

PUBLIC SERVICES THROUGH SP4N REPORT TO INCREASE EFFECTIVENESS AT THE MEDAN CITY DISKOMINFO

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ABSTRACT

This study aims to analyze the implementation of public services through SP4N LAPOR at the Medan City Diskominfo in increasing the effectiveness of digital-based services. The approach used is descriptive qualitative with data collection techniques through in-depth interviews, passive participatory observation, and documentation. Informants are selected purposively until data saturation is achieved. The analysis is carried out through data reduction, data presentation, and conclusion withdrawal and verification by triangulating sources and methods to ensure the validity of the findings. The results of the study show that the optimization of SP4N LAPOR is carried out through system integration with smart city platforms, strengthening technological infrastructure, standardizing response times, dashboard-based monitoring, and increasing apparatus capacity. Implementation is assessed based on the dimensions of tangible, reliability, responsiveness, assurance, and empathy. Supporting factors include ease of access and institutional commitment, while obstacles include inconsistency in responses between OPDs, network technical constraints, and uneven digital literacy of the community. SP4N LAPOR contributes to bureaucratic reform and participatory governance.

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INTRODUCTIONS

The development of information and communication technology in the digital era has driven fundamental transformation in the public service system in various government institutions. The digitalization of services is no longer understood as an additional innovation, but rather as a structural need to respond to the demands of an increasingly critical, participatory, and speed-oriented and transparent society (Hasan et al., 2023). The government is required to build a responsive, accountable, and open service system so that public trust in state institutions is maintained in changing social dynamics.

The city of Medan as one of the metropolitan cities in Indonesia faces significant challenges in managing the complexity of public services amid the acceleration of digitalization. Population growth, high social mobility, and increasing public expectations for service quality require local governments to carry out technology-based innovations. In this context, the Medan City Communication and Information Service (Diskominfo) plays a strategic role as a driver of electronic-based governance (e-government), especially in the management of an integrated digital reporting system.

One of the main instruments in the public reporting system is SP4N LAPOR, which serves as an official liaison channel between the public and the government (Akbar et al., 2023). Through this platform, the public can submit their aspirations, complaints, and reports related to the implementation of public services directly and documented (Yusuf et al., 2025). The existence of SP4N LAPOR is a manifestation of the government's commitment to building a transparent and systematic public participation mechanism. This system is also designed to speed up the report follow-up process and improve coordination between regional apparatus organizations (OPDs).

However, the effectiveness of public services through SP4N LAPOR has not been fully optimal. Various obstacles are still found in its implementation, such as low levels of community participation, delays in responding to reports, and lack of publication of follow-up results. The lack of socialization and low digital literacy of the community also affect the maximum utilization of the system. In addition, interagency integration that is not fully synchronized causes the verification and complaint resolution process to often experience obstacles.

Public services in the context of public communication play an important role in optimizing digital reporting systems (Saradewi et al., 2025). The government can leverage mass media, official websites, social media, and public complaint applications to build collective awareness of the importance of digital reporting as part of participatory oversight (Adelia Ananda Lubis, 2022). An adaptive and participatory communication strategy is able to increase public trust in digital systems while expanding the reach of information (Albar & Syafwandi, 2025). Without the support of structured public communication, digital systems have the potential to lose their usefulness as an instrument of participation.

The Medan City Diskominfo has the responsibility to ensure that public services through SP4N LAPOR can be accessed by all levels of society without discrimination. The challenges faced are not only related to technological infrastructure, but also include communication management, public education, and strengthening the capacity of apparatus in responding to reports professionally. The effectiveness of the reporting system is highly dependent on the consistency of cross-sector coordination and institutional commitment in implementing the principle of public information disclosure.

In recent years, the Medan City Government has also encouraged the implementation of the Smart City concept based on digital innovation. The Smart Governance pillar emphasizes the importance of a transparent, interactive, and integrated public reporting system. SP4N LAPOR is an integral part of the agenda because it provides a space for participation that allows the community to be directly involved in the supervision of bureaucratic performance (Zein et al., 2025). Community involvement through digital channels can accelerate problem detection and strengthen local government accountability.

Low public participation shows that there is still a communication gap between the government and the community (Azan, 2021). Some people show pessimistic attitudes towards the follow-up of reports, so they are reluctant to take advantage of official reporting channels. This condition emphasizes the importance of a more effective public communication strategy based on public information needs (Maryam, 2016). The government needs to build a communication narrative that emphasizes process transparency, procedural clarity, and publication of follow-up results as a form of accountability.

The effectiveness of public services is basically measured by the system's ability to accommodate people's aspirations and provide a fast, precise, and transparent response. Optimizing SP4N LAPOR is not enough only through improving technical aspects, but also requires a collaborative approach between the government and the community (Ardiansah et al., 2024). The integration of public communication strategies with service management is key to creating a participatory and sustainable reporting system (Putri & Nida, 2025).

Academically, this research is relevant because it integrates the perspectives of public services and public administration in analyzing the effectiveness of digital reporting systems. The public service approach provides an analytical framework for how communication strategies affect community participation behavior, while the public administration approach emphasizes aspects of governance, coordination, and service management. The integration of these two perspectives allows a comprehensive analysis of the dynamics of the implementation of SP4N LAPOR within the Medan City Diskominfo.

This study aims to analyze the implementation of public services through SP4N LAPOR, the public communication strategies implemented, as well as supporting and inhibiting factors in increasing the effectiveness of services in Medan City. The research findings are expected to make a theoretical contribution to the development of digital public communication models and practical recommendations for local governments in designing innovative, inclusive, and communication-oriented policies aimed at improving the quality of governance.

METHOD

This study uses a qualitative approach with a descriptive research type to understand in depth the implementation of public services through SP4N LAPOR at the Communication and Information Service (Diskominfo) of Medan City. This approach was chosen because the research focuses on the meaning of processes, communication strategies, and dynamics of managing digital reporting systems in the natural context of government bureaucracy. The research was carried out at the Medan City Diskominfo, North Sumatra Province, as the agency responsible for the management of the digital reporting system within the Medan City Government. Data collection was carried out from November 2025 to February 2026, while the analysis process took place simultaneously during the research until the final stage of report preparation. The unit of research analysis is the implementation of SP4N LAPOR which includes public communication strategies, system operational mechanisms, and the effectiveness of responses to community reports. Research informants are determined through purposive sampling techniques based on considerations of competence, involvement, and relevance to the research focus. The informant consists of leadership elements as strategic policy makers, structural officials and technical staff who are directly involved in the management of the system, as well as representatives of the service user community who provide an external perspective on the quality and effectiveness of services. The number of informants is set until data saturation is reached, which is when the information obtained has shown a consistent pattern and no longer produces significant new findings. The data collection technique was carried out through semi-structured in-depth interviews to explore information about public communication policies, technical constraints, and system optimization strategies, passive participatory observation to directly observe the operational process and coordination of complaint handling, as well as documentation in the form of complaint statistical reports, policy documents, standard operating procedures, and digital publication archives. Data analysis uses the Miles, Huberman, and Saldaña interactive model which includes data reduction, data presentation, and retrieval and verification Conclusion (Huberman & Miles, 2002). Data reduction is carried out by selecting and grouping information based on strategic themes, the presentation of data is arranged in the form of thematic narratives to facilitate the identification of relationship patterns, while conclusions are drawn in stages by comparing findings between data sources (Saldana, 2015). The validity of the data is maintained through triangulation of sources and methods and member checks to informants to ensure the suitability of interpretation with empirical reality in the field. Through this procedure, this study produced contextual and valid findings regarding the optimization of public services based on SP4N LAPOR in the city of Medan.

RESULT AND DISCUSSIONS

Public Service Strategy of the Medan City Diskominfo in Optimizing SP4N LAPOR to Increase the Effectiveness of Public Services

Optimization of the National Public Service Complaint Management System – People's Online Aspiration and Complaint Service (SP4N LAPOR) in Medan City shows that the strengthening of services does not stop at socialization activities and talk shows that have been carried out. The Medan City Diskominfo views complaint management as part of a digital-based public service governance reform that requires policy consistency, procedural accuracy, and the ability of the apparatus to respond to the needs of residents in a measurable manner. In an interview with the Head of the Medan City Communication and Information Service, Arrahmaan Pane, S.STP., M.AP, explained that: "The Head of the Communication and Informatics Office emphasized that the optimization of SP4N LAPOR is part of the Medan City Government's commitment to building responsive and accountable public services. He explained that the talk show held in collaboration with USAID ERAT is an important momentum to increase public awareness of the right to submit complaints and encourage regional officials to be faster and more accurate in

following up on community reports. (Interview with the Head of the Medan City Communication and Information Office, November 2025). This statement affirms the institutional orientation that public communication activities are positioned as an entrance to build citizen awareness while mobilizing regional apparatus to internalize service response standards.



Figure.1 Collaboration with USAID in the SP4N Socialization agenda LAPOR

Image Source: diskominfomedan.go.id

The Head of the Agency also rejected the interpretation of SP4N LAPOR as a mere administrative channel. This system is placed as an instrument of social control that strengthens the accountability, transparency, and responsiveness of the bureaucracy. The position of citizens shifted from the object of service to the subject who has the space for active participation to supervise the performance of the government. Each complaint is treated as strategic data that records the real needs of the community and becomes material for policy evaluation. This mindset shows that optimization is not directed at increasing the number of reports alone, but at strengthening the complaint cycle as a mechanism for organizational learning and service improvement. Report management then encourages a change in the bureaucratic work culture from a reactive to a proactive pattern. The Head of the Agency stated: "the existence of SP4N LAPOR encourages a change in bureaucratic culture from a reactive to a proactive work pattern. Regional officials are not only waiting for reports to come in, but are required to map problems periodically based on complaint trends recorded in the system. Analysis of the types of complaints, locations, and agencies that are most frequently reported is the basis for formulating corrective and preventive measures. This mechanism strengthens the internal monitoring system while ensuring that every community report is followed up in a measurable and documented manner." (Interview with the Head of the Medan City Communication and Information Office, November 2025). Mapping complaint trends provides an opportunity for governments to identify recurring problems, assess coordination weaknesses, and design faster corrective interventions.

Another strategy that stands out is the integration of SP4N LAPOR into the Mercy app or the Medan Smart City ecosystem. Integration is understood as a strategic step in the digital transformation of the Medan City Government because it presents a one-stop digital service that is directly connected to the internal system. This simplest access reduces friction in the use of services by citizens, enriches data integration, and strengthens the efficiency of handling reports. The Head of the Agency also emphasized the dimension of public trust as an important goal of digitizing complaints: "Digitization of complaints is not just a technological problem, but part of a strategy to build public trust. When community reports can be monitored in a transparent manner, a more constructive relationship is created between the government and citizens. The city government derives legitimacy from openness and seriousness in responding to complaints, while the community feels that their participation has a real impact on service improvement." (Interview with the Head of the Medan City Communication and Information Office, November 2025). Transparency of status and handling progress is a legitimacy tool that links bureaucratic responses with citizens' experiences of services.

The strengthening of SP4N LAPOR is also engaged in the managerial and administrative realms. The Secretary of the Communication and Informatics Office emphasized the improvement of internal workflows which

includes acceptance, verification, disposition, and reporting of follow-up results: "the strategy to strengthen SP4N LAPOR also touches on managerial and administrative aspects. He emphasized the importance of improving internal workflows, starting from receiving reports, verification, disposition to relevant regional apparatus, to reporting follow-up results." (Interview with the Secretary of the Communication and Informatics Service in December 2025). Periodic evaluations are practiced systematically with a focus on meeting the standard of response time (service level agreement) and the quality of the substance of the answers. Monitoring is carried out through an internal supervision dashboard that allows leaders to monitor the progress of report completion in real time and identify agencies that need guidance. The Secretary emphasized that the commitment to timeliness and response quality serves to build a work culture that is adaptive to public complaints, because complaints are placed as indicators of organizational performance and learning materials: "Complaints are no longer seen as a threat to the image of the institution, but as indicators of service performance and organizational learning materials. This transformation is directed to strengthen the principles of information disclosure and excellent service, where the transparency of the report handling process is a means of building public trust. Every report that is properly followed up shows the government's seriousness in responding to the needs of citizens." (Interview with the Secretary of the Communication and Informatics Service in December 2025). Challenges still arise, especially the digital literacy of the community which is not evenly distributed, so that some reports are submitted with incomplete information or wrong authority. Diskominfo collects user feedback related to ease of access, feature clarity, and speed of response, and then integrates it into technical and procedural improvements. The socialization strategy is designed more massively through official digital channels, village cooperation, and community collaboration so that information reaches residents who are not familiar with digital services.

Field findings can be read more comprehensively using the five dimensions of public service quality: tangible, reliability, responsiveness, assurance, and empathy. The tangible dimension can be seen in the readiness of infrastructure, application integration, interface display, and service support facilities. The Head of the Agency explained that the support for infrastructure facilities is realized through a special monitoring room as a report supervision control center equipped with operational computer devices and a supervision dashboard that is directly connected to the national platform, so that each report can be monitored in real time. The following statement confirms this: "In terms of facilities and infrastructure, the management of SP4N LAPOR has been supported by an integrated and structured work tool. Diskominfo has prepared a special monitoring room that functions as a control center for monitoring community reports. This room is equipped with operational computer devices and a monitoring dashboard system that is directly connected to the SP4N LAPOR national platform, so that every incoming report can be monitored in real time. The entire report management process is carried out through a system based on the city government's internal network. This mechanism allows coordination across regional apparatus to take place faster, directed, and systematically documented. Every stage of report handling, from receipt, disposition, to follow-up, is recorded in the system to facilitate the process of evaluation and performance monitoring." (Interview with the Head of the Medan City Communication and Information Office, November 2025). The Secretary of the Service emphasized that the server is connected to the central system and maintenance is carried out periodically: "from the aspect of technological facilities, the infrastructure used in the management of SP4N LAPOR is in principle adequate. The server used is directly connected to the central system of SP4N LAPOR so that the flow of receiving and distributing reports can run in an integrated manner. Stable internet network support is an important factor in ensuring that every community report can be received, processed, and forwarded to the relevant regional apparatus without significant technical constraints. He emphasized that Diskominfo does not only rely on existing systems, but also carries out maintenance and monitoring periodically." (Interview with the Secretary of the Communication and Informatics Service in December 2025). Tangible also comes to the user experience: Mercy/Medan Smart City's integrated SP4N LAPOR interface is designed to be simple, navigation is clear, and the service is one-stop reducing the need to switch platforms. Diskominfo also strengthens the visual aspect and dissemination of information through websites, social media, digital content, village banners, and socialization materials, so that residents not only know the existence of services, but also understand the correct reporting procedures. The readiness of officers is supported by technical

training and service ethics, while mentoring facilities such as helpdesks provide space for residents with limited digital literacy to continue to access services.

The reliability dimension is reflected in the consistency of the process, the timeliness of the response, the accuracy of the distribution of the report, and the quality of the substance of the answers. The Head of the Agency emphasized that periodic evaluations to ensure that regional apparatus meets the standards of response time and monitoring is carried out through a dashboard-based internal supervision system. The Secretary of the Service added that the quality of the content of the response is an important parameter; Answers should be clear, informative, solutive, and data-driven. Reports are considered complete when there is real follow-up, not just administrative closures. Reliability is also supported by an internal monitoring mechanism that requires OPDs to provide systematic responses, automatic reminders when the deadline is approaching, and quick corrections in case of report distribution errors. The certainty of the status of reports—in process, acted upon, completed—shapes a service experience that can be predicted by citizens. This reliability is the foundation of public trust, as the consistency of responses shows that the complaint channel serves as a professional problem-solving mechanism.

The responsiveness dimension is seen in the speed of initial verification, the disposition of reports, clarifications when information is incomplete, and the prioritization scheme for urgent reports. The Head of the Agency emphasized that incoming reports are immediately verified and disposed of through a monitoring dashboard so that the complainant can be assured that the complaint is processed. The Secretary of the Service explained that clarification was carried out through a communication feature with clear and polite language to prevent obstacles to follow-up. Responsiveness also has to do with delay management. When the process slows down, the officer conveys the reasons and estimates for the settlement so that the community does not feel neglected. Report status updates are actively provided to maintain process transparency. Responsiveness is understood as an adaptive ability that combines speed, accuracy, coordination across OPDs, and communication that maintains information certainty for reporters.

The assurance dimension is related to the competence of the apparatus, the certainty of procedures, data security, and the administrative guarantee of report handling. The Head of the Service stated that officers have technical competence because of periodic training related to system operation, disposition mechanisms, and digital complaint governance. The Secretary of the Service explained the data protection mechanism and access restrictions according to the authority, including the option of confidentiality of the identity of the complainant. Administrative guarantees are strengthened through the registration number of each report: "each incoming report is officially recorded in the system and has a registration number. The number is administrative proof that the report has been received and is being processed." (Interview with the Head of the Medan City Communication and Information Office, November 2025). Clear SOPs regulate the stages of acceptance, verification, disposition, follow-up, and completion, so that the work of the apparatus is in a uniform corridor and reduces inconsistencies. Transparency of the status of reports that can be monitored directly by residents strengthens a sense of security and certainty that complaints move through traceable stages.

The empathy dimension emphasizes appreciation for citizens' experiences, willingness to understand the limitations of digital literacy, and inclusive and non-discriminatory service orientation. The Head of the Service emphasized that officers are directed to understand the difficulties of the community in using the digital system and process reports by considering the social context of the reporter. The Secretary of the Office explained the simplification of the language of socialization and response so that it is easy to understand, cooperation with villages and communities for direct education, and the provision of helpdesks as a bridge for residents who need assistance. Empathy is also reflected in the way the apparatus responds to follow-up complaints with a professional, patient, communicative, and solution-oriented attitude. 24-hour access through digital platforms provides flexibility for citizens, while user feedback is collected for feature improvements and procedures. The principle of non-discrimination is affirmed as the basis, because all reports are processed based on the substance of the problem without distinguishing the identity and background of the complainant.

The overall findings show that SP4N LAPOR is positioned as a strategic instrument to realize a transparent, participatory, and accountable government while supporting the digital transformation agenda towards Medan Satu Data. System integration, strengthening internal coordination, increasing apparatus capacity, implementing SLAs and

dashboard-based monitoring, and public education are carried out simultaneously to ensure effective complaint management. The measure of success is not placed on the increase in the number of complaints, but on the quality of the resolution and its impact on improving policies and service procedures. Consistently analyzed complaint data opens up opportunities for evidence-based policy formulation, improves weak points of interagency coordination, and strengthens constructive relationships between the government and the community through follow-up transparency.

Public Service Optimization Strategy Through SP4N LAPOR in Increasing Community Participation and Strengthening the Effectiveness of Public Services in Medan City

The strategy of optimizing public services through SP4N LAPOR in Medan City departs from the awareness that community participation is a key element in effective governance. The Medan City Government places SP4N LAPOR not just an administrative complaint channel, but a participatory instrument that brings together the aspirations of residents with a bureaucratic response mechanism in a structured and documented manner. In this framework, public complaints are understood as a strategic source of information that reflects the real needs of the community, as well as a basis for strengthening accountability and social control over service performance. The Head of the Medan City Communication and Information Office, Arrahmaan Pane, S.STP., M.AP emphasized that the optimization of SP4N LAPOR is part of the big agenda of digital transformation of public services in the city of Medan. He stated that this system is no longer positioned just as a grievance channel, but as a participatory instrument that strengthens social control and government accountability. Each citizen report is treated as strategic data for policy evaluation, and the integration of SP4N LAPOR with the Mercy or Medan Smart City applications was chosen to simplify access through a single digital ecosystem that is directly connected to the city's internal system (Interview with the Head of the Medan City Communication and Information Office, November 2025). The statement shows a policy orientation that digital transformation must provide ease of access, data integration, and certainty of follow-up processes that can be traced by the public.

The first step of optimization appears to be to strengthen the integration of digital systems. SP4N LAPOR is connected to the Mercy application or Medan Smart City so that residents can access various services in one integrated platform. This integration reduces service usage barriers due to application fragmentation, simplifies reporting procedures, and strengthens the smart governance ecosystem that demands integrated service flows across sectors. The integration also speeds up the distribution of reports because the system can direct complaints based on classification to the relevant OPDs. The Head of Application and Informatics emphasized that technical optimization is carried out through strengthening server infrastructure, network stability, and periodic system maintenance, so that the distribution of reports takes place automatically and on target. He added that the technical team conducts quick handling when there is a technical glitch or a spike in reports, because system stability is the main requirement to maintain user trust. The aspects of data security and identity protection of whistleblowers are also affirmed through strict internal access controls and possible identity confidentiality for sensitive reports (Interview with the Head of Application and Informatics January 2025). The technical orientation shows that digital systems are understood as a prerequisite for credible services, because application-based services depend on infrastructure reliability and information security governance.

The next strategy focuses on strengthening internal governance through clear operational standards and periodic evaluations. The Secretary of the Communication and Informatics Service explained that evaluation of response time and response quality continues to be carried out so that each regional apparatus consistently follows up on reports. Dashboard-based monitoring allows leaders to monitor the progress of reports in real time, prevent neglected reports, and accelerate coordination across OPDs. Administrative certainty is strengthened through transparent digital registration numbers, reports and documentation (Interview with the Secretary of the Communication and Informatics Office, December 2025). This monitoring system shows that optimization does not stop at the receipt of reports, but demands consistency of follow-up as an indicator of service performance. Standardization of response times provides certainty of services for the community, while the emphasis on the quality of answers prevents formal responses that do not solve the substance of the problem.

The use of complaint data as a basis for policy evaluation is an important strategy in optimizing services. The Head of Statistics and Public Information emphasized that community reports are analyzed to see problem patterns,

areas with high complaint rates, and types of services that need improvement. The data is processed into policy evaluation and service planning materials, so that decisions are not based on assumptions, but on measurable empirical trends. He added that information transparency through monitoring the status of reports shows that the government opens the complaint handling process as a public accountability mechanism (Interview with the Head of Statistics and Public Information in January 2025). This practice strengthens the evidence-based policy approach because complaint data serves as an indicator of service weaknesses, a map of citizens' needs, and a correction of interagency work procedures.

Strengthening the capacity of human resources is the pillar that determines the success of the system. Diskominfo equips SP4N LAPOR management officers through technical training and public service ethics so that officials are able to understand the substance of reports, manage communication, and maintain professionalism. The Head of the Agency emphasized that increasing community participation is not only supported by technology, but also a social approach through socialization on social media, official websites, and collaboration with urban villages and local communities. He assessed that people's digital literacy has a direct effect on the effectiveness of the system because residents who understand the reporting procedures will submit more appropriate and informative complaints (Interview with the Head of the Medan City Communication and Information Office, November 2025). The Secretary of the Service strengthened that the empathic approach is a service principle, because officers are directed to understand the condition of residents who have limited access or digital literacy. Helpdesks and consulting services are provided as direct assistance, so that digital transformation remains inclusive and does not create service gaps (Interview with the Secretary of the Communication and Informatics Office in December 2025). These two statements connect the effectiveness of technology with human readiness and communication strategies, because digital systems require user literacy and the ability of apparatus to build humane service relationships.

A cross-sectoral collaborative approach is positioned as a strategic element that ensures services do not run in isolation. SP4N LAPOR is managed by involving all OPDs in the follow-up mechanism so that the responsibility of service becomes collective. Coordination across OPDs accelerates problem solving while reducing the risk of throwing authority at each other. Transparency is strengthened through status monitoring features that can be accessed by whistleblowers, so that the public can obtain certainty of the process and can assess the government's seriousness in responding to complaints. Priority schemes are also applied to urgent reports related to public safety or basic services, indicating that responsiveness is designed as an operational principle, not just a service slogan. The Head of Application and Informatics emphasized that the success of the system is not measured by the number of reports, but by the quality of completion and its impact on service improvement; The digital system is only a tool, while its effectiveness depends on the commitment of the apparatus to resolve every complaint (Interview with the Head of Application and Informatics in January 2025). The Head of Statistics and Public Information added that public participation through SP4N LAPOR reflects increasing citizens' awareness of public service rights and strengthening more open and participatory two-way communication (Interview with the Head of Statistics and Public Information January 2025).

The overall strategy shows that the optimization of SP4N LAPOR in Medan City is carried out comprehensively through the integration of digital systems, strengthening internal governance, utilizing complaint data, increasing apparatus capacity, expanding public literacy, and ensuring transparency and information security. The four informants agreed that optimization is a continuous process that requires technological integration, bureaucratic professionalism, and active community participation simultaneously. This strategy not only accelerates services, but reinforces the principles of transparency, accountability, and responsiveness of governance. Through cross-OPD collaboration, system stability, the use of data as a policy basis, and an inclusive empathic approach, the Medan City Diskominfo seeks to ensure that SP4N LAPOR functions as a strategic instrument to improve the effectiveness of public services while strengthening citizens' trust and participation in governance.



Figure.2 Diskominfo Medan Implements One Data on the City of Medan

Image Source: diskominfo Medan.go.id

Supporting and Inhibiting Factors of Public Services Through SP4N LAPOR

The supporting factors for the success of SP4N LAPOR in Medan City are mainly supported by institutional commitment in encouraging digital transformation of public services. The Head of the Medan City Communication and Information Office emphasized that the integration of SP4N LAPOR with the Mercy or Medan Smart City platform has simplified public access while strengthening internal coordination between OPDs. The integration minimizes technical barriers for residents as reporting can be done through a single digital ecosystem that is directly connected to the city's internal systems. The support of regional leaders, the strengthening of internal regulations, and the realization of a real-time dashboard-based supervision are seen as the foundation that maintains the effectiveness of the service, because each report has a documented administrative trail and can be monitored in a transparent manner. This condition strengthens bureaucratic accountability and increases public trust, as the public not only submits complaints, but can also see that reports are processed through clear and traceable stages.

From the perspective of technical implementers, the main supporting factors are the readiness of the infrastructure and the efficiency of the system's working mechanism. Technical staff or complaint service operators emphasize that server stability, network strength, as well as automatic classification of reports help speed up verification and digital disposition to the relevant OPDs. The notification system and response time standards provide better control over the progress of report handling, as officers obtain administrative markers related to follow-up deadlines. Technical training and cross-agency coordination strengthen the professionalism of the apparatus in handling reports, especially when complaints require data validation or cross-sector follow-up. The operator's view shows that the effectiveness of digital services is greatly influenced by the alignment between technological features and apparatus capacity, because a good system will not run optimally without disciplined and coordinated operational management.

From the user side, ease of access is seen as the most real supporting factor in encouraging community participation. Users consider that SP4N LAPOR allows reporting to be done online without having to come to the agency's office, thus saving time and costs. The relatively simple interface, structured report filling flow, and clear instructions help the public understand the complaint process. The report status tracking feature is an aspect that strengthens administrative certainty because the public can monitor the progress of follow-up openly. This transparency creates a sense of trust, because residents get evidence that the report does not stop at the reception stage, but moves in the recorded handling flow. User experience also shows that SP4N LAPOR opens up a wider space for public participation in the supervision of government services, especially for community groups that are used to utilizing information technology.

Local community leaders and academics consider that an important supporting factor lies in the traces of digital administration that strengthen the principles of transparency and bureaucratic reform. SP4N LAPOR is seen as supporting accountability because each report can be traced, verified, and evaluated based on the system's documentation. The integration between public communication and service management shows that services not only disseminate information, but ensure measurable administrative follow-up. In the context of governance, digital systems encourage changes in the work culture of the apparatus to be more responsive and data-based. Electronic

disposition accelerates cross-agency coordination, while standardization of procedures reduces the potential for convoluted bureaucracy. Socialization through social media, official websites, and collaboration with urban villages and communities is also seen as a supporting factor because it expands the reach of public education and encourages people to use complaint channels more actively.

However, the effectiveness of the service is still influenced by a number of inhibiting factors. The Head of the Agency acknowledged that there is a variation in the consistency of response time between OPDs, especially when reports require cross-sector coordination or involve complex issues. Differences in OPD's internal capacity in managing reports, workloads, and handling priorities can lead to variations in follow-up speed. Technical staff or operators also highlight technical obstacles in the form of internet network disruptions, spikes in reports at certain times, and the need for detailed supporting documents that can slow down the verification process. Cross-agency coordination for multi-sector reports also still needs to be strengthened so that there is no overlap of authority or delays due to repeated clarification processes. From the user side, the most noticeable obstacle is the difference in the quality of response between agencies and the demands of uploading documents, which are sometimes difficult, so that user satisfaction is not always stable. This experience shows that digital platforms are not the only determining factor, as the commitment of the apparatus to provide a fast, clear, and solutionive response remains key.

Local community leaders and academics emphasized structural barriers in the form of digital literacy and uneven internet access. Community groups with technological limitations still need direct socialization and mentoring, so that public communication strategies cannot rely on digital channels alone. Public confidence in the seriousness of government follow-up is also a determining factor for participation. When responses are judged to be slow or less substantive, people tend to be pessimistic and participation can decline. This view shows that the success of SP4N LAPOR is highly dependent on the consistency of follow-up, because without a real response the system risks being perceived as an administrative channel without the impact of service improvement.

Overall, the supporting factors of SP4N LAPOR in Medan City include the integration of digital systems with smart city platforms, support for technology infrastructure, real-time monitoring, standard response time and notifications, transparency in tracking the status of reports, and institutional commitment to bureaucratic reform. Inhibiting factors include variations in the consistency of responses between OPDs, network constraints and reporting spikes, complex multi-sector coordination, uneven digital literacy, and public trust that still needs to be strengthened through faster and substantive responses. The effectiveness of services is ultimately determined by the synergy between strengthening technology, increasing the capacity of apparatus, strengthening coordination between agencies, and an inclusive public communication strategy.

CONCLUSION

Based on the overall analysis, the implementation of SP4N LAPOR in Medan City shows the development of an integrated public service strategy through five dimensions of service quality: *tangible, reliability, responsiveness, assurance, and empathy*. Digital infrastructure readiness and integration with Medan Smart City strengthen the tangible aspect, while the standard response time and real-time monitoring increase reliability and responsiveness. Assurance is reflected in the competence of the apparatus, data protection, and administrative certainty, while empathy is realized through an inclusive approach and digital literacy assistance. The system serves as a participatory instrument that supports transparency and accountability. Ease of access and clear documentation are the main supporting factors, although there are still obstacles such as variations in responses between OPDs, technical constraints, and uneven digital literacy. Strengthening infrastructure, standardizing performance, and continuous public education are needed to improve the effectiveness of services.

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