

The Elements of e-Government Success in Public Services at Bekasi Regency Using the "SP4N LAPOR"

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Abstract

This is a cohort study from a previous model by Delisiana *et al* on the administration of the National Public Service Complaint Management System (SP4N) and People's Online Aspirations and Complaints Service (LAPOR) in Bekasi. This was based on the problems associated with implementing the SP4N LAPOR, which included the lack of facilities, infrastructure, socialization, human resource management, and accessibility. Subsequently, a unique method was used to evaluate "the success of SP4N LAPOR in Bekasi Regency". A descriptive analysis was also used but mostly focused on the factors that affect e-government success in the implementation of SP4N LAPOR. The results showed that SP4N LAPOR had not been efficiently implemented due to a lack of input from the three elements of successful e-government implementation, which are support, capacity, and value. Lastly, the suggestions from this study include the need to accelerate the implementation of SP4N LAPOR in all agencies in Bakasi Regency, increasing competence, promoting equity, and increasing the intensity of socialization in the community.

Keywords: Elements of success; e-Government; Bekasi Regency; Public services; SP4N LAPOR

Abstrak

Penelitian ini merupakan penelitian lanjutan dari penelitian Delistiana dkk mengenai pengelolaan SP4N LAPOR di Kabupaten Bekasi. Penelitian ini menarik karena masih adanya permasalahan dalam penerapan aplikasi LAPOR di Kabupaten Bekasi meliputi masih kurangnya sarana prasarana, SDM pengelola, kurangnya sosialisasi, dan aksesibilitas. Peneliti mencoba menggunakan sudut pandang pengukuran yang berbeda dalam pencapaian tujuan penelitian “sejauh mana keberhasilan program SP4N LAPOR di Kabupaten Bekasi”. Pendekatan penelitian masih tetap menggunakan analisis deskriptif, akan tetapi pisau analisis menggunakan analisis elemen sukses e-government yang dikemukakan oleh Indrajid, dimana sebelumnya menggunakan teori manajemen yang dikemukakan George R Terry. Temuan penelitian menunjukkan bahwa SP4N LAPOR di Kabupaten Bekasi belum berhasil diterapkan secara maksimal dikarenakan pengukuran dari ketiga elemen suksesnya penerapan e-government mulai dari support, capacity dan Value menunjukkan hasil yang kurang. Adapun saran dari penelitian ini antara lain perlunya percepatan penerapan SP4N LAPOR pada seluruh instansi di Kabupaten Bekasi, peningkatan kompetensi SDM para pelaksana SP4N LAPOR, pemerataan dan peningkatan intensifitas sosialisasi terhadap masyarakat.

Kata Kunci: Elemen sukses; *E-government*; Kabupaten Bekasi; Pelayanan publik; SP4N LAPOR

INTRODUCTION

The technological advancements in the world currently are more dynamic and cannot be overlooked (Hernita, 2018). Therefore, it is suggested that the government always utilize information technology (IT) to innovate public services (Aziz *et al.*, 2021), which is considered a necessary procedure to ensure the effectiveness, efficiency, and accountability of the public services quality, as well as the public information disclosure awareness. Public information disclosure is required to achieve good governance (Pambayun, 2017) and also improve the control and supervision of government administration (Putrijanti & Jasnasari, 2021).

The government's approach towards good governance is the implementation of Electronic Governance (Majid, 2021). One of the efforts to make this a reality is through the *National Public Service Complaint Management System and People's Online Aspirations and Complaints Service (SP4N LAPOR)* (Wiguna & Gorda, 2021). Previously, the *Presidential Work Unit for Development*

Monitoring and Control of Development (UK4) introduced this service as a complaint program (Iqbal & Virginia, 2020). Currently, all levels of society can send complaints through SMS, the LAPOR website www.lapor.go.id, or smartphones (applications) (Aini, 2021).

The system responsible for the efficiency, effectiveness, and management of SP4N LAPOR in Bekasi Regency had not been effective (Delistiana *et al.*, 2020). Additionally, the plan to implement SP4N LAPOR in the Population and Civil Registration Service was poorly coordinated, leading to the neglect of 267 reports. The Liaison Officer at the Department of Public Works and Spatial Planning was unable to operate SP4N LAPOR because the agency had not implemented the system (Delistiana *et al.*, 2020). Further obstacles were encountered, such as the lack of infrastructure, limited human resources, and poor socialization in the community (Delistiana *et al.*, 2020).

The previous study by Delistiana *et al* was concurrent with the Public Relations Management since it provided a descriptive study on the services of SP4N LAPOR in the

West Java Province Communication and Information Office (Fauzan, 2021). Fauzan's study focused on George R Terry's POAC idea and the results proved that the management of SP4N LAPOR at the West Java Province Communication and Information Office was conducted based on the POAC concept (Fauzan, 2021). Delisiana *et al* employed a descriptive study approach but focused on the management analysis proposed by George R Terry (Delistiana *et al.*, 2020). Additionally, Sitoresmi's study on the Effectiveness of the People's Online Aspirations and Complaints Service Information System (LAPOR!) at the Presidential Work Unit for Development Monitoring and Control of Development (UKP4)" showed that SP4N LAPOR in UKP4 had been effective (Sitoresmi, 2013).

Anindita examined the elements of E-Government Success in LAPOR in Bandung, which showed that SP4N LAPOR was beneficial to the government of Bandung City (Anindita, 2016). The implementation of SP4N LAPOR was also used to investigate the role of citizens in political participation in the digital era (Wicaksono, 2020).

According to Budi Rianto and Tri Lestari, E-Government measurements were used to examine the implementation of the SP4N-LAPOR in Solok City. The aspects covered by this study included Hardware and Software, Human Resources (HR), Data and Information, Communication, and the behavior of organisers (Haspo & Frinaldi, 2020). Additionally, Jayanti's study focused on the Usability Analysis of SP4N LAPOR, by using the USE Questionnaire Method at the East OKU Regency Communication and Information Office (Jayanti & Wijaya, 2020). SP4N LAPOR is a promising national complaint handling system in Indonesia, but Gultom's study focused on why it failed to function efficiently in the reduction of authority abuse in Indonesia (Gultom, 2020). All previous different studies conducted relate the

problem of diversity to the implementation of SP4N LAPOR in South Kalimantan. According to the recent study conducted by Iqbal and Virginia, the factors that influenced people to use SP4N LAPOR in Mataram City in 2019 were analyzed using the mixed method (Iqbal & Virginia, 2020).

There were various methods to conduct this study, but the descriptive analysis approach was employed. This analysis differed from Delistiana *et al*, which previously used the POAC indicator to investigate management-related issues. However, this study aimed to analyze the SP4N LAPOR by using elements, such as support, capacity, and value to measure the success of the e-government, as proposed by (Indrajit, 2016). This further aimed to determine the extent to which the Bekasi Regency Government had implemented SP4N LAPOR and describe the problems associated with its implementation.

METHODS

The study employed a qualitative approach with descriptive analysis (Creswell, 2016:4). This method aimed to find, collect, process, review, and analyze the data presented after reviewing the situation and problems of implementing SP4N LAPOR.

The object of this study was the SP4N LAPOR, while the subject was the manager of SP4N LAPOR in the Public Relations and Protocol of Bekasi Regency. The data obtained was through library and field study. Additionally, more information was gathered by reviewing books, reports, social media, documents, and other literature concerning SP4N LAPOR. The field study was conducted by observing all activities performed by the people while implementing SP4N LAPOR and through interviews with the manager, the liaison officer of each agency, and the community. This exercise aimed to strengthen

the data and information obtained during the study.

RESULTS AND DISCUSSION

The SP4N LAPOR is managed by a liaison officer and a central or regional admin. The central admin has the authority to receive reports and distribute them to the Bekasi Regency local government, which also distributes them to liaison officials in each agency (regional apparatus). The local government also evaluates the management of complaints regularly. However, the liaison officer's authority in each regional agency of Bekasi Regency is to receive reports from local governments and provide brief comments to those reports. The responsibilities of the liaison officer were assigned to the head of the office.

The successful implementation of SP4N LAPOR in public services was analyzed using the three elements of electronic government, proposed by Indrajit (Indrajit, 2016). The three elements include support, capacity, and value.

A. Support

The factors to be considered in this element include the vision, human resources, finance, energy, time, and information. Other factors worth considering are the infrastructure, supporting superstructure, as well as social equality to all officials and the public.

In this study, the vision of implementing e-government in public services was to provide the best public services by listening to public complaints and providing solutions immediately. Usually, the government is expected to investigate all public complaints, and this message was conveyed by the Regent's Expert Staff in a press release.

The admin of SP4N LAPOR, as well as the Bekasi Regency Government, explained

that the purpose of SP4N LAPOR is to facilitate the public to convey all forms of aspirations and complaints to the government. Residents expected that the public services would get better, hence, the government implemented SP4N LAPOR to achieve this vision. Previously, the administration of SP4N LAPOR was handled by the Bekasi Regency's Office of Communication, Informatics, Encryption, and Statistics. However, the Department of Communication and Information did not respond positively, hence, the administration was transferred to the Bekasi Regency Public Relations and Protocol in 2019.

According to the Guidebook (KemenpanRB *et al.*, 2016), the management of SP4N LAPOR initially referred to the regulations set by the central government, which include:

- a) Law Number 14 of 2008 concerning Public Information Disclosure.
- b) Law Number 37 of 2008 concerning the Ombudsman.
- c) Law Number 25 of 2009 concerning Public Services.
- d) Government Regulation Number 61 of 2010 concerning the Implementation of the Information Disclosure Act.
- e) Government Regulation Number 76 of 2012 concerning the Implementation of the Law on Public Services.
- f) Presidential Regulation Number 76 of 2013 concerning Management of National Public Service Complaints.
- g) Regulation of the Minister for Empowerment of State Apparatus and Bureaucratic Reform Number 24 of 2014 concerning Guidelines for National Public Services.
- h) Regulation of the Minister for Empowerment of State Apparatus

and Bureaucratic Reform Number 3 of 2015 concerning the Roadmap for the National Public Service Complaint Management System.

- i) MoU and Cooperation Agreement (PKS) between KemenPAN-RB, Presidential Staff Office, and Ombudsman.
- j) SE KemenPAN-RB Number 4 of 2016.

The Bekasi Regency Government (2019) issued the Bekasi Regent's Decree Number 060/kep.224-org/2019 concerning the administration of the National Public Service Complaint Management System - People's Online Aspirations and Complaints Services.

The regulations governing the management of SP4N LAPOR follow Standard Operating Procedures (KemenpanRB, 2017). The report is delivered through the SP4N LAPOR and verified by the admin for 1-3 days. Subsequently, the report is transferred to the liaison officer, who leaves a brief comment, and forwards it to the section that handles the complaint within 3-5 days. The report is followed up for another 5-10 days but will be returned to the admin if the agency has not authorized it. Furthermore, the report will be forwarded to the Ombudsman of the Republic of Indonesia if not addressed for 60 days.

However, this study revealed that several liaison officials had not been aware of the Standard Operating Procedures of SP4N LAPOR. The liaison officer of the Department of Population and Civil Registration stated during an interview on July 15, 2020, that the Public Relations and Protocol had not provided a comprehensive Standard Operating Procedure for the implementation of SP4N LAPOR. He also admitted that he was initially unsure of his duties as a liaison officer because public news indicated that many old reports were not attended to.

The liaison officer for the West Cikarang Sub-district was interviewed on July 21, 2020, and he also admitted that he was unaware of the Standard Operating Procedure. Consequently, the reports delivered through the SP4N LAPOR were only read and not responded to, even though the Standard Operating Procedure requires the agency to follow up on the complaint and provide a response.

The problems discussed above indicate that the Standard Operating Procedure plays a major role in the implementation of SP4N LAPOR because it serves as a guide. This procedure aims to guarantee the effectiveness and efficiency of the process. The program will not achieve its objectives if the Standard Operating Procedure fails. The admin of SP4N LAPOR revealed during an interview on June 22, 2020, that its application had not been effective and implemented by all agencies within the Bekasi Regency Government.

Several reports have been submitted since the start of the SP4N LAPOR implementation in Bekasi Regency. However, 921 reports have been submitted between 2013 and February 2020. The figure below shows the data of the annual report.

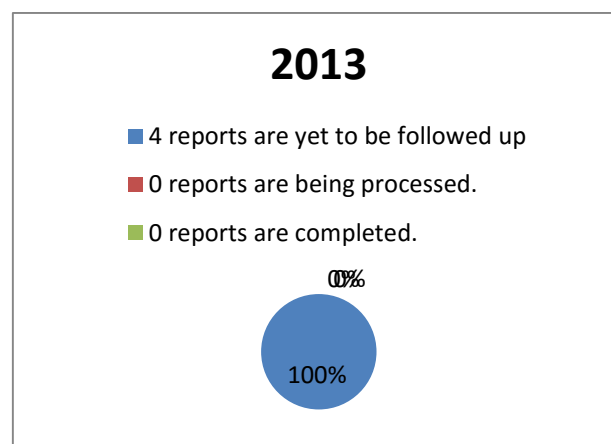


Figure 1 The total of Public Complaints in 2013 (Source: Ministry of Empowerment of State Apparatus-Bureaucracy Reform, 2020)

The percentage of reports that were neglected in 2013 was 100%. There were four incoming reports, but none of which were attended to. These reports covered complaints, such as infrastructure, security and public order, health, and housing.

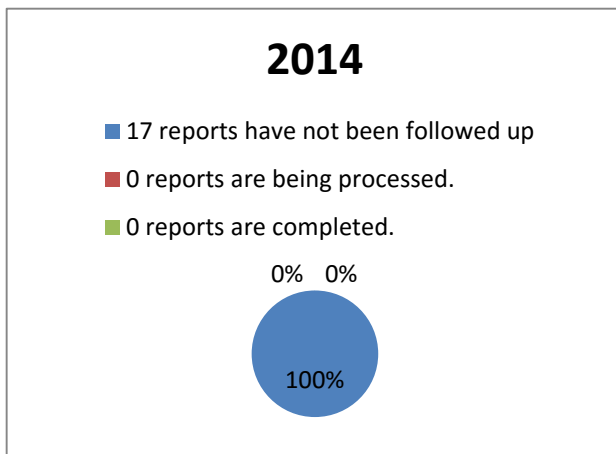


Figure 2 The total of Public Complaints in 2014 (Source: Ministry of Empowerment of State Apparatus-Bureaucracy Reform, 2020)

The percentage of neglected reports in 2014 was the same as the previous year because all 17 incoming reports were neglected. The reports also covered several complaints, such as community service, population administration, land and settlements, police, environment and disaster management, bureaucratic and government reform, budget absorption, land and settlements, and agrarian reform.

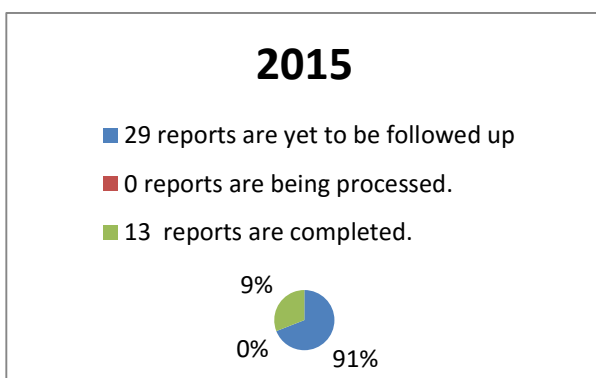


Figure 3 The total of Public Complaints in 2015 (Source: Ministry of Empowerment of State Apparatus-Bureaucracy Reform, 2020)

In 2015, 29 of 32 incoming reports were neglected, while 3 were completed. The percentages of the neglected and completed reports were 91% and 9%, respectively. These reports also covered several complaints including cooperatives, Community Security and Order, electricity, Small and Medium Enterprises, the creative economy, population administration, village funds, infrastructure, and staffing.

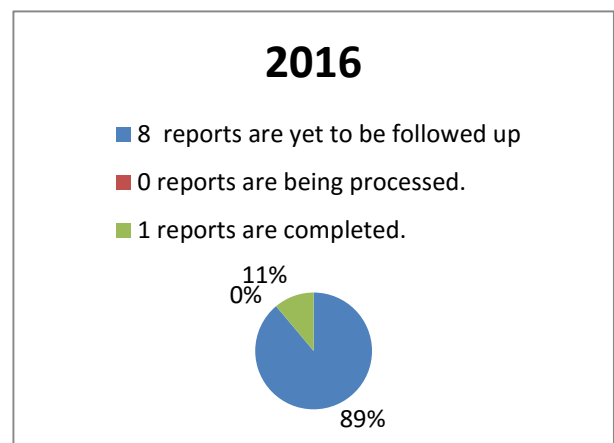


Figure 4 The total of Public Complaints in 2016 (Source: Ministry of Empowerment of State Apparatus-Bureaucracy Reform, 2020)

In 2016, 8 of 9 incoming reports were neglected, while the one left was completed. Therefore, the percentages of neglected and completed reports were 89% and 11%, respectively. The reports covered complaints, such as health, environment and disaster management, community services, education, and population administration.

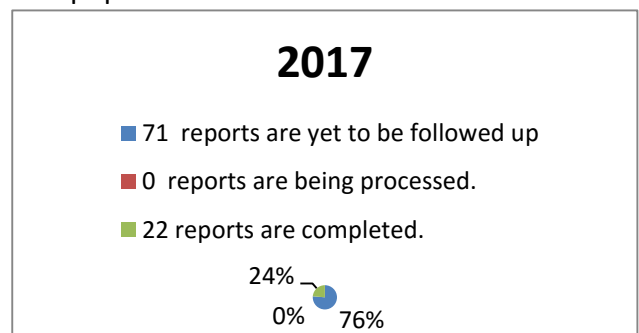


Figure 5 Total of Public Complaints in 2017 (Source: Ministry of Empowerment of State Apparatus-Bureaucracy Reform, 2020).

In 2017, 71 of 93 reports were neglected, while 22 were completed. Consequently, the percentages of neglected and completed reports were 76% and 24%, respectively. Most of the complaints covered in the reports included security and public order, environmental impacts, international relations, infrastructure staffing, and population administration.

In 2019, 455 of 528 incoming reports were neglected, while 71 were completed. Consequently, the percentages of neglected and completed reports were 86% and 14%, respectively. The reports included complaints, such as population administration, appreciation, flooding, as well as temporary community, food, and social assistances.

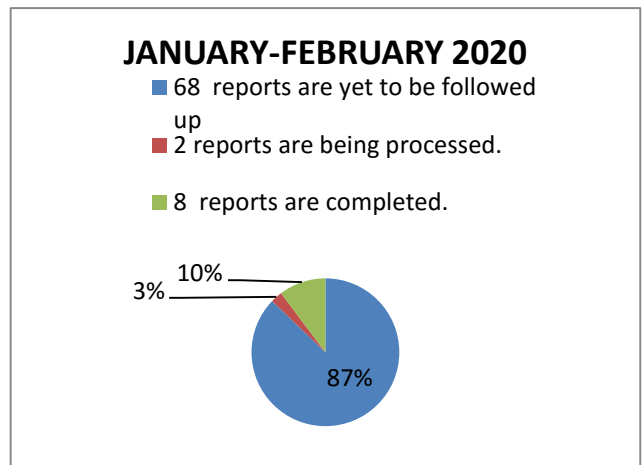
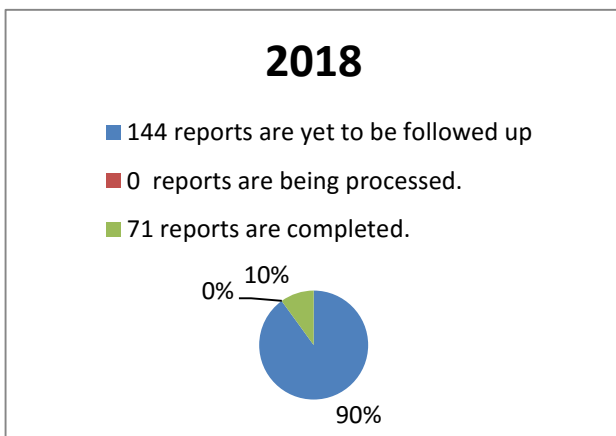


Figure 6 The total of Public Complaints in 2018 (Source: Ministry of Empowerment of State Apparatus-Bureaucracy Reform, 2020).

Figure 8 Total of Public Complaints January-February 2020 (Source: Ministry of Empowerment of State Apparatus-Bureaucracy Reform, 2020).

In 2018, 144 of 160 incoming reports were neglected, while 16 were completed. Therefore, the percentages of neglected and completed reports were 90% and 10%, respectively. The reports covered complaints, such as village funds, business and trade, infrastructure, community security and order, population administration, and environmental impacts.

78 reports were submitted between January-February in 2020. 68 reports were neglected, 2 were in transition, and 8 had been completed. Consequently, the percentages of reports that had been neglected, considered, and completed were 87%, 3%, and 10%, respectively. These reports covered complaints, such as population and online registration administrations, financial aid for students, social assistance, environmental impact, infrastructure, complaint categories, security, and public order.

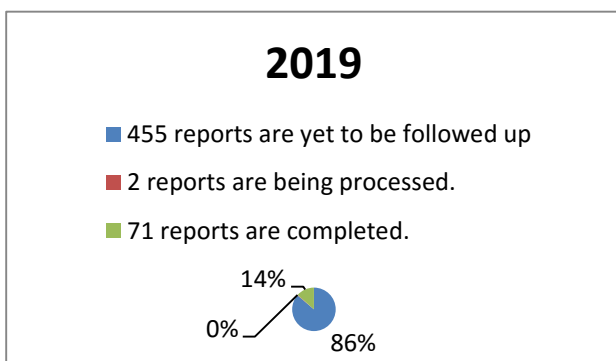


Figure 7 Total of Public Complaints in 2019 (Source: Ministry of Empowerment of State Apparatus-Bureaucracy Reform, 2020).

There was still the problem of inadequate human resources to successfully implement SP4N LAPOR. The admin, who served as the human resource in this case, held to multiple positions but was still unable to operate the program.

Regarding the supporting infrastructure and superstructure in implementing SP4N LAPOR, the Bekasi

Regency Government had utilized the existing facilities, and there were no complaints from either the manager or the community.

Furthermore, the management organized a social gathering on October 24, 2020, at the Ayola Hotel, where representatives of each agency and sub-district in Bekasi came to participate in a series of social activities. The participants were addressed on the general description of SP4N LAPOR. According to the results of the study, the Public Relations stated that banners were distributed to regional officials who attended as a means to remind them of the purpose of the gathering. However, the information obtained revealed that the agencies and sub-districts refused to accept the banner. It was disappointing to see that the public was unaware of the program because of its uneven distribution in society.

Conclusively, the results of the analysis regarding the support element showed that the application of SP4N LAPOR was not successful due to the failure of its management, inadequacy in human resources, and socialization to meet predetermined objectives set by the Standard Operating Procedures (SOP).

B. Capacity

The second element deals with the availability of adequate human resources and information technology infrastructure. The application of SP4N is currently managed by 2 admins in Public Relations and Protocol. According to the results of the interview with the admin, the Bekasi Regency Government explained that each agency should prioritize the allocation of adequate human resources for the implementation of SP4N LAPOR. This is of great priority because each agency does not have a particular section allocated to this program.

The liaison officer of the Bekasi Regency Ministry of Public Works and Housing

Service admitted that he was unable to operate the program. Further results showed that liaison officers from several agencies did not understand their respective duties and functions. Additionally, they followed up on manual reports through letters submitted by the community or other interested parties because the Ministry of Public Works and Housing Service was closed.

The SP4N LAPOR used version 3.0, which included features, such as adding, reducing, or changing the admin data of regional agencies due to job modifications. There was also a feature that allowed users to add, reduce or change the data of liaison officials on the regional apparatus.

Furthermore, statistical and recording features were developed to evaluate and improve the existing data during the application of SP4N LAPOR. Previously, the purpose of this feature was to facilitate the information technology infrastructure during the implementation.

The availability of information technology infrastructure was managed directly by the Central Government during the implementation because of its importance. However, the local governments contributed by providing computers and internet networks. There were also no complaints regarding the infrastructure because both the admin and liaison officers utilized the one already provided by the Bekasi Regency Government.

C. Value

This element requires the e-government to provide benefits to the government and society. The application of SP4N LAPOR provides significant benefits to public services, one of which is the proximity of residential homes to the local government offices. Consequently, it is quite easy for people to convey their complaints relating to public services. However, not everyone is

aware of the SP4N LAPOR because it has not been evenly distributed to the society.

The community was more interested in reporting problems directly by visiting the relevant agencies. The liaison officer for West Cikarang sub-district argued that the community was rather uninterested in the SP4N LAPOR, and people preferred to report directly to agencies and the sub-districts because they believed their reports would receive more priority. Additionally, several communities were interviewed and they revealed that they were unaware of the existence of SP4N LAPOR. The people, who knew, specifically those who were not technologically inclined, admitted to not being able to utilize the SP4N LAPOR.

According to the description above, the application of the SP4N LAPOR has provided benefits to public services in Bekasi Regency to some extent, but not everyone is aware that it serves as a means of public complaints. Therefore, the government should prioritize the implementation of SP4N LAPOR and disseminate the program throughout the community, not only within the regional apparatus. The goal is to ensure that the community is aware of this program and can use it to report problems relating to public services.

CONCLUSION

According to this study, the implementation of SP4N LAPOR failed to fulfill objectives because it was unsuccessful. This outcome was due to several issues, such as lack of understanding in executing standard operating procedures, social inequality, inadequate operator human resources, and lack of public interest in using SP4N LAPOR. Therefore, it was recommended that the Bekasi Regency Government initiate guidelines and follow-up on Regional Apparatus Organizations that have not yet operated SP4N LAPOR. Further

recommendations require the government to conduct socialization directly or through social media and improve operator competence.

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