cultural preference for using social media as a means of expressing aspirations rather than formal complaint channels is one factor hindering optimal policy implementation.

This research shows that the successful implementation of the Smart Government program through SP4N-LAPOR in Sukabumi City is not solely determined by the existence of regulations and technological support, but is also influenced by human resource capacity, the effectiveness of policy communication, the characteristics of the implementing organization, the disposition of implementers, and the social environment of the community. Therefore, improving the competence of civil servants, strengthening inter-agency coordination, optimizing public outreach, and enhancing digital literacy are strategic steps that need to be taken to increase the effectiveness of SP4N-LAPOR implementation in supporting responsive, transparent, and service-oriented governance. Theoretically, this study strengthens the relevance of Van Meter and Van Horn's (1975) policy

implementation model in explaining the implementation of digital-based public service policies in the context of local government. Practically, the results of this study can provide input for the Sukabumi City Government in developing strategies to strengthen the Smart Government program, particularly by improving the quality of digital-based public service complaint management. In addition, this study can serve as a reference for other local governments in developing more effective, participatory, and sustainable public complaint systems. It is recommended that future research expand the scope of the research object by involving several local governments so that a comparative analysis of SP4N-LAPOR implementation can be conducted. Furthermore, future research can use a quantitative or mixed methods approach and include other variables, such as digital literacy, public satisfaction, public trust, and public participation to gain a more comprehensive understanding of the success of Smart Government implementation.

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