

Effectiveness of Handling Complaints and Community Satisfaction in Population Administration Services in Malang City

Ayu Wandani Mustika Rahma Ba'its Nur^{1*}

¹Faculty of Economics Accounting Departmen Widyagama University Malang

Abstract

The Malang City Government continues to strive to improve the quality of population administration services, especially in the effectiveness of the complaints system in Malang City Population and Civil Registration Service (Dispendukcapil). Service standards set out in Decree of the Head of the Malang City Population and Civil Registration Department Number 188.451/66/35.73.409/2024 emphasizes transparency, accountability and responsiveness in handling public complaints. However, the effectiveness of the complaint system is still a challenge, especially in terms of speed of response, ease of access, and compliance with service standards. This research aims to measure the influence of the effectiveness of the complaints system on the level of community satisfaction in population administration services in Malang City. The method used is quantitative with approach survey towards the service user community. Data were analyzed using linear regression to test the relationship between complaint effectiveness variables and community satisfaction. The research results show that the effectiveness of the complaint system has a significant influence on community satisfaction. Factors such as response speed, information transparency, And easy access to complaint services contribute to increasing service user satisfaction. However, several obstacles are still found, such as lack of socialization of complaint mechanisms And variability in the speed with which complaints are handled. These findings emphasize the importance of increasing the effectiveness of the complaints system through optimization of digital mechanisms, improving HR skills, as well as continuous evaluation of service standards, to ensure better quality of service for the people of Malang City.

Article Info

Keywords:

Effectiveness of Complaints;
Community Satisfaction;
Public Services;
Population Administration;
Malang City

Corresponding Author:

Ayu Wandani Mustika Ba'its Nur
(ayuwandani2004@gmail.com)

Received: 06-02-2025

Revised: 18-02-2025

Accepted: 05-03-2025

Published: 10-03-2025



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1. Introduction

Population administration services are a fundamental aspect in the implementation of public services because they are directly related to fulfilling the basic rights of citizens. Population administration, such as civil registration, plays an important role in guaranteeing the legal identity of each individual, which is the basis for access to other rights, including social protection, education and health.(Niето & Alan, 2015). Every individual needs valid population documents for various administrative purposes, such as school registration, getting a job, accessing health services, and financial transactions. Without valid residence documents, a person can face various obstacles in obtaining the public services they are entitled to (Macfarlane & AbouZahr, 2019). Therefore, the Malang City Population and Civil Registration Service (Dispendukcapil) has a central role in ensuring that the entire community can access population administration services easily, quickly and transparently. Modernization of the civil registration system, including the application of information technology, has been proven to increase transparency, efficiency and accessibility of population services (Peters, 2016). The implementation of a technology-based population data system in Indonesia, as carried out in Surabaya, has shown effectiveness in improving population administration services by

providing more accurate and faster access to information for the public. (Budiarti et al., 2023). With a more structured and integrated system, it is hoped that population administration services can be more optimal and reach all levels of society evenly.

However, in practice, there are still various challenges faced in the implementation of population administration services. Several studies show that the existing complaints system is not fully effective in handling complaints related to delays in issuing documents, discrepancies in population data, and lack of responsiveness of officers in handling complaints. One of the main challenges is the lack of preparedness of human resources and adequate infrastructure, which hampers the speed of service and accuracy of population data (Celeste & Caelian, 2021) (SUDAH). In addition, digitalization of population services still faces various obstacles, including potential threats to data security and lack of accessibility for vulnerable groups such as residents in remote areas (Okoth, 2023). The reliability of the civil registration system is also influenced by technological limitations in maintaining the validity and transparency of population data, which has the potential to cause errors in public administration and policy decision making (Kharisma & Yulianti, 2018). Thus, even though various innovations have been made in the civil registration system, efforts are still needed to improve data management, service responsiveness, and regulatory improvements to ensure more effective and inclusive population administration services. In fact, a responsive population administration system is a key factor in improving the quality of public services and building public trust in government institutions. (Supriyanto, 2023). Decree of the Head of the Malang City Population and Civil Registration Department Number 188.451/66/35.73.409/2024 has regulated service standards that emphasize the importance of transparency, accountability and speed in handling public complaints.

Based on the Community Satisfaction Survey (SKM) Quarter I of 2023, the Complaints, Suggestions and Feedback Handling aspect received an average score indicating the "Very Good" category. This shows that the public is generally satisfied with the complaint mechanism provided by the Malang City Population and Civil Registration Department. However, several respondents indicated the need to increase the speed of response to complaints as well as increase the socialization of the complaint mechanism so that it is more easily accessible to people who are not familiar with the existing system. Optimal public service responsiveness is highly dependent on the effectiveness of the complaint system implemented, as well as the readiness of human resources to handle complaints in a timely and professional manner. (Mayasiana et al., 2024). In addition, the application of digital technology in the population administration system can help speed up responses to complaints, reduce the risk of delays, and increase transparency in managing population data (Okoth, 2023).

The urgency of this research based on the need to improve the quality of population administration services through a more effective and responsive complaints system. Although various platforms have been initiated, such as People's Online Aspiration and Complaints Service (LAPOR) And COMPLAINT, there are still public complaints regarding complicated procedures as well lack of consistency in resolving complaints. Sinlae et al. (2022) in their study of electronic-based public complaint systems emphasized that well-managed complaints can be a tool for improving the quality of public services. This study shows that a technology-based complaint system can speed up the process of submitting complaints and increase transparency in their resolution (Sinlae et al., 2022). However, the results of this research also indicate that the complaint system often does not work optimally due to limited human resources, lack of a monitoring system, and the absence of ongoing evaluation. Similar findings were also found in other research which revealed that technological limitations and the public's lack of understanding regarding complaint mechanisms are also factors that hinder the effectiveness of public services (Widodo, 2019). If similar conditions occur in Malang City, then the effectiveness of the existing complaints system needs to be studied in more depth to ensure that population administration services can truly meet the needs of the community.

In a broader context, this research also considers comparisons of complaint systems in other countries to gain broader insight into improving public services. Harijanti (2020) in his study comparing the public complaint systems in Indonesia and Australia, found that the complaint system in Indonesia still faces complex bureaucratic obstacles, whereas in Australia the complaint mechanism is more transparent and efficient (Harijanti, 2020). This study shows

that the Ombudsman in Australia has a stronger mandate in resolving public complaints, whereas in Indonesia, the complaints system is often hampered by layers of bureaucracy. These findings show that there is room for improvement for the complaints system in Indonesia, including in Malang City, so that it can be more responsive and proactive in handling public complaints.

In addition, there are research gaps that need to be filled. Most previous studies focused more on the role of the ombudsman or comparison of complaint systems between countries, such as that done by Yunita et al. (2024), which discusses how e-Government in the complaints system in Indonesia experiences various variations in its implementation at the regional level (Yunita et al., 2024). However, this research is still theoretical and does not specifically discuss how the complaint system is implemented in the population administration sector. Therefore, further research is needed to examine the implementation of the complaint system in the population administration sector in order to increase the effectiveness of public services and community involvement in improving bureaucracy. Meutia and Subriadi (2021) indeed discuss the factors that influence the community's intention to use a technology-based complaint system in Smart City. This study found that public awareness, trust in the system, and perceived benefits are the main factors in the adoption of complaint applications (Meutia & Subriadi, 2021). However, this research is still general in nature and does not specifically discuss how the effectiveness of the complaints system in the population administration sector influences community satisfaction.

Additionally, another study by Fitriani et al. (2016) shows that social factors and perceptions of ease of use also play an important role in determining the adoption of digital-based complaint technology (Fitriani et al., 2016). However, this research places more emphasis on applications in urban environments in general and does not specifically examine population services. Therefore, this research aims to fill this gap by analyzing the relationship between the effectiveness of the complaint system and community satisfaction in the context of population administration services in Malang City.

Apart from bureaucratic challenges and lack of transparency in the complaints system, the aspect of using technology in public complaints is also a relevant issue. Research by Valle-Cruz dan García-Contreras (2023) shows that artificial intelligence (AI) and data-based technologies can increase efficiency in handling citizen complaints and provide greater transparency in public administration processes (Valle-Cruz & García-Contreras, 2023). However, the implementation of this technology still faces challenges such as limited digital infrastructure and resistance from service users who are not yet familiar with online systems. Another study by Sinlae et al. (2022) also highlighted the importance of adopting an electronic complaints system in improving the efficiency of public services, but identified obstacles such as a lack of digital literacy in some community groups as well as a lack of adequate technical support (Sinlae et al., 2022). This is also relevant in the context of Malang City, where people with different socio-economic backgrounds have varying levels of technology adoption. Therefore, a more inclusive strategy is needed to ensure that technology-based complaint systems can be accessed and used effectively by all levels of society.

Taking into account the various challenges that have been outlined, this research has three main objectives:

1. Analyzing the effectiveness of the complaints system at the Malang City Population and Civil Registration Department in increasing community satisfaction.
2. Identify factors that become obstacles in implementing the complaints system.
3. Develop policy recommendations to increase the effectiveness of the complaints system to improve the quality of population administration services in Malang City.

This research uses an approach quantitative, by method survey of the community using the Malang City Population and Civil Registration Department services. The data collected was analyzed using linear regression to examine the relationship between complaint effectiveness and community satisfaction. With this approach, research is expected to provide evidence-based policy recommendations for local governments in improving population administration services. It is hoped that the results of this research can become the basis for making more

targeted policies, so that the complaint system in Malang City can be better responsive, transparent and efficient. In addition, these findings are expected to contribute to academic literature related to public service management and the public complaints system in Indonesia.

Furthermore, this research can also be reference for other cities in Indonesia in developing a more modern and technology-based complaints system. With increasing development e-Government concept, the effectiveness of the complaint system will be important indicators in assessing local government performance. Therefore, this research is not only academic, but also has broad practical implications in improving public services in Indonesia as a whole.

2. Methods

Research Design

This research uses an approach quantitative by design descriptive and inferential to analyze the effectiveness of the complaint system on community satisfaction in population administration services in Malang City. Data was collected through surveys and analyzed using descriptive statistics and simple linear regression to examine the relationship between the effectiveness of complaints and the level of community satisfaction.

Population and Sample

The research population is Malang City residents who have submitted complaints regarding population administration services in the last two years. Based on the Dispendukcapil report, the number of people who submitted complaints ranged between 150 - 200 people per year. By using Slovin's formula, the number of samples used in this research is:

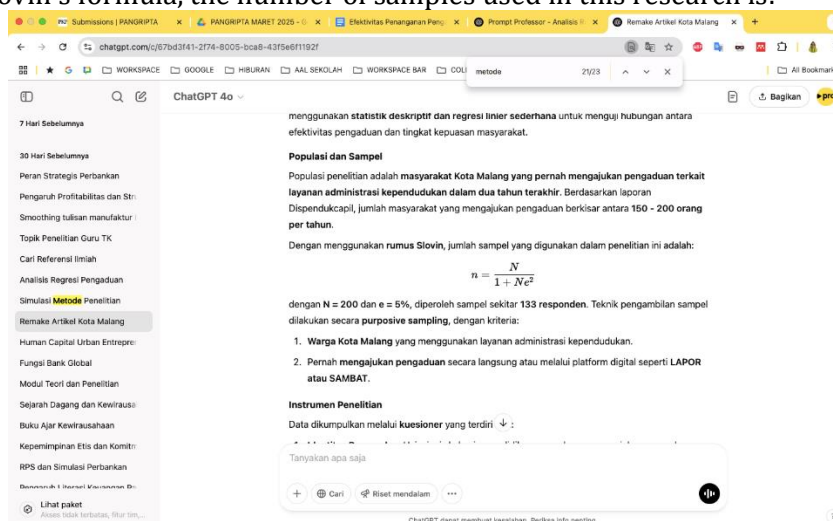


Figure 1. Number of samples used in the study with $N = 200$ And $e = 5\%$, a sample of approx 133 respondents. The sampling technique was carried out randomly purposive sampling, with criteria:

1. Residents of Malang City who use population administration services.
2. Once file a complaint directly or via digital platforms such as REPORT or COMPLAINT.

Research Instrument

Data is collected through questionnaire consisting of:

1. Respondent Identity: Age, gender, education, experience in filing complaints.
2. Effectiveness of the Complaint System: Measured based on speed of response, accuracy of resolution, transparency of information, system accessibility, and satisfaction with the results of complaints.
3. Community Satisfaction: Measured using Likert scale 1-5, starting from very dissatisfied (1) until very satisfied (5).

Data Collection Techniques

1. Online and Offline Surveys

- Google Forms for online surveys.
 - Direct interviews for respondents who have difficulty accessing digital platforms.
2. Secondary Data Documentation
- Report Malang City Dpendukcapil Community Satisfaction Survey (SKM)..
 - Recapitulation of complaints from REPORT and WELCOME Malang City.

Data Analysis Techniques

1. Descriptive Analysis: Frequency distribution, percentage and average level of complaint effectiveness and community satisfaction.
2. Simple Linear Regression Analysis: To examine the relationship between the effectiveness of the complaint system (X) with community satisfaction (AND), using the equation:

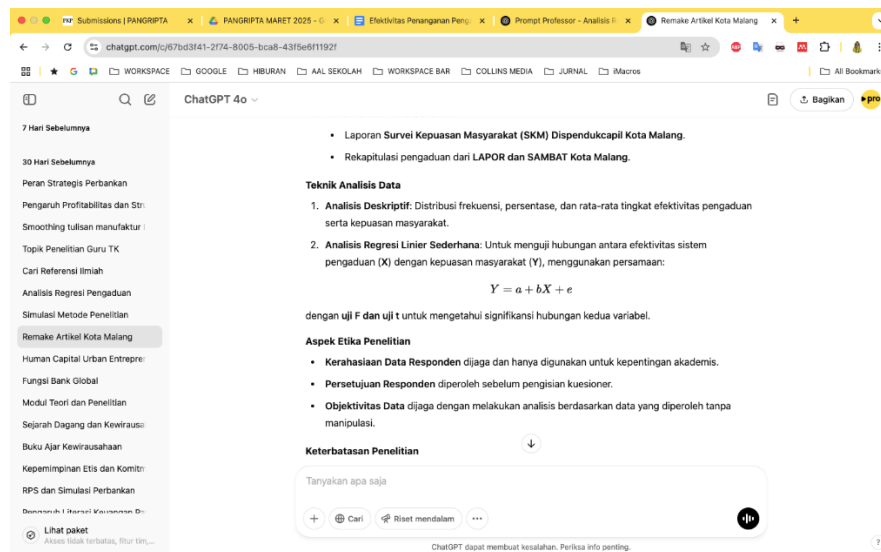


Figure 2. Data Analysis Techniques

with F test and t test to determine the significance of the relationship between the two variables.

Research Ethical Aspects

- Confidentiality of Respondent Data maintained and used only for academic purposes.
- Respondent Consent obtained before filling out the questionnaire.
- Data Objectivity maintained by carrying out analysis based on data obtained without manipulation.
- Research Limitations
- The scope of respondents is limited to people who have made complaints.
- Limited digital access for some respondents who are not familiar with the online system.
- Perception of satisfaction is subjective, so it can vary between individuals.

3. Results and Discussion

Respondent Description

This research involves 133 respondents which are selected using purposive sampling, based on their experience in using population administration services and submitting complaints through the available systems (table 1). The majority of respondents are women (60%), while the number of men 40%. In terms of age, 40% of respondents were aged 26–35 years, followed by the age group 18–25 years (30%), 36–45 years (20%), and above 46 years (10%).

Table 1. Respondent Description

Category	Sub-Category	Distribution (Count)	Distribution (%)
Gender	Female	80	60%
	Male	53	40%
Age	18–25 years	40	30%
	26–35 years	53	40%
	36–45 years	27	20%
	>46 years	13	10%
Education	High School or Equivalent	67	50%
	Diploma/Bachelor's Degree	53	40%
	Master's Degree and Above	13	10%
Service Usage Frequency	Once in the last 2 years	60	45%
	2–3 times	47	35%
	More than 3 times	26	20%
Complaint Type	REPORT	67	50%
	COMPLAINT	40	30%
	Direct Complaint	26	20%

Source: Data Processing, 2024

In terms of education, the majority of respondents high school education/equivalent (50%), whereas 40% are D3/S1 graduates, And 10% have a master's degree or above. The frequency of use of population administration services shows that 45% of respondents have only used this service once in the last two years, temporary 35% use the service 2–3 times, And 20% more than 3 times.

Associated with complaint system used, the majority of respondents reported their complaints via REPORT platform (50%), followed by COMPLAINT (30%), And complaints directly to the Dispendukcapil office (20%).

Effectiveness of the Complaint System

Respondents assessed the effectiveness of the complaints system based on five main indicators, with an average score on a Likert scale (1–5) as follows:

Table 2. Respondents assessed the effectiveness

Indicator	Average Score (Likert 1-5)	Category
Response Speed	3.8	Fairly Effective
Accuracy of Resolution	3.6	Fairly Effective
Information Transparency	3.5	Fairly Effective
Accessibility	3.9	Good
Satisfaction with Complaint Resolution	3.7	Fairly Effective

From these results, it can be seen that the indicator accessibility has the highest value (3.9), which shows that it is quite easy for the public to access the complaint system provided. However, Information transparency has the lowest score (3.5), which indicates that there is still a lack of information disclosure regarding the status and follow-up to public complaints.

Community Satisfaction

Community satisfaction with population administration services after using the complaint system is categorized as follows:

Table 3. Community Satisfaction

Satisfaction Level	Percentage (%)
Very Dissatisfied	5%
Dissatisfied	15%
Moderately Satisfied	40%
Satisfied	30%
Very Satisfied	10%

From this distribution, it can be concluded that the majority of respondents (**40%**) feel **quite satisfied** with the services provided, whereas **30% satisfied and 10% very satisfied**. However, **there are still 20% of respondents who feel dissatisfied or very dissatisfied**, which shows that there is room for improvement in complaint services and settlement of population administration.

Inferential Analysis

Statistic	Value
R-Squared	685
Adjusted R-Squared	683
F-Statistic	285.1

R-Squared (0.685) → 68.5% of the variation in community satisfaction is explained by the effectiveness of the complaint system.

F-Statistic (285.1, $p < 0.001$) → The regression model is significant overall.

Coefficient Test (t Test)

Variable	Coefficient	Std. Error	t-Statistic	p-Value	95% CI (Lower)	95% CI (Upper)
Constant (Intercept)	1.3747	121	11.394	0.00	1.136	1.613
Complaint Handling Effectiveness (X)	5.420	32	16.884	0.00	479	606

Coefficient 0.5420 → Every upgrade **1 point** the effectiveness of complaints increases community satisfaction by **0.542 points**.

Significance t (p = 0.000) → The effectiveness of the complaints system has a significant effect on community satisfaction.

Simple Linear Regression Analysis

To examine the relationship between the effectiveness of the complaint system (**X**) and community satisfaction (**AND**), a simple linear regression test was carried out with the following model:

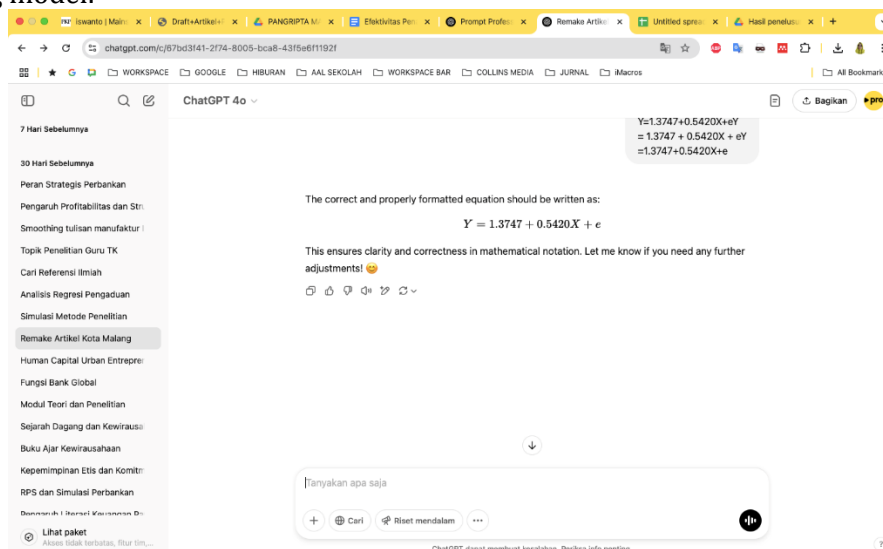


Figure 3. Simple Linear Regression Analysis

Where:

- **AND** = Community Satisfaction
- **X** = Effectiveness of the Complaints System

- **1.3747** = Constant (intercept)
- **0.5420** = Regression coefficient of complaint effectiveness on community satisfaction
- **and** = Error (galat)

DISCUSSION

The Role of Complaint System Effectiveness in Increasing Community Satisfaction

The complaint system is one of the key elements in public services that is oriented to community needs. According to the SERVQUAL model, public satisfaction with public services is influenced by five main dimensions: reliability, responsiveness, assurance, empathy and physical evidence. Of these five dimensions, the effectiveness of the complaints system is mainly related to responsiveness, namely the extent to which service providers are able to respond to complaints and requests from the public quickly and appropriately (Zhang et al., 2023)

Research shows that a good complaints system not only provides access for the public to submit complaints, but also functions as a social control mechanism that can increase the accountability of public services (Brewer, 2007). In the context of the Malang City Population and Civil Registration Department, the effectiveness of the complaint system is very important in building public trust in population administration services. When people feel that their complaints have been heard and followed up well, they will be more satisfied and have confidence in government institutions (Devereux & Weisbrod, 2006).

Several previous studies also highlight that the effectiveness of the complaints system is influenced by factors such as affordability of access, transparency of the process, and professionalism of service personnel (Ghodousi et al., 2019). In addition, technology-based complaint systems, such as web-based applications or call center services, can increase speed and efficiency in handling public complaints (Sarafis & Karamitsios, 2024). However, without competent human resources and a clear feedback mechanism, the effectiveness of the system may not be optimal.

In the context of this research, it was found that the public was more satisfied when the complaints system at Dispendukcapil was able to provide fast and effective solutions. This strengthens the finding that the responsiveness of public services contributes directly to the level of satisfaction of service users (Zhang et al., 2022). Therefore, increasing the effectiveness of the complaints system requires not only innovation in technology, but also improvements in complaint management, increasing the capacity of officers, and active involvement of the community in evaluating services.

Furthermore, this research confirms that the success of the complaints system is not only measured by the number of reports received, but also by how these reports are followed up and how the public assesses the transparency and quality of the responses provided. The effectiveness of the complaint system has been proven to have a strong relationship with overall community satisfaction. This indicates that the complaint system can be one of the main indicators in assessing the quality of public services. When the complaint system functions well, not only does individual satisfaction increase, but there is also an increase in public perception of the professionalism and quality of services provided by public institutions. With a more effective complaints system, the public not only gets solutions to their population administration problems, but also feels more appreciated and recognized as part of the process of improving public services.

Strength of Relationship Between Variables in Determining Community Satisfaction

The effectiveness of the complaints system has an important role in determining the level of public satisfaction with population administration services. However, in various studies, public satisfaction with public services is often not only determined by a single factor, but is the result of a combination of various elements that interact with each other (Walls, 2018). Customer satisfaction model developed by Fornell et al. (1996) also emphasizes that satisfaction is not only influenced by expectations and service quality, but also by external aspects that may not be directly related to the complaint system.

In the context of the Malang City Population and Civil Registration Department, the results of this research show that the effectiveness of the complaint system contributes significantly

to shaping community satisfaction. These findings are in line with research Lamsal and Gupta (2022) which states that people tend to be more satisfied when they have access to a clear and trustworthy complaint mechanism. This shows that the existence of a responsive complaints system can strengthen public perceptions of the reliability of public services.

However, several other studies reveal that public satisfaction with public administration services is not only influenced by the effectiveness of the complaints system. Mahbubah (2019) highlighting that public service satisfaction is also influenced by the quality of interactions with officers, the clarity of administrative procedures, and how quickly services are provided. Collins et al. (2019) adding that factors such as users' personal experiences, initial expectations of services, and implemented policies can also have an impact on people's perceptions of service quality. In this context, there are several other aspects that have the potential to influence community satisfaction besides the complaints system, including:

1. **Quality of Officer Service**

The attitude, skills and professionalism of officers in dealing with the public are important factors in service satisfaction. Even if the complaint system is effective, unfriendly or unprofessional service can reduce people's satisfaction levels (Kim, Kim, & Kim, 2022).

2. **Waiting Time in the Administration Process**

Wu and Jung (2016) revealed that the longer it takes to get services, the lower community satisfaction, regardless of the existence of a good complaint mechanism. Speed in processing population administration is one of the main factors that determines the experience of public service users.

3. **Complaint Service Infrastructure**

Wahid et al. (2020) shows that the accessibility and ease of using the complaint system, whether through online platforms or direct services, greatly influences its effectiveness. Communities who face obstacles in accessing the complaints system will likely remain dissatisfied even though the complaints mechanism is available.

4. **Public Service Policy**

The regulations and policies implemented can also influence public satisfaction. Hai et al. (2023) emphasized that a system that is transparent and based on public participation will be more effective in increasing satisfaction than policies that are only top-down.

5. Based on these findings, it can be concluded that although the effectiveness of the complaints system has a significant impact on community satisfaction, a more comprehensive approach is still needed. Integration between a responsive complaints system, improving service quality, efficient administrative processes, and improving public service infrastructure and policies will create a more holistic and sustainable service ecosystem.

Implications of Research Results and Policy Recommendations

The results of this research confirm that the effectiveness of the complaints system has a crucial role in improving the quality of population administration services in Malang City. This finding is in line with various previous studies which show that a good complaints system can be an accountability instrument that encourages improvements in public services (Kadarasi, Wawointana, & Tarore, 2025). However, the effectiveness of the complaints system cannot stand alone, but needs to be strengthened with comprehensive policies to ensure transparency, responsiveness and continuous improvement in service quality.

In the context of public policy, research by Sinlae et al. (2022) emphasizes that innovation in public services must be supported by a data-based approach and continuous evaluation. Therefore, several policy recommendations can be prepared to increase the effectiveness of the complaints system at the Malang City Population and Civil Registration Department in order to improve the quality of population administration services.

1. **Improved Digital Complaints System**

With the development of technology, digital-based complaint systems can be optimized to increase efficiency in handling public complaints. Alenezy & Akhlaq (2023) found that digital platforms enable faster complaints, more systematic recording, and more accurate data analysis to support policy decision making. Implementing a digital

complaint system that is more user-friendly, easy to access and transparent will speed up the complaint resolution process and increase public trust in public services.

3. Training for Public Service Officers

Although technology-based complaint systems can improve efficiency, direct interaction between the public and service personnel remains a key factor in user satisfaction. According to research by Rosida & Setyowati (2021), the government needs to improve the quality of human resources by providing training in effective communication, complaint management, and the use of technology in public services. This training aims to improve officers' skills in handling complaints more responsively and professionally.

4. Evaluation and Sustainable Service Development

The findings of this research also show that public satisfaction is not only influenced by the effectiveness of the complaints system, but also by other factors such as the quality of officer service, the duration of administrative completion, and the public policies implemented. Murni et al. (2023) believes that regular evaluation of public service performance is very necessary to identify areas that still require improvement. Therefore, local governments need to conduct regular satisfaction surveys and utilize complaint data as evaluation material in planning service improvement policies.

5. Implementation of Data-Based Policy (Evidence-Based Policy)

An effective complaints system can serve as a valuable data collection tool to support evidence-based policy. Simmons & Brennan (2013) in their study confirmed that the use of data in evaluating service performance allows for more targeted improvements. By analyzing complaint patterns, the types of complaints that arise most frequently, as well as the level of response and resolution, local governments can develop policies that are more adaptive and solutions in improving the quality of population administration services.

Based on the recommendations above, increasing the effectiveness of the complaints system at the Malang City Population and Civil Registration Department must be carried out in an integrated manner with digital innovation, increasing human resource capacity, as well as data-based policies that are responsive to community needs. This step will ensure that public services are not only more transparent and accountable, but also faster, more efficient and oriented towards public satisfaction.

4. Conclusion

The results of this research confirm that the effectiveness of the complaint system plays an important role in improving the quality of population administration services in Malang City. A responsive and solution complaints system is not only a means for the public to submit complaints, but also reflects the transparency and accountability of public services. The success of this system depends not only on its existence, but also on how complaints are managed and followed up systematically and efficiently. When the complaints system functions well, people feel more heard and receive adequate solutions, which ultimately increases their satisfaction with public services.

However, this research also reveals that the effectiveness of the complaints system is not the only factor that influences public satisfaction. The quality of interaction between the public and officers, efficiency in administrative completion, and the public policies implemented also play a significant role. Without good coordination between the complaints system, competent human resources, and adaptive service policies, the effectiveness of complaints in increasing community satisfaction could be less than optimal. Therefore, improvements to the complaints system must be carried out comprehensively by considering technological aspects, officer capacity and community involvement in monitoring services.

From a policy perspective, the findings of this research indicate that the complaint system must be developed not only as a communication channel, but also as a data-based public service evaluation tool. Improving digital infrastructure is an important first step to ensure the complaint system can be easily accessed by the public and provides a quick response. In

addition, increasing the capacity of service officers is also a priority, bearing in mind that professionalism and empathy in handling complaints can strengthen the public's positive perception of population administration services. In addition, regular evaluation of the complaints system must be implemented to identify existing obstacles and develop more effective improvement strategies.

To support evidence-based policies, community participation in service monitoring also needs to be strengthened. The public can be involved in satisfaction surveys, public consultation forums, as well as feedback mechanisms that allow them to provide suggestions for improving services. With community involvement, the government can better understand the problems faced by service users and develop policies that are more appropriate to their needs.

As a follow-up to this research, future studies could explore more deeply other factors that contribute to the effectiveness of complaint systems, such as regulations, socio-cultural aspects, or more innovative technological approaches. In addition, comparisons with other regions that have different public service characteristics can provide additional insight into best practices in managing complaints systems. Experiment-based policy trials can also be carried out to empirically measure the direct impact of improving the complaints system on community satisfaction.

By implementing a comprehensive and data-based complaint system improvement strategy, the Malang City Population and Civil Registration Department is expected to be able to provide population administration services that are more transparent, efficient and oriented towards community needs. Continuous improvements in the complaints system will not only increase service user satisfaction, but also strengthen public trust in the government in providing quality and responsive services

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