

## Analysis of the Effectiveness of the LAPOR Application in Community Satisfaction Complaints at the Sidoarjo Regency Regional Secretariat Office

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### ABSTRACT

**Objective:** This research investigates how well the LAPOR application (People's Online Aspiration and Complaint Service) functions as a tool for managing public complaints at the Sidoarjo Regency Regional Secretariat. As a component of the National Public Service Complaint Management System (SP4N-LAPOR), the application aims to improve transparency, accountability, and public engagement in service delivery. **Method:** Employing a qualitative descriptive method through interviews, observations, and document reviews, the research included key participants such as application coordinators, service personnel, and user groups. The data were analyzed using Campbell's effectiveness criteria, which encompass program effectiveness, achievement of goals, balance between inputs and outputs, and overall performance. **Results:** The results indicate that LAPOR speeds up the process of addressing complaints and protects the privacy of those making complaints; however, issues persist, such as unreliable internet access, reliance on central servers, and minimal public engagement stemming from insufficient outreach and limited digital skills. While there are enough human resources, the system still falls short of its full potential effectiveness, indicating a need for strategies to enhance literacy, outreach efforts, and technological infrastructure. **Novelty:** The study highlights both the practical benefits of LAPOR in speeding up complaint handling and protecting user privacy, as well as the persistent challenges that hinder full system effectiveness, offering insights for targeted improvements in digital literacy, outreach, and infrastructure.

## INTRODUCTION

The 1998 Reform represented a significant shift in the management framework of Indonesia, primarily characterized by revisions to the 1945 Constitution [1]. This reform sought to enhance governmental efficiency and foster improved governance. A major indicator of this is seen in the standard of public services provided to the citizens, who are regarded as the ultimate authority in the Republic of Indonesia. [2] Public services are essential for government operations since they tackle the immediate needs of the community. According to Law No. 25 of 2009 regarding Public Services, these are defined as actions performed to meet service demands in line with the law, which includes the supply of goods, services, and/or administrative support by public service entities [3].

The implementation of public services is currently still facing several challenges and problems. The improvement of public services, which is one of the focuses of bureaucratic reform, still does not provide good outputs that can be felt by the community. [4] Various public service problems that are still found include licensing services that are still convoluted and the work process is still slow, bureaucratic performance is still low [5]. The culture of corruption that still occurs and the unpreparedness of the apparatus in utilizing information technology [6]. As well as the

orientation of the bureaucracy which is still oriented towards laws and regulations rather than substance. Against these conditions, it is necessary to make structural improvements in the administration of government [7].

Based on Presidential Instruction Number 3 of 2003 concerning National Policies and Strategies for E-government Development, it is explained that Public Services must meet public needs by upholding accountability, being able to be actively reached and listening to the aspirations of the community and the existence of facilities in formulating a policy [8]. The government as a public service provider is obliged to provide a means of complaint to provide fair services for all citizens. In the era of the industrial revolution 4.0, advances in information and communication technology have a great influence on the administration of government [9]. The success of the implementation of public services is inseparable from the communication factor, *E-government* (government electronics) is E-government (government electronics) is the use or use of information technology that improves the relationship between the government and other parties [10].

E-government involves the digital overhaul of governmental operations to create information networks and public service transactions that are accessible at any time and place, with costs that are manageable for society [11]. Its goals are to foster interactive relationships with the business community, enhance communication among government entities, and offer avenues for public discussions. It also prioritizes clear and effective management while ensuring efficient service delivery through various government departments [12]. Currently, the government has introduced advancements in public services using E-government platforms, especially in areas like facilities and complaint resolution, such as the LAPOR system (People's Online Aspiration and Complaint Service). This system is overseen by the Presidential Staff Office and operates as the National Public Service Complaint Management System (SP4N), which has been implemented throughout ministries and other institutions in Indonesia [13].

Community complaints are a form of community participation so that public service providers can hear complaints from the community [14]. Complaint handling is in principle carried out to make it easier for the public to submit complaints, by Karen it is necessary to develop services such as websites or applications for the complaint process. In line with this, the government establishes a policy on the management of public service complaints in Presidential Regulation Number 76 of 2013 concerning the Management of Public Service Complaints [7]. This policy was then followed by the policy of guidelines for the implementation of the national public service information system in Permenpan RB Number 13 of 2017 concerning Guidelines for the Implementation of the National Public Service Information System [15]. And the government stipulates *Road Map* the development of complaint management nationally in PermenpanRB Regulation Number 46 of 2020 concerning the Management of National Public Service Complaints for 2020-2024 [16].

In the implementation of digital innovation, challenges and obstacles are inevitable, including the use of the LAPOR application within the Sidoarjo Regional Secretariat. One

of the main obstacles faced is the dependency of applications on internet connections [4]. As revealed by one of the staff, network stability greatly affects the accessibility and performance of the LAPOR application. When the WiFi network is disrupted, the public and officers cannot access the application optimally, so the complaint process, report verification, and follow-up are hampered [17]. These outages can occur due to limited network capacity, technical glitches from service providers, or a high number of users connected at the same time. And the second obstacle is the low participation of the community in submitting complaints, due to the lack of socialization from the government [6].

In the implementation of digital innovation, challenges and obstacles are inevitable, including the use of the LAPOR application within the Sidoarjo Regional Secretariat. One of the main obstacles faced is the dependency of applications on internet connections. As revealed by one of the staff, network stability greatly affects the accessibility and performance of the LAPOR application. When the WiFi network is disrupted, the public and officers cannot access the application optimally, so the complaint process, report verification, and follow-up are hampered. These outages can occur due to limited network capacity, technical glitches from service providers, or a high number of users connected at the same time. And the second obstacle is the low participation of the community in submitting complaints, due to the lack of socialization from the government [18].

This research refers to the theory according to Campbell J.P (in Ollie R.A) which in the theory explains that the purpose is to get a clear picture of the Effectiveness of the LAPOR Application in the Community Satisfaction Mixer at the Sidoarjo Regency Regional Secretariat Office, which is as follows: (1) Program success, the success of the program is reviewed from the process and mechanism of an activity carried out in the field. (2) Success Goals, effectiveness can be measured by how far the level of output in the policies and procedures of the organization to achieve the goals that have been set. (3) Level *Input* and *Output*, the effectiveness of the output and input levels can be seen from the comparison between inputs and outputs. If larger *Input* then it can be said to be efficient but on the contrary if it is larger *Output* So it can be said to be inefficient. (4) Achievement of Overall Objectives, in this case a general assessment with as many single criteria as possible and produces a general assessment of the effectiveness of the organization so that the effectiveness of the program can be carried out based on its operational capabilities. So it can be interpreted that effectiveness is a benchmark for the level of an institution's ability to achieve predetermined goals or objectives.

Some of the previous research conducted by Jessinda Agnesia entitled "The Effectiveness of the Online Aspiration and Complaint Service Program (LAPOR) at the Communication and Information Service Office of Solok City, West Sumatra Province". This study aims to analyze and describe the effectiveness of the implementation of the LAPOR application program implemented at the Solok City Communication and Information Office. The results of the study show that the LAPOR program has made it easier for the government and the community to submit and follow up on various forms

of complaints. In addition, this program also contributes to improving the efficiency of public services [18]. However, although the LAPOR program is considered quite effective, there are still several obstacles that hinder its implementation. Some of the inhibiting factors found in this study include lack of socialization about the LAPOR application, limited internet access in several regions, and lack of competence of human resources in managing this system [19]. Another research was also conducted by M. Nurdin Sudharna Putera entitled "The Effectiveness of the LAPOR Application in the Management of Community Complaints in Tanah Laut Regency, South Kalimantan Province". This study aims to analyze the effectiveness of the use of the LAPOR application in the management of community complaints in Tanah Laut Regency, identify the obstacles faced by the government in optimizing this application, and explore the efforts that have been made by the local government to increase the effectiveness of its use. The results of the study show that the level of public understanding and awareness of the LAPOR application is still very low, so its implementation has not been running optimally. Therefore, the management of public complaints through this application has not been fully effective. Based on the analysis using effectiveness indicators from the dimensions of achieving goals, integration, and adaptation, it is known that the LAPOR application in Tanah Laut Regency still faces various challenges that need to be improved in order to function better in helping the community submit complaint [20]. The research conducted by Lestari Br. Manihuruk and Revida examined the effectiveness of the National Public Service Complaint Management System (SP4N-LAPOR) at the Communication and Information Service of Labuhanbatu Regency. By using qualitative descriptive methods through interviews, observations, and documentation, this study found that the implementation of SP4N-LAPOR has not been effective enough. This is due to the lack of socialization to the public, limited facilities and infrastructure, and difficulties in using applications that are considered not yet user-friendly. In addition, technical obstacles such as server errors also slow down the handling of complaints. However, the responsiveness of the Diskominfo in following up on community reports is quite good. This study suggests the need to increase socialization, improve infrastructure, and develop applications to make them easier to use by the public so that the effectiveness of public complaint management can be achieved [18].

From the description above, it has been explained how the background is related to the implementation of the Lapor Application as a public complaint service in Indonesia. Therefore, the researcher is interested in conducting a research entitled "The Effectiveness of the LAPOR Application in Mixing Community Satisfaction at the Sidoarjo Regency Regional Secretariat Office" with the aim of finding out the effectiveness of the Lapor application as one of the innovations in improving public services in handling the public complaint process in the Sidoarjo Regional Secretary.

## RESEARCH METHOD

This study uses a qualitative approach with a descriptive method [21]. The location of the research was carried out at the Regional Secretariat of Sidoarjo Regency, as an agency directly responsible for the management and implementation of the E-Lapor application. The selection of this location is based on the purpose of analyzing the effectiveness of the implementation of the E-Lapor application as a means of complaining about public complaints [22]. According to Sugiyono, data collection can be done through direct observation of the community complaint service process, in-depth interviews with key informants, and documentation. In-depth interviews were conducted with three main speakers, namely the Chief Coordinator of the E-Lapor Application who has a role in managing and supervising the running of the application, public service staff who are directly involved in the operation of complaint services, and the application user community who feel firsthand the benefits and obstacles in using E-Lapor [23]. Meanwhile, documentation is carried out by searching for data and information in the form of books, archives, and reports that can support research. The type of data used in this study consists of primary data and secondary data. Primary data was obtained from interviews with the three resource persons and field observations, while secondary data was obtained through internal documentation, system reports, and relevant literature studies on e-government and digital public services. The technique of determining informants uses the purposive sampling method, with the criterion that the informant has a direct role or in-depth knowledge of the implementation and management of the E-Reporting application [24]. In this study, data analysis was carried out using the Miles and Huberman model which consisted of four stages, namely data collection carried out during the interview and observation process; data reduction to filter and focus relevant information to the focus of the research; the presentation of data that is systematically compiled to make it easier to see patterns and relationships between variables; as well as drawing conclusions made by categorizing and interpreting the data according to the theoretical framework used. The main focus of this study is the effectiveness of the E-Report application which is analyzed using the effectiveness theory from Campbell J.P. These effectiveness indicators include: (1) the success of the program, which is reviewed from the process and mechanism of an activity carried out in the field; (2) the success of the goal, where effectiveness can be measured by how far the level of output in the policies and procedures of the organization to achieve the goals that have been set; (3) the level of input and output, where the effectiveness of the level of output and input can be seen from the comparison between input and output, if the input is larger, it can be said to be efficient, but conversely, if the output is larger, it can be said to be inefficient; and (4) the achievement of overarching objectives, which is a general assessment with as many single criteria as possible and results in a general assessment of the effectiveness of the organization [25].

## RESULTS AND DISCUSSION

LAPOR (People's Online Aspiration and Complaint Service) is a system designed by the Indonesian government as a means of two-way communication between the public and government agencies. This application is part of the National Public Service Complaint Management System (SP4N) which was initiated to strengthen transparency, accountability, and quality of public services throughout Indonesia[26]. Through LAPOR, the public can submit their complaints, suggestions, inputs, or aspirations related to public services provided by the central and regional governments. Not only that, the public can also report if there are violations, procedural inconsistencies, or services that are considered suboptimal. The submitted report will be processed and forwarded to the authorized agency according to the type and category of the report. This allows for a faster, more targeted and transparent follow-up process.

Because the main principle of the integration of the complaint service management system is "no wrong door policy", a system called SPAN-LAPOR was formed. SPAN-LAPOR is a program that handles information services and complaints based on information technology through a website that involves the public directly and in two directions and is a centralized complaint forum nationally. With the existence of this Report Application, the aim is for organizers to be able to manage complaints from the public in a simple, fast, precise, thorough and well-conditioned manner. The organizer provides access to public participation in conveying aspirations or complaints to improve the quality of public services[27].

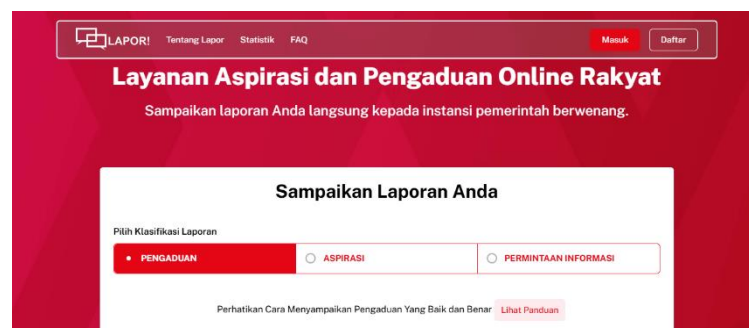


Figure 1. Report website login page.

Source : lapor.go.id

The LAPOR application is managed by the Ministry of Empowerment of the State Apparatus for Bureaucratic Reform, the Ombudsman, the Presidential Staff Office, and Communication and Informatics, and is operated by 34 Ministries, 100 Institutions, 396 Regency Governments, 94 City Governments, 34 Provincial Governments, and 3198 Regional Governments and currently the number of reports recorded is 959,139, lapor.go.id in 2025. The LAPOR Application provides various features to encourage more effective report completion. However, the reality is that there are still many people who do not fully understand the mechanism and procedure for using LAPOR!. Each incoming report must be verified first by the LAPOR administrator! to ensure clarity and completeness of data. After that, the report is forwarded to the relevant ministry or

institution no later than 3 working days from the time the report is received. The agency then has 5 working days to conduct internal coordination and formulate the necessary follow-ups. If the follow-up has been formulated, the relevant ministry agency or institution can submit it through the report follow-up page.

**Table 1.** Reporter data in the LAPOR application.

<b>Reporter Data in the LAPOR Application</b>	
2020	10 reporters
2021	5 Reporters
2022	5 Reporters
2023	4 Reporters
2024	4 Reporters

Source : Processed by the Author, 2025

Based on the data of reporters in the LAPOR Application over the past five years, there is a downward trend in the number of reporters from year to year. In 2020, there were 10 reporters who used the application. However, this number decreased drastically to 5 reporters in 2021 and remained stagnant at the same number in 2022. Furthermore, in 2023 and 2024, the number of whistleblowers has again decreased to 4 whistleblowers each.

This decrease in the number of reporters can indicate problems in the implementation of the application, both from a technical point of view such as frequent errors, and from a non-technical perspective such as a lack of socialization to the public. This data shows that even though the application has been running for several years, the level of public participation in reporting problems through the application is still low and tends to decrease. This needs to be a special concern for the management so that evaluation and system improvements are carried out in order to increase the effectiveness and public trust in the LAPOR application.

Based on theories relevant to the effectiveness of the LAPOR application as an Online Aspiration and Complaint Service for the community at the Sidoarjo Regional Secretariat Office, to measure the effectiveness of the program according to Campbell, it can be seen in the following explanation:

#### **Program Success**

According to Campbell JP, the success of the program is the achievement of pre-planned goals. However, success is not only seen from the final result, but also from how the program process is run. This includes the efficient use of resources, the satisfaction of the implementers, the ability of the program to adapt to change, and the sustainability of its implementation. Thus, a program is considered successful if it is able to achieve its goals effectively and is supported by a good and sustainable process.

The success of the implementation of E-LAPOR within the Sidoarjo Regional Secretariat can be seen from several important aspects such as how the application is

carried out in the field, the availability of supporting facilities and infrastructure, ease of access for the community, and the readiness of human resources (HR) who manage the application. In this context, one of the main challenges that often arise is the limitation of network infrastructure, especially the internet network which is not yet fully stable at some service points. When technical infrastructure such as internet connection is inadequate, the process of reporting and handling public complaints becomes suboptimal.

Technical obstacles like this are also strengthened based on the results of an interview with the coordinator of the E-Lapor application at the Sidoarjo Regional Secretariat, it was explained that:

*"In general, the E-Lapor program is quite helpful in accelerating the process of conveying people's aspirations. However, in the field, we still encounter obstacles such as network disruptions and a lack of public understanding in using the application. Even so, we still try to follow up on each report as soon as possible so that there is no buildup. Until now, all incoming reports have been successfully verified and followed up, so technically it can be said that it is going well, although there is still a need for improvement in terms of socialization and infrastructure". (Application Coordinator Interview, April 14, 2025)*

This statement emphasized that despite technical obstacles, officers still strive to maintain efficiency and quality of service through the rapid completion of reports. This commitment is very important in maintaining public trust in the digital-based complaint system. From the community side, user experience also shows similar obstacles. A resident who had reported said that he had experienced technical difficulties when he wanted to submit a report.

*"When I wanted to report about administrative services, the application had an error and failed to log in. Finally, I tried again several times before I could. Fortunately my report was responded to, but it felt a bit long because of the constraints." (User community interview, April 15, 2025).*

Similar findings were also explained by Jessinda Agnesia in her research in Solok City, where unstable internet network infrastructure is also an obstacle to the operation of the LAPOR application. However, Solok City has its own advantages, namely by regularly holding training for application managers, so that the competence of the apparatus is maintained and able to overcome technical obstacles that occur in the field.

Meanwhile, M. Nurdin Sudharna Putera in his research in Tanah Laut Regency stated that the success of the LAPOR application does not only depend on technical aspects, but is also highly determined by the internal commitment of local government apparatus. This lack of commitment often leads to slow or even neglected follow-up on community reports.

Thus, it can be concluded that the success of the E-LAPOR program is greatly influenced by three main aspects, technical infrastructure, human resource capacity, and institutional commitment. The three must go hand in hand so that the goals of this digital-based public complaint system can be achieved optimally.

## Goal Success

According to Campbell JP, the success of the goal is one of the measures of program effectiveness reviewed from the perspective of achieving the objectives. In an organizational context, the achievement of goals is not only seen in terms of the end result, but also how the organization is able to maintain a focus on those goals in the long term. In other words, success is not enough only in the implementation of the program, but also must pay attention to the extent to which the community as users feel the benefits and is actively involved in its implementation. If it is associated with the implementation of the E-LAPOR program in Sidoarjo Regency, the indicators of the success of the target can be seen from level of community participation in reporting complaints through the app. Unfortunately, data shows that The number of reporters tends to decrease from year to year. This is an indication that the use of the application by the community has not been running optimally. One of the possible causes of this low participation is lack of digital education and lack of socialization efforts comprehensively to the general public.

Based on annual report data, over the last 5 years the number of reporters through the E-Lapor application in Sidoarjo Regency has experienced a downward trend from year to year. This condition is also recognized by the management. The application coordinator explained that the decrease in the number of reports is closely related to the limited socialization. This finding was strengthened by the results of an interview with the coordinator of the E-LAPOR application at the Sidoarjo Regional Secretariat, who stated that:

*"Since its inception, the number of reports has been there, but lately it has been getting fewer. One of the reasons is because the socialization is not comprehensive. So far, education has been carried out more through OPD leaders and service admins. So the general public has not been touched directly. As a result, many residents do not know or even forget that there is this application." (Application Coordinator Interview, April 14, 2025).*

This statement is reinforced by the management staff who monitor the system every day. According to him, the low participation of the community is also influenced by the lack of digital literacy.

*"If you look at the data, there is indeed a decrease. Even though this application can be used by anyone. But the problem is, many residents still do not understand how to use digital applications. In addition, there is minimal socialization, the socialization of the LAPOR application is still not comprehensive, many people do not know the existence of this application and do not know how to use it. Because so far socialization has only been carried out through the education system through the leaders of their respective OPDs and admins in each service area, so it is not surprising that there are fewer reports every year." (Service Staff Interview, April 14, 2025).*

From the community's side, this has proven to be true. An application user said that he knew that E-Lapor was not from the government, but from a circle of friends.

*"I know this application from a friend, not from government socialization. After trying, it can indeed be used, but if I hadn't been told I probably wouldn't have known. Many of my*

*neighbors are also unfamiliar with this app. So it's natural that there are few reports, because not many people know." (User Community Interview, April 15, 2025).*

The statement indicates that socialization efforts are still limited in the internal scope of the government, and have not directly touched the broader community as end users. This shows that there is still a gap in information dissemination, especially in conveying the functions, benefits, and ways of using the complaint application. In fact, the success of a public reporting system is highly dependent on the level of understanding and active involvement of the community.

The same condition was also expressed by Jessinda Agnesia in his research in Solok City. He stated that even though the LAPOR application is available, uneven socialization has resulted in many people not knowing how to access or utilize it optimally. Even in more serious contexts, M. Nurdin Sudharna Putera noted that in Tanah Laut Regency, The level of public understanding of the application is very low, so that its effectiveness is also hampered.

Furthermore, this finding is in line with the research of Lestari Br. Manihuruk in Labuhanbatu Regency. He found that even though the SP4N-LAPOR system has been implemented according to the provisions, its effectiveness is still not optimal. The main factors are the lack of socialization to the community, the lack of supporting facilities and infrastructure, and the difficulty of using applications that are considered not user-friendly. These results reinforce that the success of digital programs such as E-LAPOR is not enough to rely only on the availability of technology, but also highly depends on socialization strategies and people's readiness to participate.

Therefore, the success of the targets in the E-LAPOR program in Sidoarjo cannot be said to have been achieved optimally. A more massive, evenly distributed, and directly touching the community is needed, both through social media, community training, and collaboration with community leaders. Without increased public understanding and participation, the main goal of this application, which is to bridge two-way communication between the public and the government, will be difficult to achieve comprehensively.

### **Output and Input Levels**

Input and output indicators are one of the important aspects in assessing the effectiveness of the program. According to Campbell JP, effectiveness is not only seen from the results achieved (output), but also from the extent to which resources (inputs) are used efficiently to achieve these results. Inputs include human resources, infrastructure, and technology used, while output refers to tangible results from program implementation.

In the implementation of the E-Lapor application in Sidoarjo Regency, the number of officers or admins in each OPD is sufficient, and they have carried out the task of monitoring and following up on community reports on a regular basis. However, there is a big obstacle in terms of technical infrastructure, namely the central server network that often experiences interruptions. This is evidenced by the results of an interview with the coordinator of the E-Lapor application at the Sidoarjo Secretariat

*"In terms of human resources, we are ready. Each OPD has its own admin, and we always monitor reports. But sometimes the central server from Jakarta experiences an outage, so even if we are ready, the system cannot be accessed. Finally, the verification process was delayed even though the officers were on standby." (Application Coordinator Interview, April 14, 2025)*

The statement shows that although the input from the human resources side has been met, the dependence on the central server is a weak point in the operational process. System disruptions do not come from the regions, but from the center, so regional managers do not have direct control over the problem. This has an impact on the delay in output, namely the verification process and the completion of community reports.

This finding is different from the research of Jessinda Agnesia in Solok City, which found that the main input that is an obstacle is the lack of the number and capacity of human resources. Meanwhile, in Sidoarjo, the problem actually arises from an external technical aspect, namely the system's dependence on the national server.

The same thing was also explained by M. Nurdin in his study in Tanah Laut Regency, that the effectiveness of the complaint application is not only determined by the availability of officers, but also the stability and independence of the technological system. In the case of Sidoarjo, output can be disrupted not because of a lack of internal readiness, but because of technical factors from outside the area that are difficult to control directly.

Therefore, in the indicators of input and output levels, it can be concluded that the E-Lapor program in Sidoarjo has adequate human resource input, but the effectiveness of the output is still hampered by technical dependence on the central system that is not yet stable. To increase effectiveness, there needs to be central-level solutions such as server capacity building, as well as fail-safe mechanisms that allow processes to continue running in the region even if the central network is disrupted

### **Achievement of overarching goals**

The last indicator in measuring the effectiveness of the program according to Campbell JP is overall goal attainment. Campbell explained that this indicator serves to assess the extent to which the organization is successfully carrying out its main task in achieving the goals that have been set. This measurement is comprehensive, complex, and involves many aspects and criteria. Therefore, the assessment of the achievement of goals is not only seen from a quantitative perspective, but also considers the quality of implementation, user satisfaction, and long-term impact on the public.

In the context of the implementation of the E-Lapor application in Sidoarjo Regency, based on the annual report data, it can be concluded that the program's objectives have not been optimally achieved. This is shown by the low number of whistleblowers, technical obstacles such as central server disruptions, and the lack of a participatory digital culture in society. The application has indeed been running, but it has not been fully able to realize the idealization of an open, accessible, and responsive public complaint system. This is reinforced by a statement from one of the field speakers:

*"We have indeed run this system according to procedures, and internally it is quite good. But on the ground, we still face big challenges, especially about socialization. Many of the general*

*public do not know about this application, because socialization is still limited at the OPD level and has not directly touched the wider community. As a result, the number of whistleblowers tends to be small, and a culture of digital reporting has not yet been established." (Ministry Staff Interview, April 14, 2025)*

However, the implementing party also acknowledged positive developments in terms of response and user satisfaction, especially compared to the previous manual system:

*"We received a lot of positive responses from the community who felt helped because the report was immediately followed up. This application feature also maintains identity confidentiality, so people feel safe to submit complaints without fear of their identities being spread. Although it is not perfect, this application is much more efficient than the manual way of doing things." (Application Coordinator Interview, April 14, 2025)*

The statement illustrates that although in terms of achieving the goals has not been statistically maximized, there has been a significant improvement in the quality of use and community response. This shows that the program is on the right track, but it still needs structural improvements, particularly in terms of public education, community-based approaches, and strengthening of technical infrastructure.

This finding is in line with the research of Jessinda Agnesia in Solok City which states that low community involvement is the main factor in the failure to achieve the goals of the LAPOR program. Even M. Nurdin mentioned that the reporting culture in society is still not firmly formed, so the system is only used by a handful of people who are used to technology.

Furthermore, the research of Lestari Br. Manihuruk in Labuhanbatu Regency also found that although SP4N-LAPOR has been implemented according to procedures, its effectiveness has not been achieved comprehensively. The causative factors are the lack of socialization to the community, inadequate infrastructure, and applications that are not user-friendly. This reinforces that the achievement of the goals of a digital-based public complaint program cannot only rely on technology, but must also be accompanied by massive socialization, digital education, and increased public participation so that the benefits of the program can be widely felt.

## CONCLUSION

**Fundamental Finding :** This study concludes that the effectiveness of the E-LAPOR application in Sidoarjo Regency has not been achieved optimally. Even though the system has run according to procedures with admin support in each OPD, there are still some obstacles that hinder the achievement of program goals. In the indicators of program success, the implementation of the application is well facilitated internally, but technical factors such as network disruptions and reliance on central servers often hinder the verification and follow-up process of reports. In the indicators of goal success, it is clear that community participation is still low and continues to decline from year to year. This is mainly due to the lack of socialization that only focuses on the internal scope of the government and the low digital literacy among the public. Interviews with the public

also show that many residents are not aware of the existence of this application, while some have tried to feel helped but are not fully convinced of its sustainability. From the input and output aspects, human resources at the regional level are quite adequate and responsive, but the expected results (output) are still hampered by external factors, especially disruptions to the national server. Meanwhile, in the indicators of achieving overall goals, this application has indeed improved the quality of public services compared to manual systems, especially in terms of follow-up speed and whistleblower identity protection. **Implication** : Overall, the E-LAPOR application in Sidoarjo Regency has shown a positive direction in realizing transparency, accountability, and responsiveness of public services. However, its effectiveness is still limited by technical and non-technical constraints. Therefore, more integrated improvement efforts are needed through increased socialization, strengthening community digital literacy, and developing community-based strategies, in addition to improving technical infrastructure that supports the sustainability of the system. **Limitation** : The main limitations observed include technical factors such as network disruptions and reliance on central servers that hinder verification and follow-up processes. Additionally, non-technical limitations such as low community participation, insufficient socialization, and low public digital literacy reduce the overall effectiveness of the application. **Future Research** : Future research should explore strategies to enhance socialization, improve public digital literacy, and develop community-based approaches to support the application's adoption. Investigating sustainable technical solutions and infrastructure improvements is also necessary to ensure continuous and reliable operation of the E-LAPOR system.

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