

SP4N LAPOR: From Public Complaints to Good Governance

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ARTICLE INFO

Article history

Received:

21-05-2026

Revised:

23-06-2026

Accepted:

26-08-2026

Keywords:

Digital Transformation, Public Service, SP4N LAPOR, Good Governance

ABSTRACT

This study analyzes the diffusion and utilization of digital-bas public service innovation through the National Public Service Complaint Management System and People's Online Aspiration Service (SP4N LAPOR), focusing on its implementation and contribution to good governance at the Communication and Informatics Office of South Sumatra Province. Using a qualitative descriptive method with a case study approach, data were collected through interviews, observation, documentation, and questionnaires. Analysis was conducted using Everett M. Rogers' Diffusion of Innovation Theory, encompassing relative advantage, compatibility, complexity, trialability, and observability. The findings show that the diffusion of SP4N LAPOR can be identified through these five attributes. SP4N LAPOR provides relative advantages through easier online complaint submission, enables compatibility with the public's need for accessible complaint services, and provides trialability and observability through digital access and complaint status tracking. However, complexity remains a challenge for some users due to differences in digital literacy. The findings indicate that SP4N LAPOR has contributed to transparency, accountability, and public participation in public services. The application facilitates online complaints, provides status tracking features, and helps the government manage complaints systematically. However, implementation still faces challenges such as low public digital literacy, suboptimal socialization, limited human resources, insufficient coordination among Regional Government Agencies (OPD), and limited supporting resources. These conditions affect the extent to which the innovation can be accepted and utilized by the public and limit the optimal realization of its contribution to good governance. This study concludes that the diffusion of SP4N LAPOR has supported the transformation of digital-based public services and contributed positively to transparency, accountability, and public participation, but requires strengthening in socialization, inter-agency coordination, complaint follow-up quality, and resource support to increase public adoption and optimize the benefits of the system for good governance.

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Introduction

The digital era demands fundamental transformation in the provision of public services. Governments can no longer rely on conventional mechanisms that are slow, non-transparent, and difficult for the public to access. Digital transformation of the public sector is one of the factors driving major changes in government structures across various countries, including Indonesia. Digitalization of public services refers to the use of information and communication technology in the service delivery process, encompassing various digital platforms such as websites, mobile applications, and social media (Sangaji & Irianto, 2025). In this context, digitalization is not merely a technological transformation but also a change in the relationship between government and citizens, particularly in terms of accessibility, communication, responsiveness, and public participation. Therefore, the effectiveness of digital public services should not only be assessed from the availability of digital platforms but also from the extent to which these innovations are accepted, understood, and utilized by the public.

Good governance emerges as a response to global challenges such as corruption, ineffective bureaucracy, and unequal access to services. The principles of good governance include transparency, accountability, and public participation. Digitalization of public services plays a strategic role in strengthening the implementation of these principles by facilitating access to public services, increasing information openness, and encouraging public involvement in monitoring government performance (Engkus et al., 2021). Previous studies have demonstrated that digital public service innovations can strengthen government accountability and transparency by creating more accessible channels for interaction between citizens and government institutions. However, the existence of a digital platform does not automatically guarantee its effective utilization. Public adoption is influenced by how citizens perceive the usefulness, compatibility, complexity, and observable benefits of the innovation. This indicates that the governance dimension of digitalization needs to be considered together with the diffusion and adoption process of the innovation.

The Indonesian government has implemented public service digitalization through various national policies such as Law Number 1 of 2024 concerning Electronic Information and Transactions and Presidential Regulation Number 95 of 2018 concerning Electronic-Based Government Systems, aimed at creating good and reliable public services, as well as clean, efficient, transparent, and accountable governance.

One of the digital-based public service innovations developed by the Indonesian government is the National Public Service Complaint Management System and People's Online Aspiration Service (SP4N LAPOR). This application functions as a single tool for the delivery of integrated national public services across government agencies. The presence of SP4N LAPOR is one way to implement good governance principles, particularly in the areas of transparency and accountability of government actions (Haspo & Frinaldi, 2020). The system is connected to various government agencies and local governments in Indonesia, serving as a single channel to receive complaints from the public (Ferro et al., 2013). As a complaint-management platform, SP4N LAPOR is particularly important

because it provides citizens with a formal digital channel to communicate problems, submit aspirations, and monitor government responses. Consequently, the success of SP4N LAPOR is determined not only by the government's capacity to manage incoming reports but also by the willingness and ability of citizens to use the system.

In South Sumatra Province, the Communication and Informatics Office (Diskominfo) is responsible for implementing SP4N LAPOR. In its capacity to manage public communication, Diskominfo is responsible for handling all public reports through SP4N LAPOR quickly, clearly, and according to procedures. Although there has been an increase in the number of complaint reports from 36 reports in 2023 to 112 reports in 2025, this figure is still relatively low compared to the population of South Sumatra Province, which reaches millions of people. This condition indicates that public utilization of SP4N LAPOR is still not optimal (Fakhriyah et al., 2022). The increase in reports therefore needs to be interpreted cautiously. Although it indicates growing utilization, the relatively small number of reports compared with the size of the population raises questions regarding the extent to which SP4N LAPOR has been diffused among citizens and whether the system has become a commonly recognized and preferred channel for submitting public complaints. This condition represents an important empirical problem that requires further investigation at the provincial level.

The Communication and Informatics Office of South Sumatra Province is an organization with a strategic mandate in the communication sector and plays an important role in creating effective and responsive government policies. According to Regulation of the Minister of Communication and Informatics Number 14 of 2016 concerning Guidelines for Regional Apparatus Nomenclature in the Field of Communication and Informatics, the Communication and Informatics Office is responsible for organizing regional government affairs related to communication and informatics, statistics, and cryptography.

This study is also related to the achievement of the Sustainable Development Goals (SDGs), particularly point 16 (Peace, Justice and Strong Institutions), which aims to realize peaceful, just, and resilient institutions (Patulak & Giovanny, 2020). This research specifically supports target 16.6, which is to develop effective, accountable, and transparent institutions at all levels of government through improving the quality of public services.

The implementation of SP4N LAPOR is one form of digital-based public service innovation that plays a role in enhancing government transparency, accountability, and responsiveness to public complaints. Furthermore, the implementation of SP4N LAPOR aligns with target 16.7, which is to ensure responsive, inclusive, participatory, and representative decision-making at all levels.

Previous research on SP4N LAPOR has generally focused on aspects of implementation, service effectiveness, complaint management, and the contribution of the system to transparency and accountability (Haspo & Frinaldi, 2020; Ferro et al., 2013). Other studies have also examined digital public services from the perspective of good governance, particularly in relation to transparency, accountability, and public participation (Engkus et al., 2021). These studies provide an important foundation for understanding the role of SP4N LAPOR as a digital public service innovation. However, there remains a research gap concerning how the innovation is actually diffused within a social system and how its characteristics influence public acceptance and utilization, particularly in the context of South Sumatra Province. In other words, previous studies tend to emphasize whether SP4N LAPOR has been implemented and what benefits it provides, while relatively limited attention has been given to the process through which the innovation is accepted and adopted by its intended users.

This gap is important because the availability of SP4N LAPOR and the existence of government regulations do not necessarily mean that citizens will automatically adopt and

continuously use the system. A digital complaint platform may remain underutilized when citizens perceive limited relative advantage, consider it incompatible with their needs or existing practices, perceive the system as complex, lack opportunities to try it, or cannot clearly observe the benefits of using it. Therefore, examining SP4N LAPOR through the perspective of innovation diffusion can provide a more comprehensive explanation of the factors underlying its level of public utilization.

To realize these achievements, a theoretical framework is needed that can explain the process of acceptance and adoption of innovation in a social system. Everett M. Rogers' Diffusion of Innovation Theory was chosen because it can explain the process of accepting an innovation by members of a social system through indicators of relative advantage, compatibility, complexity, trialability, and observability (Rogers, 1983; 2003). This theory is relevant for analyzing how SP4N LAPOR is accepted and utilized by the public and regional agencies as a digital-based public service innovation (Ferro et al., 2013; Stephanie & Khumayah, 2026). More specifically, the Diffusion of Innovation perspective allows this study to move beyond an assessment of whether SP4N LAPOR exists or has been implemented toward an examination of why the innovation is or is not adopted by its users. The five perceived attributes of innovation – relative advantage, compatibility, complexity, trialability, and observability – provide an analytical framework for understanding the conditions that encourage or constrain public utilization of SP4N LAPOR.

Based on the description above, it is very important to identify how the Communication and Informatics Office of South Sumatra Province implements the innovation diffusion process of SP4N LAPOR and the variables that influence the level of public use of the system. Accordingly, this study seeks to fill the identified gap by examining the diffusion of SP4N LAPOR from the perspective of Rogers' Diffusion of Innovation Theory, focusing on how the characteristics of the innovation are perceived and how these perceptions relate to its acceptance and utilization by the public. The study also examines the role of the Communication and Informatics Office of South Sumatra Province in facilitating this diffusion process. The findings of this study are expected to provide an overview of how well SP4N LAPOR has been implemented and used as a basis for assessment in efforts to improve the quality of digital-based public services in South Sumatra Province. In addition to contributing to the literature on digital public service innovation and good governance, the findings are expected to provide practical input for strengthening dissemination, public engagement, complaint management, and the sustainability of SP4N LAPOR as a digital public service innovation.

Method

This study uses a qualitative approach with a case study type and is descriptive in nature. This method was chosen to study social phenomena in a comprehensive and complex context where the researcher serves as the primary instrument for data collection and interpretation (Creswell & Creswell, 2018). The unit of analysis is the Communication and Informatics Office of South Sumatra Province. Informants consisted of the Head of the Office, Secretary, Head of the Public Information Management Division, Head of the Media and Public Information Management Section, PPID/SP4N LAPOR Management Staff, and five community members as service users. Data collection techniques included in-depth interviews, non-participatory observation, documentation, and questionnaires distributed to 128 respondents. Data analysis followed the interactive model of Miles and Huberman, encompassing data reduction, data presentation, and conclusion drawing (Hardani et al., 2020).

Results and Discussion

1. Relative Advantage of SP4N LAPOR

a. Time Advantage

Interviews with the Head of the Public Information Management Division revealed that every incoming report must be verified and forwarded to the relevant Regional Government Agency (OPD). The targeted OPD has a maximum of 30 days to follow up on reports. The SP4N LAPOR admin explained that reports are first verified to determine the category and correct the wording before being dispatched to the relevant OPD.

From the user side, most people feel the time advantage of SP4N LAPOR. Based on the questionnaire, 43.5% of respondents agreed and 11.6% strongly agreed that SP4N LAPOR provides responses within a clear and measurable time frame. Compared to traditional complaint mechanisms, where the public had to visit service offices directly without a structured tracking system, SP4N LAPOR offers certainty of procedure and response time limits.

b. Solution Quality

Research results show that solution quality in SP4N LAPOR is pursued through two main aspects: accuracy of follow-up and evaluation of complaint resolution outcomes. The system provides monitoring mechanisms through the application, reminders to OPDs, and public satisfaction assessments. The SP4N LAPOR program is designed to accelerate the resolution of public complaints through various communication channels (Sarjito, 2025).

However, based on the questionnaire, the level of respondent satisfaction with complaint resolution still shows varied assessments. 26.5% of respondents agreed and 7.4% strongly agreed that they were satisfied with complaint resolution, while 30.9% disagreed and 7.4% strongly disagreed. This indicates that although SP4N LAPOR has shown fairly good results in terms of follow-up suitability, the quality of final resolution still requires improvement.

c. Perception of Advantage

The Head of Diskominfo South Sumatra Province stated that the main advantage of SP4N LAPOR is its nationally integrated system. Other advantages include ease of online access, anonymous features, and the ability to track report status in real-time. The complaint channel is a joint government program integrated with SP4N, ensuring every public report is processed with transparency and security through five important stages: receipt, verification, handover to related bodies, action, and community input.

From the community perspective, the perceived advantage of SP4N LAPOR often comes from its accessibility, practicality of reporting, and assurance that the report has entered the system. Based on the questionnaire, 45.6% of respondents agreed and strongly agreed that SP4N LAPOR makes it easier to convey aspirations or complaints to the government.

These findings indicate that the relative advantage of SP4N LAPOR supports the principles of good governance, particularly accountability and responsiveness. The existence of standard verification times, report disposition, and follow-up deadlines demonstrates that every public report is processed based on clear and accountable procedures. Research on similar digital complaint systems has shown that the implementation of good governance principles through integrated complaint platforms has run quite well between government and society (Pradyansyach & Yuwono, 2023; Firman et al., 2024).

2. Compatibility of SP4N LAPOR

a. Time Advantage

The Head of Diskominfo stated that the implementation of SP4N LAPOR is considered quite compatible with the current social characteristics of society, which are increasingly technologically literate and active in using the internet and digital media. However, equitable socialization remains necessary, especially for communities not yet accustomed to using technology.

Most community members consider this system compatible with their habits. However, there are still views that this application could be difficult for people who are not yet familiar with technology. Research has shown that acceptance of digital innovation is influenced by relative advantage, system conformity with regulations and work needs, trial opportunities before full implementation, and visibility of results that can be monitored directly (Stephanie & Khumayah, 2026; Ferro et al., 2013).

b. Needs Compatibility

Based on the questionnaire, 48.5% of respondents agreed and 10.3% strongly agreed that the use of SP4N LAPOR is compatible with community needs in submitting complaints. Regarding feature compatibility, 41.2% of respondents agreed and 10.3% strongly agreed that the features in SP4N LAPOR match their needs.

The findings show that the compatibility of SP4N LAPOR with community needs provides greater opportunities for public participation in public service delivery. The ease of access, availability of supporting features, and the ability to submit complaints without visiting government offices demonstrate that this application has adapted to user needs in the digital era.

c. Attachment Level

The questionnaire results show that 30.9% of respondents agreed and 11.8% strongly agreed that they are willing to use SP4N LAPOR again if they have complaints in the future. However, 22.1% disagreed and 4.4% strongly disagreed.

The attachment level of users to SP4N LAPOR has begun to form but remains in a category that is not yet strong. This is evident from the existence of respondents willing to reuse the application, but there are still respondents who are neutral or unwilling. This finding indicates that SP4N LAPOR has been accepted by some users as a public complaint medium, but public trust and confidence to make this application the primary choice still need strengthening.

3. Complexity of SP4N LAPOR

a. Barrier Level

The SP4N LAPOR admin revealed that technical constraints such as slow loading and system disruptions are the main obstacles. However, maintenance from the central government has reduced the frequency of these issues. Research on digital innovation implementation has identified that obstacles mainly arise in the early stages in the form of technical obstacles and user adaptation processes, but they are often temporary (Stephanie & Khumayah, 2026; Zein et al., 2025).

From the user side, the majority did not experience significant technical difficulties. Based on the questionnaire, 47.1% of respondents agreed and 8.8% strongly agreed that they did not experience technical difficulties when using SP4N LAPOR.

b. Process Complexity

The SP4N LAPOR admin explained that the reporting flow begins with checking data completeness and evidence, then dispatching to the targeted OPD according to the problem qualification. Based on the questionnaire, 49.3% of respondents agreed and 10.4% strongly agreed that the reporting flow is easy to understand and follow.

c. Skills Requirement

Managing SP4N LAPOR requires certain abilities such as operating digital systems,

understanding bureaucratic flow, and good communication skills. From the user side, this application can still be used with basic abilities, especially for those accustomed to using phones and the internet. Studies have shown that innovation implementation is influenced by factors such as training and education, user support infrastructure, human resources, technological resources, and organizational culture (Critical Factors, 2025).

The findings indicate that the skill requirements for using SP4N LAPOR are still at a level accessible to most people. The ease of use with basic digital technology capabilities provides broader opportunities for the public to submit complaints and participate in monitoring public services.

4. Trialability of SP4N LAPOR

a. Risk Perception

The Head of the Public Information Management Division explained that the application provides anonymous features for confidential reports. Based on the questionnaire, 34.3% of respondents agreed and 16.4% strongly agreed that personal data and identity are safe when using SP4N LAPOR.

The existence of the anonymous option provides a sense of security for users, especially those with sensitive issues. The SP4N LAPOR system has considered user identity confidentiality and data security, which increases public trust in using digital-based complaint services.

b. Ease of Initial Reporting

The SP4N LAPOR admin explained that the initial reporting procedure is quite clear: reporters must have an account, fill in data, chronology, location of the incident, and supporting evidence. Based on the questionnaire, 42.6% of respondents agreed and 16.2% strongly agreed that the initial reporting process is easy to do.

c. Ease of Stopping

Interview results with the Head of PMIP Section revealed that reporters can stop reports that have been submitted. This indicates that SP4N LAPOR provides control to reporters over the application usage process.

The ease of stopping in SP4N LAPOR provides flexibility for the public to control application usage according to their needs. The availability of options to stop or cancel reports shows that the system is not coercive and still provides space for users in determining the continuation of the reporting process.

5. Observability of SP4N LAPOR

a. Status Visibility

The SP4N LAPOR admin explained that the system provides a report menu with management and disposition sub-menus, allowing reporters to see the report status. Based on the questionnaire, 47.1% of respondents agreed and 8.8% strongly agreed that they can monitor the development and follow-up of their reports through the system.

b. Response Consistency

The Head of PMIP Section explained that coordination meetings are held annually with routine monitoring and evaluation. Starting in 2026, rewards will be given to OPDs proven to be quick in responding to and resolving reports.

c. Resistance Impact

The Secretary of Diskominfo revealed that obstacles faced include limited human resources who understand system management across OPDs and the adaptation process to digital systems that still takes time. These obstacles are gradually addressed through various training and evaluation activities. Studies have found that key constraints in complaint data utilization include institutional fragmentation, limitations in technical system interoperability, and inadequate analytical capacity within human resources.

Status visibility is one aspect of SP4N LAPOR that most strongly supports the implementation of the transparency principle in good governance. Through the report tracking feature, the public can monitor the progress of complaint handling without having to visit relevant agencies directly.

6. Supporting and Inhibiting Factors

a. Supporting Factors:

1. Strong legal and policy foundation: Presidential Regulation Number 76 of 2013, Minister of PANRB Regulation Number 3 of 2015, Law Number 25 of 2009 concerning Public Service, and Law Number 14 of 2008 concerning Public Information Disclosure.
2. Nationally integrated and digital-based system: SP4N LAPOR enables public reports to be sent directly to the appropriate agencies and properly documented.
3. Availability of features supporting ease of use: Anonymous features, access through websites and applications, and trackable report status displays.
4. Support from the management side: Guidance, training, and mentoring for involved managers and officials.
5. Coordination, monitoring, and evaluation: Coordination meetings, monitoring, evaluation, and plans for rewarding responsive OPDs.

b. Inhibiting Factors:

1. Uneven socialization to the public: Many people are unaware of the existence and how to use this application. Studies have shown that limited public awareness and weak inter-agency coordination remain significant challenges (Nurbaetilah & Heryanto, 2026).
2. Limited human resources in system management: Staff understanding of SP4N LAPOR management varies, and adaptation from manual to digital systems takes time.
3. Limited time, personnel, and funds: Equitable socialization requires significant effort in terms of personnel, finances, and human resources.
4. Uneven public digital literacy: There are still people not ready to use digital services. Research has identified low digital literacy as a critical barrier to effective implementation (Nurbaetilah & Heryanto, 2026; Zein et al., 2025).
5. Technical and administrative constraints: Slow loading, errors, or certain technical disruptions that can hinder the report management process.
6. Uneven quality of report follow-up across agencies: The public does not always receive detailed explanations about complaint handling results.
7. Incomplete public trust in system effectiveness: Uncertainty arises from usage procedures and results obtained after report submission.

Conclusion

Based on the research results, it can be concluded that the digital transformation of public services through the SP4N LAPOR application at the Communication and Informatics Office of South Sumatra Province has contributed to realizing good governance, although several aspects still need optimization.

Relative Advantage: SP4N LAPOR demonstrates advantages over conventional complaint mechanisms by providing easier access, clearer response flows, and better-documented reporting processes. These advantages are still stronger at the access and initial process stages, while the final quality of complaint resolution has not been fully felt optimally by all users.

Compatibility: SP4N LAPOR is fundamentally compatible with the condition of a

society increasingly dependent on digital technology. However, this compatibility level is not yet evenly distributed because there are still groups who are not accustomed to using digital technology and do not have strong attachment to application usage.

Complexity: SP4N LAPOR is generally not perceived as too difficult to use by the public, especially for users accustomed to using phones and the internet. System complexity is still evident in some technical constraints and administrative skill requirements on the management side.

Trialability: SP4N LAPOR is quite easy for the public to try because it has clear and sequential initial reporting procedures. The system also provides identity protection through anonymous features, although risk perception has not completely disappeared.

Observability: SP4N LAPOR has enabled the public to monitor report progress through status available in the system. However, status visibility is still more dominant in administrative status changes, while information about follow-up results is not yet fully detailed.

Supporting Factors: Strong legal foundation, nationally integrated system, features supporting ease of use, management support, and inter-agency coordination.

Inhibiting Factors: Limited socialization, limited human resources, limited time, personnel, and funds, uneven digital literacy, technical and administrative constraints, uneven follow-up quality, and incomplete public trust in system effectiveness.

The optimization of SP4N LAPOR requires sustainable commitment from all parties, including local government, system managers, Regional Government Agencies, and the public as service users. The success of digital-based public service transformation is determined not only by technology availability but also by implementation quality, institutional capacity, follow-up consistency, and the level of public trust in the system being operated.

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