

Research Article

Implementation of Proportionality and Professionalism Principles in Public Online Complaint Services

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Abstract

This study examines the principles of proportionality and professionalism of government apparatus in implementing the online public complaint and aspiration services (LAPOR SP4N) in Bone Regency, Indonesia, with a focus on its alignment with *maqāṣid al-syarī'ah*. Using a qualitative approach, the research evaluates both legal frameworks and operational practices of the service, revealing that the system, though legally grounded in local regulations, faces challenges such as limited human resources, insufficient technological infrastructure, and delayed responses. The study further explores how the *maqāṣid al-syarī'ah* framework, particularly the principles of *ḥifẓ al-dīn* (protection of religion), *ḥifẓ al-nafs* (protection of life), *ḥifẓ al-aql* (protection of intellect), *ḥifẓ al-māl* (protection of wealth), and *ḥifẓ al-nasl* (protection of lineage), is integrated into public administration, ensuring ethical governance and the welfare of the community. The findings highlight how proportionality and professionalism are operationalized through clear division of duties, ethical public communication, and efficient budget management. However, improvements in the speed of responses, digital literacy of human resources, and transparency are essential for enhancing service effectiveness. The research contributes to the discourse on integrating Islamic governance principles in modern public administration, offering insights for more inclusive and accountable governance systems.

Keywords: Proportionality, Professionalism, Online Complaint Service, LAPOR SP4N, *Maqāṣid al-Syarī'ah*, Governance, Public Administration



INTRODUCTION

In a democratic state that upholds the sovereignty of the people, fulfilling citizens' constitutional rights, including the right to express aspirations, complaints, and reports about public services, is fundamental to ensure that everyone receives good, fair, and transparent services. Article 28E paragraph (3) of the 1945 Constitution of the Republic of Indonesia (UUD NRI 1945) states that every person has the right to freedom of association, assembly, and to express opinions (Republik Indonesia, n.d.). Similarly, Article 28F paragraph (1) of the same constitution affirms that every person has the right to communicate and obtain information to develop themselves and their social environment (Republik Indonesia, n.d.).

To implement these constitutional provisions and enhance public services, the Indonesian government developed the National Public Service Complaint Management System (SP4N) through the Online Public Aspiration and Complaint Service (LAPOR). This system facilitates the public in submitting reports, complaints, and aspirations related to public services in an easy, fast, and integrated manner (PANRB, 2021). Public services, by nature, are closely related to various aspects of life. According to Law No. 25 of 2009, public service is a series of activities to fulfill the needs for services (goods, services, administrative) provided by public service organizers to citizens and residents in accordance with the legislation (Pemerintah Pusat Indonesia, 2009). The government is expected to be more communicative and transparent, especially by utilizing advanced information and communication technology (Dwiyanto, 2021). Modern society expects the government to be more transparent, effective, and efficient in its duties and to simplify access to information, particularly related to governance (Soimin et al., 2021). Public participation also encourages the government to adopt good governance principles (Graham et al., 2003).

The government needs to adapt to technology to achieve good public services and good governance (Sedarmayanti, 2018). Therefore, the government developed the LAPOR SP4N platform as an integrated tool to submit aspirations and complaints, implementing a no-wrong-door policy so the public can easily communicate with government agencies (PANRB, 2021). This program emerged due to the ineffective and fragmented management of public service complaints across various organizations. Hence, an integrated complaint management system is needed (Purnamasari & Kuwado, 2019). The program is managed by the Ministry of Administrative and Bureaucratic Reform (KemenPANRB) as the public service facilitator, the Presidential Staff Office (KSP) as the national program supervisor, and the Indonesian Ombudsman as the public service supervisor (PANRB, 2021).

The application of the LAPOR SP4N system, although well-established, has revealed several systemic challenges. The most significant gap lies in how local government apparatus in various regions, particularly in Bone Regency, apply the principles of proportionality and professionalism in managing complaints. LAPOR SP4N, while providing a platform for citizen engagement, faces challenges in ensuring a balanced response, appropriate resource allocation, and high-quality services due to inconsistent responses and limited technical skills among government employees (Dwiyanto, 2021; Pissa, 2018).

Furthermore, despite the law's establishment of standards for public service delivery, there is a notable gap in how effectively these principles are executed, especially in the administrative service sector. This study aims to fill this gap by investigating the degree to which proportionality and professionalism are adhered to in Bone Regency's implementation of LAPOR SP4N, and how these principles align with the ethical and normative frameworks, particularly *maqāṣid syarī'ah* (Al-Qaradhawi & Alkautsar, 2017; Kamali, 2025).

This research is novel in two significant ways. First, it bridges the gap between theoretical concepts of proportionality, professionalism, and their practical implementation in digital public services. Second, it incorporates an Islamic governance perspective, analyzing how principles like *syūrā* (consultation) and *amar ma'rūf nahi munkar* (commanding good and forbidding evil) can be applied within the context of modern public service systems, offering a unique normative framework for evaluating governmental responsibility in Indonesia (Al-Qaradhawi & Alkautsar, 2017; Cahyadi et al., 2024; Irawanto et al., 2025).

The objectives of this study are twofold. First, the study aims to examine how the principles of proportionality and professionalism are applied by the local government apparatus in Bone Regency, specifically in the implementation of the LAPOR SP4N online public aspiration and complaint service (Pemerintah Pusat Indonesia, 2009). Second, it seeks to analyze the application of these principles from the perspective of *maqāṣid syarī'ah* in the administration of LAPOR SP4N, as it is crucial to understand how Islamic governance principles can guide modern public service delivery (Al-Qaradhawi & Alkautsar, 2017; Irawanto et al., 2025).

The significance of this research is twofold. Scientifically, the study will contribute to the development of knowledge in the field of public administration, particularly concerning digital governance and the ethical application of Islamic principles in public service (Dwiyanto, 2021). It aims to bridge the gap between traditional governance and the incorporation of Islamic ethical frameworks in modern public administration (Cahyadi et al., 2024; Kamali, 2025). Practically, the research will offer valuable insights for improving the implementation of LAPOR SP4N in Bone Regency and similar regions by enhancing the professionalism and proportionality of local government apparatus in responding to public complaints and aspirations (PANRB, 2021; Purnamasari & Kuwado, 2019).

The focus of this research is a deep analysis of the application of the principles of proportionality and professionalism by the government apparatus in Bone Regency in managing LAPOR SP4N, as an instrument of public service that represents transparency, accountability, and public participation (Dwiyanto, 2021; Soimin et al., 2021). This research also investigates the role of these principles in balancing individual and public interests, aligning service delivery goals with effective administrative actions in handling public complaints (Juliansyahzen, 2018).

The study will be confined to the analysis of public service delivery within the administrative service sector, particularly focusing on the LAPOR SP4N system and its implementation in Bone Regency (Peraturan Menteri, 2014). The research will examine specific aspects such as complaint receipt, verification, coordination among agencies, and the overall responsiveness and effectiveness of the service (Pissa, 2018;

Stepanus & Subadi, 2024). This study does not extend to other forms of public service or governmental regions outside Bone Regency (Soekanto & Mamudji, 2013).

METHODS

Type and Approach of Research

This study is classified as field research, which aims to gather descriptive and analytical data. Field research involves collecting data from informants, both verbally and in written form, as well as observing their behaviors in real life. This type of research allows for the study of phenomena in their natural context, offering a comprehensive understanding of the topic (Soekanto, 2006). The research approach refers to the systematic process of investigation, data collection, management, and analysis, with the objective of addressing specific research questions based on the studied object (Nasional, 2005). In this study, a combination of two approaches is used: the legal-empirical approach and the theological-normative approach. The legal-empirical approach emphasizes understanding the law through empirical data and observations, which helps in analyzing real-world practices. Meanwhile, the theological-normative approach focuses on religious teachings and perspectives, particularly Islamic teachings, as they are derived from authoritative sources, including the Qur'an, Hadith, and works of scholars, to derive norms and values that guide behavior (Ali, 2021). This theological-normative perspective helps interpret the study's findings from a doctrinal and faith-based viewpoint, viewing religious principles as absolute truths to guide actions (Amin, 1996).

Time and Location of the Research

The research is conducted in Bone Regency, particularly at the Communication, Information, and Encryption Office of Bone Regency, which is located on Jalan A. Mappanyukki, Macanang Subdistrict, Tanete Riattang Barat District. This office is central to the management of public information systems in the region and plays a key role in overseeing the implementation of digital government services, including the LAPOR SP4N complaint platform. The choice of this location is critical to understanding the application of the principles of proportionality and professionalism in the context of public service delivery that is integrated with technology. The research will span from 2025 to 2026, with data covering the implementation of LAPOR SP4N from 2020 to 2024, providing a comprehensive and up-to-date picture of the system's effectiveness. The primary focus will be on examining how the principles of proportionality are applied by the local government apparatus in Bone Regency, specifically in managing public aspirations and complaints through the LAPOR SP4N platform. The study will also assess the professionalism of government officials in implementing this service within the framework of good governance.

Data Sources

The data sources in this research will include primary, secondary, and tertiary data, which will be utilized together to provide a well-rounded, in-depth, and objective view of how the principles of proportionality and professionalism are

implemented in Bone Regency's management of LAPOR SP4N. Primary data will be collected through direct fieldwork, where the researcher will engage with individuals who are knowledgeable about the subject, including government officials and staff involved in the implementation of the LAPOR SP4N system (S. Sugiyono, 2017). Secondary data will include legal documents and regulations that guide the implementation of public service delivery and complaint management in Indonesia, such as Law No. 25 of 2009 on Public Services, Law No. 14 of 2008 on Public Information Disclosure, and various government regulations (PANRB, 2021; Pemerintah Pusat Indonesia, 2009). Tertiary data, such as dictionaries, encyclopedias, and other reference materials, will be used to clarify and contextualize the primary and secondary data, helping the researcher to identify and organize key information sources (Soekanto & Mamudji, 2013).

Data Collection Techniques

Data collection for this study will be conducted through field research, with techniques including observation, interviews, and documentation. Observation will allow the researcher to collect data through direct or indirect observation of the research object. This method is particularly useful for understanding the real-life application of the principles of proportionality and professionalism in public administration. Interviews will be conducted with key informants who are involved in the implementation of the LAPOR SP4N system in Bone Regency. These interviews will be designed to gather firsthand insights into the practices, challenges, and effectiveness of the service (Noor, 2012). Additionally, documentation will be used to gather written records, photographs, and other forms of evidence that can substantiate the findings and provide a more comprehensive view of the research subject. This documentation will include both official records and informal documents related to the implementation of the LAPOR SP4N platform (Moleong, 2017).

Research Instruments

The research will primarily use qualitative methods, with the researcher acting as the main instrument in the data collection process. Qualitative research focuses on understanding human behavior and interpreting the underlying meanings and patterns behind it. The researcher will collect and analyze data, select informants, evaluate the quality of the data, and ultimately synthesize findings to draw meaningful conclusions (P. D. Sugiyono, 2014). The tools used in this research will include interview guidelines to structure the interviews, notebooks or writing tools to document the data, and mobile phones for capturing photographs and recordings of interviews. These instruments will enable the researcher to collect and process data efficiently, ensuring that all necessary information is accurately recorded and analyzed.

Data Processing and Analysis Techniques

Before analyzing the data, the researcher will first engage in data reduction, which involves summarizing, focusing, and organizing the data to highlight key

themes and patterns. This step will ensure that only the most relevant and important information is considered in the analysis. Following data reduction, the researcher will proceed with data presentation, which involves organizing the data into meaningful formats, such as summaries and visual representations, to make it easier to interpret and analyze (P. D. Sugiyono, 2014). Finally, the researcher will conduct conclusion drawing and verification, where new findings will be derived, and the data will be cross-checked for accuracy and relevance. The findings will provide fresh insights into the application of the principles of proportionality and professionalism in Bone Regency's implementation of LAPOR SP4N, contributing to the broader understanding of public service management and governance (P. D. Sugiyono, 2014).

RESULT AND DISSCUSSION

Overview of the Research Location

This study was conducted in Bone Regency, located in the province of South Sulawesi, Indonesia. Bone is recognized for its active engagement in improving public services, particularly through the implementation of online public complaints and aspirations services. The system, known as LAPOR SP4N, allows the public to submit complaints and report issues ranging from social, administrative, to political concerns. This platform is designed to facilitate transparent communication between the government and the community, enabling the local government to respond promptly and effectively to public grievances.

The Principles of Proportionality and Professionalism in Public Administration in Bone Regency's Online Complaint System

The principle of proportionality and professionalism among local government officials in Bone Regency were evident in the implementation of the online public complaint and aspiration service. Based on interviews with Mr. Andi Nasriadi, the Head of the Communication and Public Information Department, the local government has taken significant steps to ensure that the response to public complaints remains proportional to the seriousness of the issues raised.

The process begins with the verification of complaints, followed by classification according to urgency. Complaints involving sensitive issues—such as those related to religion and morality—are handled with particular care to avoid public unrest. Proportionality is reflected in the systematic approach to complaints management, which involves a careful evaluation to ensure that responses are appropriate and adequate. The use of LAPOR SP4N allows for quick and efficient responses, thus enhancing the overall professionalism of public administration.

Additionally, transparency is prioritized in handling complaints, ensuring that each complaint is logged and followed up without bias. Government officials are expected to work within established Standard Operating Procedures (SOPs), ensuring that services provided to the public are unbiased and fair. This structured approach exemplifies the professionalism expected from public servants in delivering services that are both ethical and efficient.

Proportionality in Public Administration in Bone Regency from the Perspective of Maqāṣid al-Syarī'ah

The application of maqāṣid al-syarī'ah (the objectives of Islamic law) provides an important framework for evaluating the public service delivery system in Bone Regency. Maqāṣid al-syarī'ah aims to protect five essential values of human life: religion (ḥifẓ al-dīn), life (ḥifẓ al-nafs), intellect (ḥifẓ al-'aql), progeny (ḥifẓ al-nasl), and wealth (ḥifẓ al-māl). These values guide the ethical and legal frameworks for governance in Islamic law, and in the case of Bone Regency, they are reflected in the handling of online complaints and aspirations.

1. ḥifẓ al-Dīn (Protection of Religion)

In managing complaints that relate to sensitive issues, particularly those touching on religion and morality, Mr. Andi Nasriadi highlighted the importance of adhering to ethical communication standards. Complaints with potential religious implications are carefully processed to prevent any provocation or societal conflict. This approach reflects the Islamic principle of ḥifẓ al-dīn, ensuring that government actions do not harm the sanctity of religion or fuel religious discord. The LAPOR SP4N system incorporates these ethical considerations by ensuring that sensitive complaints are addressed cautiously, without inflaming religious tensions within the community.

2. ḥifẓ al-Nafs (Protection of Life)

The protection of life is a central tenet in Islamic law, and it is directly reflected in the government's handling of complaints related to public safety, health, and welfare. Mr. Ahmad Husain Mappaseling emphasized that complaints concerning immediate threats to public safety, such as health crises or potential harm to citizens, are prioritized and swiftly processed. This demonstrates the ḥifẓ al-nafs principle, which calls for the government to respond promptly to threats to human life. The LAPOR SP4N system ensures that urgent complaints are flagged for immediate attention, aligning with the Islamic ethical obligation to protect human life.

3. ḥifẓ al-'Aql (Protection of Intellect)

In line with ḥifẓ al-'aql, which emphasizes the importance of maintaining intellectual clarity and truthfulness, the LAPOR SP4N system ensures that the information communicated to the public is accurate, rational, and verifiable. Mr. Sulhikbar, an administrator of LAPOR SP4N, described how each complaint undergoes administrative verification to ensure the validity of the information before it is forwarded for action. This ensures that the public receives clear and truthful responses, preventing the spread of misinformation. ḥifẓ al-'aql thus manifests in the way complaints are processed and communicated, ensuring that public decision-making is based on rational, verifiable data.

4. ḥifẓ al-Māl (Protection of Wealth)

The principle of ḥifẓ al-māl is applied through the efficient and transparent management of the financial resources involved in providing public services. Mr. Andi Nasriadi discussed how the local government ensures accountability and

transparency in the budgeting and financial oversight of digital services like LAPOR SP4N. By following established regulations and procedures, the administration ensures that public funds are used appropriately, thus safeguarding public wealth from misuse. The government's focus on cost efficiency in online services reflects the Islamic value of responsible wealth management.

5. *ḥifẓ al-Nasl* (Protection of Progeny/Social Welfare)

Finally, the principle of *ḥifẓ al-nasl* emphasizes the need for social welfare, family protection, and non-discriminatory treatment. Mrs. Gusti Aningsih emphasized that complaints are accepted impartially, regardless of the socioeconomic, religious, or geographical background of the complainant. The verification process ensures fairness in addressing each complaint. By maintaining transparency in handling complaints and providing clear information, the administration fosters social cohesion and public trust, which aligns with *ḥifẓ al-nasl* by protecting the social fabric and ensuring a just and equitable society.

The implementation of LAPOR SP4N in Bone Regency reflects a strong alignment with both administrative principles of professionalism and the *maqāṣid al-syarī'ah* framework. The proportionality and professionalism of local government officials in handling public complaints demonstrate a commitment to fulfilling the Islamic objectives of protecting religion, life, intellect, wealth, and progeny. By ensuring that these values are embedded in the processes of public administration, the Bone Regency government not only meets legal and procedural requirements but also upholds ethical and moral standards that contribute to the common good. This study illustrates how Islamic ethical principles can be integrated into modern public administration, leading to effective governance that prioritizes both the well-being of citizens and the sanctity of Islamic values.

Discussion

The implementation of the LAPOR SP4N system in Bone Regency exemplifies the integration of both contemporary public administration practices and Islamic governance principles, as reflected in the findings. The results suggest that the system, while modern and technologically driven, operates with a strong emphasis on proportionality and professionalism, principles crucial for ensuring effective and just governance. The commitment of the local government to verify and categorize complaints based on their sensitivity demonstrates the careful attention given to ethics and equity in public service delivery. This aligns with Dwiyanto, (2021) emphasis on administrative fairness, which is vital in maintaining public trust and preventing arbitrary decisions. Furthermore, as emphasized by Bowman & West, (2021), the professionalism seen in Bone underscores the importance of training and transparency in public service.

What stands out in this implementation is the incorporation of *maqāṣid al-syarī'ah* (Islamic legal objectives) into public administration. The principle of *ḥifẓ al-dīn* (protection of religion) is clearly observable in how the system deals with complaints that are sensitive in nature, particularly those related to religion and

morality. The careful handling of such complaints, as discussed by Mr. Andi Nasriadi, reflects a governance model that does not simply follow bureaucratic procedures but also upholds the moral and religious values of the community, in accordance with the teachings of Al-Qaradhawi & Alkautsar, (2017). This is particularly significant in regions with a religiously diverse population, where the potential for tension can be high if public administration systems are not sensitive to the community's ethical concerns. Therefore, the ethics of communication applied in the LAPOR SP4N system represents a crucial safeguard against potential conflicts.

Moreover, the application of *ḥifẓ al-nafs* (protection of life) within the system, as demonstrated in the prompt response to complaints related to public safety, health, and welfare, further highlights how Islamic values guide contemporary public service systems. The swift prioritization of emergency cases aligns with Islamic ethical imperatives to prevent harm (Ghazali & Hammad, 2017), an idea central to both Islamic law and modern crisis management. This prioritization ensures that human life is preserved above administrative procedures, echoing Jauziyah, (2016) assertion that the protection of life is paramount in Islam and that this principle should underpin any system of governance, especially in public service.

In the realm of *ḥifẓ al-'aql* (protection of intellect), the system's reliance on clear, verifiable data ensures the rationality and integrity of the decision-making process. The findings reveal that the government places great importance on the transparency of information and the use of data-driven decision-making, which prevents misinformation and manipulative narratives from proliferating. This aligns with Cahyadi et al., (2024) view that *maqāṣid al-syarī'ah* not only serves as a normative framework for law but also provides a tool for ensuring that policies are grounded in rationality and truth. In modern governance, the clarity of information is crucial to avoid confusion and ensure that the public can make informed decisions, an objective that is particularly relevant in the digital age where misinformation is rampant.

However, the implementation of LAPOR SP4N also presents several challenges, particularly in terms of digital accessibility and public engagement. As Sulhikbar highlighted, although the system ensures transparency, there remains a risk that certain segments of the population, particularly those in rural or underserved areas, may not have sufficient access to digital tools or digital literacy to fully benefit from the system. This limitation has the potential to exclude individuals who may need government services the most. As Wulandari (2023) discusses, the digital divide is a growing issue that undermines the universality of public services, especially in remote areas. This challenge calls for inclusive policies that bridge the gap in digital access and ensure that no citizen is left behind in the process of engaging with government services.

Additionally, the challenge of maintaining public trust over time is crucial. As Azizah et al., (2024) points out, citizens must believe that their complaints will be addressed fairly and promptly. The accountability mechanisms within LAPOR SP4N are designed to ensure that public feedback is properly processed and that follow-up actions are clearly communicated. However, the system's efficiency is largely dependent on continuous engagement with the public and a commitment to

transparent communication. Without sustained efforts to build trust, even the most efficient system can be met with public skepticism.

In conclusion, the integration of *maqāṣid al-syarī'ah* into public service delivery in Bone Regency not only adheres to Islamic legal principles but also provides a model for effective governance in the digital age. While the LAPOR SP4N system has successfully aligned itself with Islamic ethical principles like proportionality, professionalism, and transparency, it must continue to adapt to the challenges posed by digital divides and ensure inclusive access for all citizens. The integration of Islamic governance values with modern bureaucratic structures in Bone offers valuable insights for other regions seeking to reconcile ethical governance with efficient service delivery in the 21st century.

CONCLUSION

Based on the findings of this study, it can be concluded that the implementation of the LAPOR SP4N system in Bone Regency exemplifies a strong commitment to both legal frameworks and ethical governance principles. The system operates with a clear legal foundation, including the Peraturan Bupati Bone and the Keputusan Bupati Bone, which regulate the procedures for handling public complaints and aspirations. Operationally, the system reflects proportionality through the clear division of responsibilities between the Dinas Komunikasi, Informatika, dan Persandian as the administrative coordinator and the relevant technical departments. This ensures that administrative functions remain efficient while allowing each department to retain its substantive authority. The professionalism of the apparatus is demonstrated through the adherence to Good Governance Principles, including fairness, decency, and rationality in handling complex complaints. Despite these achievements, the study also reveals several challenges, such as insufficient human resources, overburdened staff, and underdeveloped technological infrastructure, which hinder the system's ability to provide real-time responses.

Furthermore, from a *maqāṣid al-syarī'ah* perspective, the implementation of the online complaint system goes beyond a mere administrative tool, aligning with the protection of the five essential aspects of human welfare (*al-kulliyāt al-khams*). The principle of *ḥifẓ al-dīn* (protection of religion) is reflected in the ethical communication practices that prevent religious conflict and provocation, while *ḥifẓ al-naḥs* (protection of life) is seen in the prioritization of urgent cases that threaten public safety. *ḥifẓ al-ʿaql* (protection of intellect) is evidenced by the transparent, data-driven communication that helps prevent misinformation, and *ḥifẓ al-māl* (protection of wealth) is realized through operational cost efficiency and accountable budgeting. Finally, *ḥifẓ al-naṣl* (protection of lineage) is maintained through inclusive and non-discriminatory service delivery, which fosters social harmony. This integration of Islamic governance values into modern public administration systems not only ensures justice but also promotes the general welfare of the community.

The study's findings also suggest several implications for further research and practice. While LAPOR SP4N demonstrates significant procedural certainty through its structured reporting mechanism, substantive certainty remains a challenge due to

delays in resolution times and lack of transparency in final outcomes. Future studies should focus on improving operational standards to ensure more timely and transparent responses, particularly in emergency cases. Additionally, the role of technology in creating a digital audit trail has proven effective in enhancing accountability and reducing administrative errors, yet further improvements in digital infrastructure and human resource capacity are necessary to optimize the system's effectiveness.

In conclusion, this research underscores the potential of integrating Islamic principles into public service systems, demonstrating that digital platforms can align with both legal frameworks and ethical considerations to enhance governance. However, ongoing efforts to address the technological and human resource challenges are essential for ensuring that the system fully realizes its potential in serving the public.

Recommendations for Future Research

Based on the findings and conclusions of this study, several recommendations can be made for future research and improvements in the implementation of online public complaint systems. First, future research should focus on improving technological infrastructure for the LAPOR SP4N system. While the platform shows promise in enhancing transparency and accountability, its effectiveness is still hindered by limitations in real-time responsiveness. Researchers could explore ways to optimize the system for faster processing and to expand digital access to underserved areas, ensuring that more citizens can benefit from the platform's services.

Another critical area for future research is human resource capacity building. Despite the advances made, the study highlights significant challenges related to the limited human resources available to handle the volume of complaints. Future research should explore how government employees can be better trained and adequately staffed to manage the increasing workload efficiently. Additionally, the potential benefits of digital literacy programs for the public sector employees in understanding the latest tools and technologies should be examined further.

Moreover, the study found that transparency and accountability are essential elements in improving the public's trust in government services. Future studies could explore the mechanisms that could be put in place to ensure greater transparency in the reporting and resolution of public complaints, such as a clearer timeline for the resolution process and public tracking of outcomes. This could involve investigating how real-time feedback and continuous tracking of progress could further enhance public confidence in government responses.

Lastly, this research suggests the need for deeper exploration into the integration of Islamic governance principles, specifically *maqāṣid al-syarī'ah*, into modern public administration. Further research could focus on expanding how Islamic values like justice, human welfare, and proportionality can inform not only complaint management systems but also other public governance structures. Exploring the integration of *maqāṣid al-syarī'ah* into digital governance systems could provide new insights into creating public services that are not only effective but

ethically grounded, offering a unique model for regions where Islamic values play a significant role in governance.

By addressing these recommendations, future studies could contribute significantly to improving the efficiency, accountability, and fairness of online complaint management systems, ensuring that they can serve as a robust tool for enhancing public administration and governance in the modern era.

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