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Implementation of a Digital-Based Community Complaint System in the Government of Posso Village, Ambon City

Amir Faisal Kotaromalos[1*], Joana J. Tuhumury[1], Nurainy Latuconsina[1]

[1,2]Department of Government Studies, Faculty of Social and Political Sciences, Universitas Pattimura
(Adress for example Jl. M. J. Putuhena, 97233, Ambon, Indonesia)

*Corresponding author: *amir.kotaromalos@lecurerer.unpatti.ac.id*

ABSTRACT

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The flow of globalization and the development of information technology encourage the government to adopt digital-based public services, including community complaint channels. This research aims to analyze the implementation of the digital complaint system in the Government of Passo Village, Teluk Ambon Baguala District, Ambon City, and to identify the challenges faced. The method used is a descriptive, qualitative approach through in-depth interviews, observation, and documentation. Data analysis applies the interactive model of Miles and Huberman, which includes data reduction, data presentation, and conclusion drawing. The research results indicate that the digital complaint system has the potential to enhance transparency, accountability, and public participation. This system facilitates reporting access, accelerates follow-up actions, and provides structured data as a basis for policy formulation. However, its implementation still faces obstacles, including limited technological infrastructure, low public digital literacy, suboptimal capacity among officials, and a weak culture of public participation. These findings emphasize that the success of the digital complaint system at the village level requires a holistic approach that strengthens infrastructure, enhances officials' competence, develops digital literacy, and fosters a participatory culture. That integrative strategy is important so that the digital complaint system can function effectively in improving the quality of public services and local governance.

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INTRODUCTION

The wave of globalization and the development of information technology have brought significant changes to the way the government performs its duties and provides services to the public. The use of digital technology, particularly through online complaint systems, has become an important strategy for delivering efficient, effective, transparent, and accountable services. This innovation is increasingly relevant to the need for fast and reliable information management in the digital era (Kuncoro et al., 2022). This phenomenon also aligns with transformations across various fields, including education, finance, regulation, and even social and cultural spheres.

The Ambon City Government is one of the regions that is responsive in adopting a digital complaint system. The initial stage was carried out using the SP4N-LAPOR platform, which is directly connected to relevant ministries and agencies, allowing citizens to submit reports interactively for follow-up (ambon.go.id, accessed April 11, 2025). In 2020, the innovation continued with the launch of Ambon Access, an application within the smart city program framework that integrates various services, ranging from permits to tax payments, to text and image-based complaint channels (antaranews.com, accessed April 11, 2025). Next, in 2022, the WAJAR program (Mayor Meets the People) was launched, allowing the public to submit complaints directly every Friday, which has received hundreds of complaints followed up by the relevant OPD (antaranews.com, accessed April 11, 2025).

Service enhancement continues through the implementation of SP4N-LAPOR, an omnichannel solution that integrates various communication channels into a single platform. To support the successful implementation, the Department of Communication and Information Technology and Cryptography provides technical training for liaison officers and system administrators. In 2024, the government also encouraged the use of Electronic Signatures (TTE) to expedite administrative processes at the village and sub-district levels.

These steps reflect the Ambon City Government's commitment to providing public services that are more accessible, faster, and more transparent. Compared to manual methods, the digital system offers various advantages, including flexibility for the community to express their aspirations through digital devices and the ability to systematically collect and analyze complaint data as a basis for evaluation and policy formulation (Megadana & Putra, 2023). Another advantage of the digital system is the automation of processes, which reduces manual workload and speeds up responses. This makes the government more efficient in managing public complaints, while also encouraging improvements in public service quality, citizen participation in development, and trust in the government (Sinambela, 2010).

Terminologically, the term "service" derives from the word "layan," which means to help or provide for the needs of others (Sinambela, 2010). The term public refers to the wider community. Kurniawan (2005) defines public service as the provision of services through established procedures to meet the interests of the community. Ratminto (2005) refers to it as all forms of services, whether in the form of goods or services, that are the responsibility of the central government, regional governments, or state-owned enterprises (BUMN/BUMD). In line with this, Sinambela (2010:5) emphasizes service as a government activity that provides benefits to the community with the aim of public satisfaction, even though it does not always take the form of physical products. This definition is reinforced by the Decree of the Minister of Administrative and Bureaucratic Reform No. 63 of 2003, which states that public services encompass all government services intended to meet the community's needs in accordance with legal regulations.

The implementation of a digital complaint system in Passo also improves service quality. Through this system, the community can submit complaints quickly, transparently, and in a

documented manner, thereby strengthening officials' accountability and increasing citizens' trust in government institutions. The collected complaint data can also be analyzed to map out recurring problem patterns, enabling the government to conduct evaluations and continuously improve services (Kurniawan, 2005). Nevertheless, field practices still face various obstacles. First, the limitations of technological infrastructure, such as uneven internet access, blank spots, and inadequate computer facilities in village offices. Second, the community's low digital literacy, especially among the elderly, who are more comfortable reporting in person. Third, the capacity of village officials' human resources remains limited, with some not yet trained to manage digital systems, resulting in reports that are not documented or followed up properly. Fourth, community participation remains low because the culture of voicing criticism has not yet developed, compounded by fear or reluctance to report.

Although studies on the digitalization of public services and e-government have been extensively conducted, most research still focuses on the implementation of complaint systems at the ministry level, provincial governments, or major cities that have been integrated with the People's Online Aspiration and Complaint Service (LAPOR!). These studies generally emphasize aspects of system effectiveness, public satisfaction, and technology integration within the framework of the Electronic-Based Government System (SPBE). However, there are still limited studies specifically examining the implementation of digital complaint systems at the village/municipal government level, particularly in archipelagic regions like the City of Ambon, which has social, geographical, and infrastructural characteristics distinct from those of major urban areas.

Moreover, previous research tends to view the digitalization of complaints as a technical and administrative issue, without deeply examining the socio-cultural dynamics and institutional capacity of local government based on customary/neighborhood governance. However, the structure of the state government has leadership and governance characteristics that differ from those of the general administrative village government. Therefore, there is a research gap in understanding how digital complaint systems are adapted in the context of state governance, which contextual factors influence their implementation, and how they affect the quality of public services and community participation at the local level.

METHOD

This study uses a descriptive qualitative approach to provide a comprehensive overview of the implementation of a digital-based community complaint system in Negeri Passo. The research focuses on the process of system implementation, the various obstacles that arise, the capacity of administrative resources, and the level of community participation in its utilization. The research location was determined to be Negeri Passo, Baguala District, Ambon City, as this area is currently developing a digital complaint system to improve public services. The data sources used consist of primary and secondary data. Primary data were obtained through in-depth interviews with the officials of Negeri Passo, the Ambon City Communication and Information Office, community leaders, and residents who have used the digital complaint system. Meanwhile, secondary data were collected from official documents, such as the Mayor's Regulation, Standard Operating Procedures (SOPs) for services, complaint reports, academic literature, and relevant online media.

Data collection was carried out using three main methods. First, semi-structured interviews are used to explore the experiences of officials and the community regarding the use of the system. Second, direct observation was conducted of the technological facilities and infrastructure, service mechanisms, and officials' activities in following up on reports. Third, documentation studies were applied to examine regulations, complaint reports, and statistical data regarding the number and types of recorded complaints.

Data analysis uses the interactive model of Miles & Huberman (2014), which includes three stages: (1) data reduction, which involves selecting, filtering, and simplifying field information; (2) data presentation in the form of narratives, tables, or diagrams to facilitate interpretation; and (3) conclusion drawing, which is conducted to formulate the main findings regarding supporting factors, obstacles, and strategies for optimizing the digital complaint system in Passo. To ensure data validity, this study applies source triangulation by comparing information from the state apparatus, the community, and the Department of Communication and Information. Additionally, triangulation of techniques was used through a combination of interviews, observations, and documentation. According to Sugiyono (2015), data triangulation is a data collection technique that combines various existing data and sources. According to Wijaya (2018), data triangulation is a technique for verifying data from various sources using different methods and at different times. Validity is also strengthened by member checking, which involves reconfirming the interview results with informants to ensure they align with their actual experiences.

RESULTS AND DISCUSSION

Description Of The Focus On Implementing The Digital Community Complaint System In Passo State

Availability of Technology Infrastructure and Accessibility

One of the main obstacles to implementing a digital community complaint system at the village/state level is limited technological infrastructure and residents' limited access to online services. This includes the availability of internet networks, supporting devices, electricity supply, and the competence of village officials in managing technology. BPS data (2023) shows that around 30% of villages in Indonesia still lack adequate internet networks, especially in the 3T areas (BPS, 2023). In addition, the digital literacy of rural communities is also relatively low. The Kominfo report (2022) states that most rural residents are still at a basic to intermediate level of digital literacy, which affects their participation in utilizing the online complaint system (Kominfo, 2022).

Another limitation is evident from the lack of technological devices in village offices and the shortage of technical personnel. According to the Ministry of Villages, Development of Disadvantaged Regions, and Transmigration (Kemendesa PDTT) (2021), the majority of villages still lack adequate digital facilities, and some village heads still struggle to understand the basic principles of digital governance (Kemendesa PDTT, 2021). To address this issue, several strategies need to be implemented, including: (a) expanding internet networks thru the Digital Village program; (b) providing computer equipment and reporting systems at village offices; (c) conducting digital literacy training for officials and the community; and (d) integrating non-digital channels such as SMS or WhatsApp for residents who do not have devices or internet access.

According to KZ (37 years old), the operator of the digital complaint system of Passo State, said:

"The main obstacles include unstable internet, limited devices, and low server capacity, leading to frequent disruptions. From the users' perspective, residents still face obstacles such as low digital literacy, high internet quota costs, and limited access for vulnerable groups (the elderly, disabled individuals, and residents in blank spot areas). He emphasized that although this system is an advancement, technical improvements, digital literacy, and inclusivity aspects are needed for the service to be truly fair and effective (Interview, June 21, 2025)".

A similar sentiment was expressed by the King of Passo, IEP (47 years old). According to him:

"The digital complaint system is a positive step toward transparency in public services, but it still faces similar challenges: uneven internet coverage, limited devices, and inadequate server capacity. From the community's perspective, residents with low literacy and vulnerable groups still struggle to utilize the system, while internet quotas are considered burdensome. Therefore, conventional complaint channels remain open as an alternative. He emphasized the need for equitable infrastructure, human resource development, and the strengthening of an inclusive system so that it can be used by all layers of society (Interview, June 5, 2025)".

Thus, the implementation of the digital complaint system in Negeri Passo has already been a step forward in public service. However, its success is still heavily influenced by the availability of infrastructure, the community's digital literacy, the inclusiveness of services, and the local government's commitment to responding to reports. The community complaint system at the village level is an official mechanism provided by the village government to accommodate, record, and follow up on residents' complaints, suggestions, and aspirations related to public services and village policies. This mechanism is part of responsive, participatory, and accountable governance (Sinambela, 2010). According to Ratminto (2005), public services encompass all goods and services that are the responsibility of central, regional, and village governments. Thus, the village complaint system serves as a public service to ensure that the community's interests are met in accordance with applicable regulations.

The main functions of this system include: as an instrument of social control, which serves as a means for the community to oversee the performance of village officials, thereby creating accountability (Kurniawan, 2005); as a two-way communication medium between residents and the government (Megadana & Putra, 2023); and as a policy evaluation tool that helps the village improve services in the future (Kuncoro et al., 2022). A prompt response to complaints can strengthen the government's legitimacy (Sinambela, 2010).

The forms of the village complaint system can be: (1) direct/oral, such as through village meetings or officials; (2) semi-digital, like suggestion boxes and official letters; and (3) modern digital, utilizing applications, websites, social media, and the integration of SP4N-LAPOR (antaranews.com, accessed April 11, 2025). However, its implementation still faces several challenges, including: limited infrastructure and internet access (ambon.go.id, accessed April 11, 2025), low digital literacy, especially among the elderly (Megadana & Putra, 2023), the minimal training capacity of village officials (Ratminto, 2005), and cultural factors or reluctance to provide criticism (Sinambela, 2010). Thus, the success of the village complaint system is greatly influenced by improvements in infrastructure, digital literacy, officials' capacity, and the encouragement of a participatory culture, which can truly strengthen the quality of public services and the legitimacy of village governance.

The Condition of Community Digital Literacy

The success of implementing a digital-based community complaint system is not only determined by infrastructure readiness but is also heavily supported by the level of community digital literacy. Low digital skills can be a serious barrier to citizen participation, as without basic skills, the community will struggle to access and utilize online complaint services. The Kominfo and Katadata Insight Center survey (2022) shows that the national digital literacy index stands at 3.54 on a scale of 5, categorized as "moderate." However, rural communities have lower scores than urban areas, especially in security and digital ethics (Kominfo, 2022). This condition has left many villagers, who are not yet accustomed to using digital facilities such as email, browsers, or web-based applications, still relying on manual methods to submit complaints (Kominfo, 2022). Research by Kemendesa PDTT (2021) also emphasizes that only about 40% of village officials possess basic information technology skills. This means that the limitations in digital literacy are not only experienced by the residents but also by the village officials who are supposed to manage digital services (Kemendesa PDTT, 2021).

To address this issue, strategies are needed, including: (a) organizing community-based digital literacy training, (b) utilizing local media such as community radio or WhatsApp groups, and (c) providing support from digital facilitators from government institutions or university partners. Without comprehensive efforts to improve digital literacy, the online complaint system is likely to be utilized only by a limited group already familiar with technology. According to ST (54 years old), the Secretary of State for Passo, in his office, stated that:

Digital literacy is a prerequisite for the effective functioning of digital complaint systems. However, there are still several obstacles: limited devices and internet networks, generational skill gaps, and a lack of public facilities such as free Wi-Fi. The younger generation is relatively skilled, while the older group still needs guidance. Digital ethics are starting to be understood, but guidance is needed to ensure that reports remain polite and responsible. He added that the limited ability to verify information leaves the public vulnerable to unclear issues, so the government needs to actively conduct outreach and provide technical assistance (Interview, June 13, 2025).

Un sentimiento similar fue expresado por FML (47 años), jefe de la Sección de Servicio Público del Estado de Passo. Según él:

Although the digital complaint system is an important step in modernizing services, low digital literacy remains a hurdle. Access to devices and the internet is not yet equitable, the community's skills are uneven, and digital ethics are not fully developed. The younger generation is more proficient in using technology, but adults, housewives, and the elderly still need training. He also highlighted a weak understanding of the obligation to submit accurate reports and a limited ability to filter information. Therefore, the government needs to strengthen support through digital service centers, regular training, and technical assistance to ensure the system is truly inclusive (Interview, June 17, 2023).

Thus, digital literacy in the State of Passo still faces significant challenges. Limited access, generational gaps, weak information verification, and minimal public facilities indicate the need for serious government intervention. Digital literacy is not just about technical skills, but also awareness, responsibility, and media culture. Strengthening literacy is the foundation for ensuring the digital complaint system is truly inclusive, transparent, and effective for the entire community. The digital complaint system is a mechanism for conveying complaints, aspirations, or public suggestions through information technology, such as applications, websites, or social media. This system allows for reporting, recording, follow-up, and resolution of complaints to be done more quickly, transparently, and measurably (Kuncoro et al., 2022). Unlike the manual method, the digital system allows citizens to report anytime and anywhere using mobile devices or computers (Megadana & Putra, 2023). Its advantages include: high accessibility, as the public can report without spatial and temporal limitations (Sinambela, 2010); time efficiency, because some processes are automated (Megadana & Putra, 2023); transparency and accountability, as reports are systematically documented (Ratminto, 2005); and the use of data to formulate evidence-based policies (Kurniawan, 2005).

At the local government level, this system is implemented in the city of Ambon through the Ambon Access application (2020), the WAJAR program—Mayor Meets the People (2022) — and the strengthening of SP4N-LAPOR through an omnichannel model (2024). This innovation expands public access, increases government responsiveness, and accelerates service administration through Electronic Signatures (TTE) (ambon.go.id; antaranews.com, accessed April 11, 2025). However, its implementation is not without challenges, such as limited internet connectivity, low digital literacy, suboptimal human resource capacity in the administration, and minimal public participation (Ratminto, 2005; Sinambela, 2010). In general, digital systems play an important role in strengthening modern governance because they not only facilitate complaints but also improve the quality of public services and community participation and build public trust in the government (Kurniawan, 2005).

The Capacity of Government Human Resources in Technology Management

The success of implementing a digital-based community complaint system at the village/state level is greatly determined by the human resources (HR) capabilities, especially the state government apparatus, in mastering information technology tools. The obstacles that often arise are not only related to limited infrastructure but also the lack of technical skills among village officials in operating digital applications, including the community complaint system. A study conducted by the Language Development and Fostering Agency of the Ministry of Education, Culture, Research, and Technology (2022) revealed that most village officials still have limited competence in utilizing computers and online systems, both in data input, complaint processing, and the preparation of digital-based reports (Ministry of Education, Culture, Research, and Technology, 2022). In line with that, the Smart Village report by the Ministry of Villages PDTT (2021) shows that only about 37% of village governments have staff with basic skills in operating ICT devices, such as computers, internet networks, and web or mobile-based applications (Ministry of Villages PDTT, 202).

This clearly poses a significant obstacle to optimizing the digital complaint system's functionality, as ICT devices are a core component of its operations. The lack of continuous technical training often makes government officials depend on external parties, such as sub-district operators or technical staff from related departments. This dependency risks causing the system to stop functioning without support. Therefore, it is necessary to have: (a) tiered and continuous training programs, (b) a train-the-trainer strategy to ensure internal knowledge transfer, and (c) the availability of simple and easily accessible digital training materials. With enhanced human resource capacity, the digital complaint system can function more effectively and sustainably, ensuring accountability and responsiveness to community aspirations.

According to the NBA (47 years old), a staff member of the Baguala Subdistrict who oversees public services in Passo Village, said that:

The capacity of the state apparatus's human resources to manage the digital complaint system remains limited. The apparatus has not fully mastered the application, database management, information security, and digital communication. Infrastructure limitations, such as computers, stable internet networks, and storage servers, also exacerbate the situation. He emphasized the importance of regular training, clear task distribution, and infrastructure support as long-term strategies, so that the digital complaint system is not just a formality without real function (Interview, July 1, 2025).

A similar sentiment was expressed by ZK (45 years old), a technical support team member for the complaint system implementation in Passo, who assessed that:

The apparatus's limited capabilities are the main challenge. Many staff members have not yet mastered basic ICT, data management, or simple troubleshooting. The lack of awareness of information security and the minimal monitoring routines lead to slow responses to community reports. According to him, the key solutions are repeated training, intensive mentoring, the formation of special teams, and the provision of minimum infrastructure (Interview, July 5, 2025).

Thus, it is clear that the main obstacle to implementing the digital complaint system in Passo is the limited capacity of the apparatus's human resources, ranging from technical skills to data security awareness, digital ethics, and public communication. The low adaptation to new technology, weak internal coordination, and limited infrastructure further exacerbate the situation. Therefore, improving officials' competence through continuous training, forming specialized teams, and actively involving the community and youth are the main prerequisites for the digital complaint system to truly strengthen participation, transparency, and accountability in public services at the national level.

Participation and Public Oversight Culture in the Implementation of a Digital-Based Community Complaint System

The implementation of a digital-based community complaint system at the village/state level cannot run effectively without active citizen involvement and the growth of a public oversight culture. This system is fundamentally designed to promote transparency, accountability, and public participation in monitoring the performance of public services, while also improving local government governance. The Ministry of Communication and Information (2021) emphasizes that public participation is the foundation of the digital complaint system, as the community is the mechanism's direct users. However, in many villages, participation remains low due to limited digital literacy and a lack of trust in the effectiveness of the available system (Kominfo, 2021). This condition is exacerbated by a culture of silence, in which residents are reluctant to file complaints due to fear of causing social conflict, concern about facing sanctions, or the belief that their reports will not be followed up on. Syafriadi's (2020) findings reinforce this, indicating that only about 30% of rural communities actively use complaint channels, whether digital or non-digital (Syafriadi, 2020).

To address this situation, strategic steps are needed, including: (a) enhancing digital socialization and education so that the community understands their rights to submit complaints safely and responsibly, (b) ensuring the protection of the complainant's identity to avoid intimidation or discrimination, (c) integrating complaint issues into village deliberation forums so that complaints are discussed openly and collectively, and (d) strengthening the roles of community leaders, youth, and women's groups as facilitators who can encourage citizens to participate actively. Thus, the digital complaint system not only serves as a technical tool but also as an instrument for social transformation and the strengthening of local democracy.

According to the IEP (47 years old), the King of Passo State, who was met in his office, that:

The success of the digital complaint system in Passo is more determined by community participation and a culture of public oversight than by the sophistication of its technology. However, citizen engagement remains low, reports are rarely followed up on, and a culture of criticality has yet to develop. Fear, doubt, and limited digital literacy make the community reluctant to report, while government transparency remains weak and feedback mechanisms are inconsistent. He emphasized the need to build a culture of collaborative participation through digital literacy, transparency, and the involvement of all elements of society (Interview, June 21, 2025).

A similar view was expressed by NBA (47 years old), a staff member of the Baguala District, who assessed that:

The weak public participation and oversight culture are the main obstacles. Although the infrastructure is available, the public more often expresses complaints on social media than through official channels. This shows that citizens' critical awareness of their role as public watchdogs remains weak, compounded by a lack of trust in the follow-up to reports. The low level of social-digital literacy, especially among vulnerable groups such as the elderly, further exacerbates the situation. According to him, the main solution is to strengthen the culture of participation through continuous education, two-way communication, an inclusive system, and the empowerment of citizens as legitimate overseers of government operations (Interview, July 22, 2025).

Thus, the lack of community participation and the culture of public oversight are the main obstacles to implementing the digital complaint system in the State of Passo. The hindering factors include low digital literacy, social stigma, fear of reporting, and distrust toward a less transparent government. Therefore, strategies to strengthen citizen participation, digital and social education, community involvement, and government transparency are key to ensuring that

this system not only becomes a symbol of modernization but also a tangible instrument for an inclusive, accountable, and responsive governance.

Description of Focus on Challenges in Implementing the Digital

Complaint System Technology Infrastructure Challenges

Although the digital-based community complaint system is believed to enhance efficiency, transparency, and ease of access, its implementation at the village level still faces several obstacles, particularly in terms of technological infrastructure. This infrastructure includes internet connectivity, hardware (such as computers, servers, and other supporting equipment), and a reliable electricity supply. Data from the Central Statistics Agency (BPS) shows that in 2023, only about 59% of villages in Indonesia had stable internet access, with most concentrated in urban areas and relatively advanced villages. In contrast, underdeveloped and remote villages still face limitations, with some lacking internet access altogether (BPS, 2023). Besides network issues, the lack of hardware also poses a major obstacle. Many village offices still rely on outdated equipment that is not compatible with the latest digital systems, or do not even have computers. The report from the Ministry of Village Affairs, Disadvantaged Regions Development, and Transmigration (Kemendes PDTT) notes that more than 40% of villages still lack technological support for digital services, including community complaint systems (Kemendes PDTT, 2022).

Another obstacle arises from the electrical conditions. In several areas, the electricity supply remains unstable, with availability for only a few hours a day or frequent outages, disrupting the continuity of digital services. This situation is further exacerbated by the limitations of 4G or 5G networks, as some villages are still in blank spot areas or only reachable by 2G networks, which are inadequate for real-time community complaint applications (Ministry of Communication and Information, 2023). Therefore, before the digital complaint system can be implemented widely and sustainably, affirmative policies to strengthen village-level technological infrastructure are needed. Collaboration between the central and local governments is key to expanding internet access, providing adequate technological devices, and ensuring a stable electricity supply so that the digital complaint service can operate inclusively and effectively.

According to Mr. ZK (45 years old), the main obstacle to implementing the digital community complaint system in Passo State is the limitations of the technological infrastructure. He stated that:

Unstable internet access, especially in remote villages, makes it difficult for the community to send reports and for government officials to follow up promptly. The limitations of supporting devices also worsen the situation, as many office computers are outdated, while most residents lack smartphones or other adequate digital devices. Moreover, the system's user-unfriendly design and the lack of local technical support make the community reluctant to use the complaint platform. Technical disruptions often require assistance from outside the region, which slows the repair process. The system, which still operates independently and is not integrated with other public services, also makes follow-up on reports manual and inefficient. This situation is further exacerbated by the unstable power supply, as the government office lacks backup power sources such as UPSs or generators. Therefore, there is a need for greater investment in digital infrastructure, technical training for local human resources, and the refinement of system design to meet the needs and real conditions of the people of Negeri Passo. Without these steps, the digital system will become little more than a formality, offering few benefits to residents. (Interview, July 27, 2025).

According to the King of Passo, Mr. IEP (47 years old), technological infrastructure constraints are the main obstacle to implementing the digital complaint system. He stated that:

Internet access in remote villages remains weak, and service costs are relatively high, while the government's ICT equipment is generally outdated and limited, and lacks backup servers. The system design, which is not user-friendly, makes it difficult for residents, especially the elderly, to access the services. The absence of a local technical team and the lack of integration with other public services also slow down the follow-up on reports. Moreover, the unstable power supply further weakens the system's resilience. Raja emphasized that the success of digital systems depends not only on applications but also on basic infrastructure, trained human resources, and strong technical support. Therefore, he is committed to encouraging cross-party collaboration to strengthen the technological foundation, ensuring the complaint system is truly effective and beneficial to the community. (Interview, August 3, 2025).

Temuan penelitian dari Aisyah (2024), pelayanan pengaduan di Perangkat Daerah Kota Malang sangat responsitas (Aisyah, 2024), masyarakat puas dengan pelayanan pengaduan (Wijaya, 2024), pelayanan pengaduan lebih efektif (Parisca, 2025), pengaduan informasi berbasis web (Bestari, 2024), fasilitas pengaduan masyarakat yang memadai (Antony, 2025), budaya pelayanan bebasis digital (Asmaraloka, 2025), paradigma pelayan publik (Herizal, et al, 2020), pemanfaataan informasi pelayanan (Ekram, et al, 2022).

Constraints of Government Human Resource Capacity

The main obstacle in implementing a digital public complaint system in the government is the low capacity of human resources. Village officials often lack technical and managerial skills, receive minimal training, and are not yet accustomed to integrating administrative tasks with digital technology (Bappenas, 2020). High workloads, lack of cross-sector coordination, and minimal incentives make the system difficult to optimize (Kominfo, 2021). Additionally, low digital ethics literacy leads to complaints not being appropriately followed up on. The solutions include tiered training, the "Train the Trainer" model, blended learning, digital performance evaluation, and mentoring from the Ministry of Communication and Information, universities, or NGOs (Ministry of Home Affairs, 2022).

Mr. ZK (45 Years), as a technical support team member in the implementation of the digital public complaint system in Passo, observed that:

The main obstacle to implementing the digital complaint system in Passo Village is the limited capacity of the village government's human resources. Many officials do not yet have basic ICT competencies, including web application management, digital data management, and complaint-tracking. The lack of ongoing, context-specific training makes it difficult for staff to operate the system independently. Dependence on a single operator or external party, along with the lack of a clear task structure, makes the system vulnerable to failure when staff are unavailable. High workload, low motivation for digitization, and limited supporting facilities, such as devices and internet connectivity, further slow the system's effectiveness. Therefore, strengthening human resource capacity, improving internal management, and providing adequate facilities are key to ensuring the system can operate sustainably without reliance on external parties (Interview, June 3, 2025).

As a resident of Passo who is quite accustomed to using information technology, Mr. DH (65 years old) sees that:

The residents of Passo Village believe that the main obstacle to the digital complaint system is not the community but the government itself. Although the system is easily accessible, the government's response is often slow or inconsistent, reducing user trust. Many officials are not familiar or accustomed to using digital applications; there is minimal training, and there is excessive reliance on one staff member. The lack of internal coordination also makes the follow-up on reports ineffective. Mr. DH emphasized that the success of the system requires the readiness and commitment of government human resources, regular training, mentoring, and citizen involvement

through feedback channels to make the system more transparent, efficient, and beneficial for the State of Passo. (Interview, June 13, 2025).

At the village level, the digital complaint system serves as a communication channel between residents and the village government, leveraging information technology. Residents can submit complaints or suggestions without having to be physically present at the village office. This system strengthens transparency, accountability, and the quality of public services in the village (Kuncoro et al., 2022). Its main advantage lies in ease of access. The public only needs to use a smartphone or computer to report, thus saving time and costs. In addition, the reports are well-documented and reduce the risk of complaints being overlooked (Ratminto, 2005). The digital system also accelerates follow-up because the reporting flow is simpler and more integrated (Sinambela, 2010). Data collected from complaints can serve as an important source of information for policy evaluation and village development planning (Kurniawan, 2005).

However, the implementation in the village still faces obstacles, such as limited internet infrastructure, low digital literacy, especially among the elderly, a lack of capacity among officials in managing applications, and a weak culture of citizen participation (ambon.go.id; Megadana & Putra, 2023; Ratminto, 2005; Sinambela, 2010). Despite various obstacles, the village's digital complaint system remains strategically significant. Its presence expands public access to report issues, encourages transparency, and strengthens public participation in village development. If implemented correctly, this system not only serves as a reporting channel but also as an important instrument for realizing responsive, participatory, and modern village governance (Kurniawan, 2005).

Discussion

Implementation of a digital community complaint system in Passo State.

Infrastructure and Technology Accessibility

The uneven availability of internet networks, limited devices, and low server capacity are the main obstacles (BPS, 2023; Interview, June 21, 2025). This indicates that the modernization of digital-based public services cannot stand alone without adequate infrastructure support. The existence of alternative channels such as SMS or WhatsApp is indeed important, but it does not fully replace the need for equitable internet infrastructure. From a public management perspective, this indicates the need for a multi-layered approach: network strengthening, device provision, and operational capacity enhancement at the village/state level.

Community Digital Literacy

The low digital literacy of residents and village officials is a significant hindrance to participation and system effectiveness (Kominfo, 2022; Interview, June 13–20, 2025). Not only are technical skills important, but digital literacy also involves verifying information, digital ethics, and awareness of participation rights. The generational gap and the limitations of public facilities (Wi-Fi, digital service centers) reinforce access inequality. Intervention strategies must include ongoing training, community mentoring, and local educational media to ensure the system is not used only by certain groups.

The Capacity of Government Human Resources

The human resources of the apparatus are the backbone of the digital complaint system's success. The limitations in technical skills, data management, digital ethics, and internal coordination indicate that the system could come to a halt if it relies solely on certain individuals (Kemendesa PDTT, 2021; Interview, July 1–14, 2025). The discussion here emphasizes the importance of: (a) continuous training, (b) the formation of special internal teams, and (c) the integration of the younger generation or technology communities as management partners, so that the system is not merely a formality but becomes part of a professional public service culture.

Community Participation and the Culture of Oversight

Low awareness among citizens of their rights and obligations in public oversight, negative social stigma, and fear of reporting are real cultural challenges (Kominfo, 2021; Interview, July 17–22, 2025). In addition to digital literacy, cultivating a participatory culture, ensuring transparency in complaint follow-up, and implementing clear feedback mechanisms are needed. The roles of community leaders, NGOs, youth, and community organizations are highly strategic in building citizen engagement. This emphasizes that the digital system is not just a technological issue, but also a matter of social transformation and local democratization. From the overall findings, it can be concluded that the success of the digital complaint system in Negeri Passo requires synergy between adequate infrastructure, competent human resources, sufficient digital literacy among citizens, and a strong participatory culture. Failure in any aspect can reduce the system's overall effectiveness. The integrative approach—combining technical, educational, social, and cultural aspects—becomes an essential strategy.

Discussion Conclusion: The digital complaint system has great potential to enhance transparency, accountability, and community participation at the village/state level. However, technical barriers, limited human resources, low digital literacy, and cultural constraints on participation remain the main obstacles. Therefore, the implementation strategy must be comprehensive: strengthening infrastructure and access to technology, enhancing officials' competence, building digital and social literacy among citizens, and fostering an inclusive and collaborative public oversight culture. Only with a holistic approach can this system function as a real instrument for improving governance in the State of Passo.

Obstacles to the implementation of the digital complaint system in Negeri

Passo Technological Infrastructure Constraints as a Technical Foundation

Research findings indicate that limited internet access, outdated hardware, and unstable electricity supply are fundamental barriers to the operation of the digital complaint system. This is in line with the findings of BPS (2023) and Kemendes PDTT (2022), which indicate that many villages still lack adequate technological infrastructure. Interview data reinforce these findings: officials and residents experience service disruptions, delays in follow-up, and difficulties in using the system because it is not yet user-friendly. Digital infrastructure is not just a tool, but a prerequisite for digital services to operate inclusively, efficiently, and sustainably.

Low Digital Literacy in Society as an Obstacle to Participation

Besides technical aspects, this research emphasizes that citizens' digital literacy is a determining factor in the system's effectiveness. Low device and application skills, a lack of understanding of the system's functions, and concerns about personal data security hinder active participation. This phenomenon aligns with the national digital literacy index, which remains at a medium level (Katadata, 2022). Contextual, inclusive, and locally needs-based digital literacy strategies become important, including the use of local languages, outreach by community leaders, and direct training. Without these interventions, the digital system is used only by a limited group, risking widening the digital divide.

The Capacity of Government Human Resources as the Key to Success

The limitations of human resources in operating the system, managing digital data, and public communication have become significant obstacles. These findings support previous literature (Bappenas, 2020; Kominfo, 2021) that untrained human resources reduce the effectiveness of digital services. Interviews show that reliance on one or two individuals with digital skills makes the system vulnerable and creates a gap between citizens' expectations and government responses. Therefore, tiered training, continuous mentoring, and the "train the trainer" strategy become key interventions.

Community Participation and Oversight Culture as Social Factors

The low level of community participation in oversight through digital systems shows that technology alone is not enough. Structural, cultural, and psychological factors, including the culture of "hesitation," apathy, and skepticism toward the effectiveness of reports, influence citizen behavior. This aligns with Syafriadi's (2020) findings, which emphasize the role of local culture in hindering digital participation. Therefore, strategies to increase participation must be educational, involve community leaders, youth, women's groups, and provide transparent feedback mechanisms. The digital system must be developed as a space for accountable, participatory collective oversight, not merely as an administrative formality.

This discussion emphasizes that implementing a digital complaint system is not merely a technological issue but a complex interaction among infrastructure, digital literacy, human resource capacity, and a culture of community participation. The success of the system requires a holistic approach: strengthening the technical foundation, enhancing officials' capacity, building citizens' digital and social literacy, and fostering a collaborative public oversight culture. Emphasis on active community involvement and government transparency is key to ensuring the digital system functions as a real instrument for improving governance in Negeri Passo. The implementation of a digital-based community complaint system in the Government of Negeri Passo shows a transformation in public service patterns from previously conventional to more open and responsive. The digitization of complaint channels enables the community to submit grievances quickly without being physically present at a government office. This aligns with the principles of e-government, which emphasize efficiency, transparency, and accountability in governance. In the region of Ambon City, this innovation has become a strategic step in strengthening the relationship between the government and citizens through more effective two-way communication. However, the implementation of this system is not yet fully optimal. Limitations in technology infrastructure, such as unstable internet access, device availability, and power outages, are the main obstacles to the system's operation. Additionally, the community's low digital literacy, especially among the elderly, affects participation in using digital complaint channels. On the other hand, the capacity of government officials to manage, verify, and follow up on reports also needs to be improved so that the system operates more professionally and standardly.

Furthermore, the success of the digital complaint system is determined not only by technical factors but also by social and institutional factors. The culture of community participation and trust in the government is an important element in encouraging the sustainable use of the system. Therefore, an integrative strategy is needed that includes strengthening human resource capacity, providing adequate infrastructure, and continuous socialization to the community. With this approach, the digital complaint system has the potential to become an effective instrument in improving the quality of public services and governance at the local level. Research findings indicate that implementing a digital-based community complaint system in the Government of Passo Village, Ambon City, has positively changed interaction patterns between the government and the community, particularly in terms of accessibility and service response speed. This system allows the community to submit complaints more practically and document them, making it easier for officials to verify and follow up on reports. In addition, the presence of digital channels encourages greater transparency, as the complaint-handling process can be monitored openly. However, the system's effectiveness is still influenced by limitations in the technological infrastructure, variations in citizens' digital literacy levels, and officials' capacity to systematically manage complaints. Thus, these findings emphasize that the success of implementing a digital complaint system at the national level depends not only on the availability of technology but also on the readiness of human resources, institutional support, and the sustained active participation of the community.

CONCLUSION

Based on the analysis of the implementation of the digital-based public complaint system in Passo, several key conclusions can be drawn: Infrastructure and Technology Accessibility, namely the uneven availability of internet networks, limited devices, and low server capacity, are the main obstacles in the system's operation. This emphasizes that modernizing digital public services cannot be effective without adequate infrastructure support. Alternative channels (SMS, WhatsApp) help, but do not replace the need for infrastructure equity. The implementation strategy requires a multi-layered approach, including network strengthening, device provision, and operational capacity enhancement for village/state officials.

The Community Digital Literacy aspect is that residents' and village officials' low digital literacy affects participation and system effectiveness. Digital literacy not only includes technical skills but also the ability to verify information, digital ethics, and awareness of participation rights. Generational gaps and limited public facilities reinforce access inequalities. Intervention efforts must include continuous training, community-based mentoring, and local educational media so that the system can be inclusively accessible to all levels of society. The State Government's human resources, namely village officials, are the backbone of the system's success. Limitations in technical skills, data management, digital ethics, and internal coordination can halt system operations if the system relies solely on certain individuals. Important strategies include continuous training, the formation of specialized internal teams, and the integration of the younger generation or technology communities as management partners. This approach ensures that the system is not merely a formality but becomes part of a professional public service culture.

Community Participation and Oversight Culture: low awareness among citizens of their rights and oversight obligations, social stigma, and fear of reporting pose significant cultural challenges. Digital literacy must be accompanied by the cultivation of a participatory culture, transparency in complaint follow-up, and clear feedback mechanisms. The role of community leaders, NGOs, youth, and strategic community organizations in building citizen engagement. The digital system is not just technology, but an instrument of social transformation and local democratization.

The success of the digital complaint system in Passo requires synergy between adequate infrastructure, competent human resources, good digital literacy among citizens, and a strong participatory culture. Obstacles in any one aspect can reduce overall effectiveness. A holistic approach combines technical, educational, social, and cultural aspects—key strategies for ensuring the system functions as a tangible instrument for transparent, accountable, and responsive governance.

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