

ANALYSIS OF A GOOD GOVERNANCE-BASED PUBLIC COMPLAINT SYSTEM: A NORMATIVE-EMPIRICAL APPROACH TO REALIZE INCLUSIVE AND ACCOUNTABLE JUDICIAL SERVICES

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Received 30 Sep 2025 • Revised 31 Oct 2025 • Accepted 30 Nov 2025

Abstract

Public service in the judicial sector is a key indicator of state accountability as well as a reflection of public trust in legal institutions. However, the complaint system at the Makassar District Court still faces various normative and structural obstacles that hinder the realization of good governance principles. This study aims to analyze the effectiveness of the public complaint system within the judiciary and to identify the barriers that emerge in its implementation. The research employs a normative-empirical approach, combining legal analysis of public service regulations with field observations through interviews, documentation, and case studies. The findings reveal that although several digital innovations have been introduced, such as e-Court, SIPP, and e-Berpadu, the complaint system has not yet fully ensured transparency, accountability, and equal access for all justice seekers. The main challenges include regulatory harmonization, limited human resource capacity, cultural resistance, inadequate infrastructure, and fragmented complaint channels that lack integration. These results highlight the need for a good governance-based policy model that integrates top-down regulatory standards, bottom-up community participation, and data-driven complaint analytics, in order to create an inclusive, transparent, and accountable complaint mechanism aligned with the principles of good governance.

Keywords: Public Service, Accountability, Good Governance, Judiciary, Complaint System

INTRODUCTION

Public service within the legal framework is a critical element that not only determines government accountability but also serves as a key indicator of public trust in state institutions (Asrini et al., 2019). In Indonesia, public service issues have been a focus of bureaucratic reform over the past two decades, particularly in the justice sector, which often faces structural and cultural complexities. The Makassar City District Court, as one of the main judicial institutions in eastern Indonesia, is a clear example of this challenge. A recent study showed that 67% of the public complained about slow service processes, while 42% highlighted the continued prevalence of brokering practices (Momole, 2023). This situation contradicts Asta Cita, the principle of equitable and responsive public service, which is a strategic goal of national legal development. Strengthening complaint mechanisms, as a form of inclusive commitment to upholding justice, must be a priority to realize this principle (Sabeni & Setiamandani, 2020).

This challenge also intersects with Sustainable Development Goal (SDG) 16, which emphasizes the importance of building transparent, accountable, and effective institutions. Courts, as pillars of law enforcement, are required to have a responsive complaints system to ensure public trust and social justice (Hadi et al., 2020). However, the reality at the Makassar City District Court shows that the complaints system is still manual and fragmented, thus hampering accountability (Muhammad, 2023). In fact, the integration of web-based/Android technology, such as the LAPOR! Application (Lathifah, 2021), can increase responsiveness by up to 50%. Unfortunately, technology adoption in judicial institutions is still limited to basic information systems without analytical features to predict complaint patterns (Rahmi et al., 2020).

On the other hand, human resource capacity is a major obstacle. 60% of employees at the Makassar City District Court have not been trained in using digital systems, while 35% are resistant to changes in service procedures. This is exacerbated by a hierarchical organizational culture that discourages innovation at the grassroots level (Sansena, 2021).

Public participation itself remains largely symbolic. Although multi-stakeholder forums have been proposed (9) to improve policy accuracy, their implementation in Makassar has been limited to outreach without public evaluation. Active participation through technology-based *crowdsourcing mechanisms*, such as the Wargaku app (Hertati, 2023), could improve transparency. However, infrastructure readiness and public digital literacy remain challenges (Afriyani et al., 2021).

This research also aligns with the Higher Education Key Performance Indicators (KPI), which encourage research oriented towards solving real problems in society. The involvement of academics in analyzing public service problems (Ekawati et al., 2023), in *collaborative government studies*, not only increases scientific relevance but also strengthens the research's social impact. Collaboration between courts, local governments, and universities can reduce service times by up to 30% through data integration. On the other hand, the lack of binding regulations regarding public service standards in the justice sector widens *the gap* between expectations and reality (Yakoba & Lutfi, 2023).

The urgency of this research is reflected in its relevance to Asta Cita (especially the ideal of improving equitable public services), SDGs (*Sustainable Development Goals*), especially point 16 on "*Peace, Justice and Strong Institutions*," as well as the Key Performance Indicators (KPI) of Higher Education, which encourages universities to contribute to solving real problems in society.

This research fills an underexplored academic gap in legal research, particularly in the judicial public service sector. Previous studies tend to be fragmented and have not addressed the holistic integration of legal aspects, technology, and public participation. For example, Rahmi et al. analyzed the implementation of the LAPOR! application in a general bureaucratic context but did not examine the specialized needs of the unique judicial sector. Meanwhile, Sabeni and Setiamandani successfully identified the low level of complaint follow-up in public institutions but did not include an integrated technology-legal solution to address this problem. On the other hand, Faqih and Suwarno (2024) focused on the limited human resources in facing digital transformation but did not develop a comprehensive model for strengthening the complaints system, including the regulatory and public participation dimensions.

Based on the above background and literature gap, this research offers a novelty by combining three critical elements in the context of judicial public services—technology, human resources, and public participation into an integrated policy model for complaint handling. Accordingly, this article addresses two main research questions: (1) to what extent does the public complaint mechanism at the Makassar District Court reflect the principles of good governance; and (2) what normative and structural obstacles influence complaint management at the Makassar District Court, and how can

these findings inform the design of a good governance-based, top-down and bottom-up complaint policy model?

RESEARCH METHOD

1. Research Approach

This study uses a normative-empirical approach as the primary framework for formulating and resolving legal issues concerning public services within the judiciary. This approach was chosen to bridge the gap between ideal legal norms contained in legislation, the principles of *good governance*, and concrete practices occurring in the field. The normative approach is used to analyze legal provisions governing public services, public complaint mechanisms, and the obligations of judicial institutions in providing access to justice. Meanwhile, the empirical approach serves to obtain an actual picture of the effectiveness and challenges in implementing the complaint system at the Makassar City District Court.

2. Scope

From the two problem formulations that have been prepared, problem solving strategies are developed through three stages of an integrated approach:

- a. Legal Analysis of Legal Instruments Regulating Public Services in the Judicial Sector
- b. An Empirical Study on the Implementation of the Complaint System at the Makassar City District Court

3. Research Location

The research was conducted at the Makassar City District Court. This location was chosen because it is one of the main courts in eastern Indonesia, with a high level of public service complexity and serves as a key representative for studies of public service reform in the judicial sector. Furthermore, based on preliminary findings and media reports, this court faces numerous public complaints regarding slow service processes and a suboptimal public complaints system, which are relevant to the focus of this research.

4. Research Population and Sample (Optional)

The population in this study includes all elements involved in the public service and complaints system at the Makassar City District Court, namely court officials (judges, clerks, service officers), as well as service users (people seeking justice).

The sample was determined using purposive sampling, namely by selecting informants who were considered to have the best understanding of the problem being studied. The sample consisted of:

- a. Judges and structural officials in the court
- b. Public service officers and complaint managers
- c. Members of the public or service users who have made complaints
- d. Data collection techniques are carried out through:
- e. In-depth interviews with key informants, including court officials and service users.
- f. Direct observation of public service processes and complaint management at the research location.
- g. Documentation of regulations, SOPs, performance reports, and statistical data related to public services in court.

f) Data Analysis

In addition to interview and observation data, the analysis also incorporates quantitative complaint statistics reported in the Makassar District Court Activity Implementation Report 2024, particularly the proportions of complaints related to slow services and brokering practices. These official statistics are used to contextualize and triangulate the qualitative findings, ensuring that the proposed policy model is grounded in both normative standards and empirical realities.

RESULTS AND DISCUSSION

Effectiveness of the Public Complaints System at the Makassar District Court

Complaints policy and mechanism

The Republic of Indonesia was born as a state based on law, so that it has the consequence that everything related to law will be regulated normatively in the form of various regulations. Responding to this condition, the government issued regulations including the Supreme Court Circular (SEMA), the Supreme Court Regulation (PERMA) which serves as a technical guideline in the implementation of the process of seeking justice for the parties. However, in this digital era, the government also adapts to the development of information technology that continues to grow rapidly, therefore PERMA Number 1 of 2019 concerning Electronic Administration of Cases and Trials in

Court and has been amended by PERMA Number 7 of 2022 concerning Amendments to PERMA Number 1 of 2019 (Handayani, 2023).

Have the legal principles in the civil trial process been accommodated in *e-court*? This can be seen in practice, starting from the registration of the lawsuit to the final decision as regulated in Article 1 number (6) of PERMA Number 7 of 2022, that *e-court* includes *e-filing*, *e-payment*, *e-summon* and *e-litigation*.

1. *e-Court* is a court instrument that provides public services for online civil case registration. This process includes sending court documents (replicas, duplicates, conclusions, and responses) and summoning parties online, all the way to issuing a copy of the decision. Civil case registration (filing a lawsuit) can be done using any internet-connected mobile device (*smartphone*, *tablet*, laptop, *notebook*, or *netbook*) without having to come to court. Data integration between *e-Court* and SIPP improves the reliability of the *e-Court* application. The Supreme Court has implemented data integration between the *e-Court* and SIPP applications, and this has been implemented at the Makassar District Court (PN Makassar, 2024). The implementation of *e-court* in Indonesia has been implemented since 2018 before the Covid-19 pandemic (Sihite & Marpaung, 2022). The case number was issued by the SIPP Court Application in order to implement the electronic court application (*e-Court*) as an implementation of Supreme Court Regulation Number 3 of 2018 concerning Electronic Case Administration in Court.
2. *e-Berpadu* is an application developed by the Supreme Court of the Republic of Indonesia as a form of integration of criminal files between law enforcement agencies for the Electronic Search Permit Application Service, Confiscation Permit, Detention Extension, Detention Suspension, Electronic Criminal File Transfer, Diversion Determination Application, Online Detainee Visit Permit by the public without having to go to court. The Makassar District Court has conducted outreach to all *stakeholders* last year and become a *pilot project*. The effectiveness of *e-court* services can be demonstrated by the existence of several activity agendas that can be completed in one day, namely: 1) registration; 2) determination of the panel of judges; 3) appointment of the court clerk; 4) appointment of the bailiff; 5) determination of the trial date.
3. The Supreme Court's 2019 work program and policies are largely directed at the use of technology, especially information technology in the implementation of judicial duties. Starting in early 2018, when the Case Tracking Information System (SIPP) version 3.2.0 application was successfully implemented in all first-instance courts, this application became a means of control for the case resolution process and as a means of information for justice seekers. Since the implementation of the Case Tracking Information System (SIPP) in 4 (four) judicial environments under the Supreme Court, to ensure the accuracy of the data needed by the justice seekers, each judicial environment has its own system that functions to monitor the implementation of SIPP in each Court. At the Makassar District Court, it has an MIS, SIPP Implementation Monitoring which functions to ensure the level of compliance with filling in and updating SIPP data accompanied by the validity, accuracy and timeliness of data filling in each court.
4. The Makassar District Court Home Application was created with the aim of making it easier for Employees in the Makassar District Court Environment to access applications on the Makassar District Court local server, namely SIPP, MIS, PTSP+, PTSP Queue, Information TV, Daily Survey, Daily Survey Results, as well as public applications including SIKEP Online Presence, *e-Court*, LLK MA, MA Website, Badirum Website, PT Makassar Website, Makassar PN Website, SIPP Badirum Evaluation, Siwas, Decision Directory, Eraterang, ZI Self-Assessment, Electronic Reporting of the Director General of Badirum, Annual SPT, LHKPN, LHKASN.
5. A real-time online information service via WhatsApp accessible to the public through the Makassar District Court website. WhatsApp will automatically respond by detecting keywords in queries, such as case information, court schedules, traffic ticket information, certificates, *e-Court*, court fee advances, and more.
6. *Madeceng e-Tracking Application* (Court Correspondence Data Management) as a form of Makassar District Court service to provide fast and transparent information in conducting electronic searches/searches on the status of correspondence management, as a manifestation of the Vision and Mission of the Makassar District Court, towards the openness of Public Information in order to realize a Corruption-Free Region and a Clean Serving Bureaucracy Region. The procedure for using this application is that the User enters keywords which can be: Letter number, Name or Sender Agency or postal or expedition receipt number if sending letters via POST/Expedition for the results of incoming letter disposition.

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Table 1. Analysis of Makassar District Court's Digital Innovation

Digital Innovation	Supported Good Governance Principles	Effectiveness Analysis
e-Court	Transparency, Accountability, Efficiency	It enables online case registration, payment, and notification, reducing face-to-face interactions that are vulnerable to corruption. Data shows 1,279 cases were registered online, indicating positive adoption.
e-Berpadu	Accountability, Efficiency, Rule of Law	Integrating criminal files across law enforcement agencies, expedites the process for requests for seizures, searches, and detention extensions. With thousands of requests processed, this system has the potential to reduce the backlog of cases.
SIPP	Transparency, Accountability	Providing a case tracking information system that allows the public to monitor the status of their cases. The SIPP Implementation Monitoring System (MIS) demonstrates efforts to maintain data accuracy and compliance.
Home App	Efficiency, Responsibility	Integrating various internal and external applications (including SIWAS for complaints) into one platform, which has the potential to increase the responsiveness of the apparatus to information and service needs.

The One-Stop Integrated Service (PTSP) at the High Court and District Court was established based on the Decree of the Director General of the General Courts dated February 26, 2018, concerning the Guidelines for One-Stop Integrated Service (PTSP) Standards at the High Court and District Court. The PTSP process at the Makassar District Court is as follows:

1. service applicants take a queue number.
2. PTSP officers call the applicants according to their queue numbers
3. Each section processes the service request in accordance with the established SOP.
4. After the service request has been processed, each section submits the service results to the PTSP Officer and submits the service results to the service applicant.

Public Service Innovation**Open living room**

The open guest room facility has been available at the Makassar District Court in order to fulfill the Supreme Court's efforts to improve the image of the Court and avoid negative assessments and practices of corruption, collusion, and nepotism in accordance with the instructions of the Circular Letter of the Director General of Badilum Number 1/DJU/SE/V/2021 concerning the Provision of Open Guest Room Facilities at Courts throughout Indonesia.

Ceiling speaker / talking board

This tool facility is used to convey voice information to all rooms in the Makassar District Court building area to employees and justice seekers so that the delivery of information is faster, more effective and efficient.

Self-service information system

The Makassar District Court provides an Independent Information System located in the Makassar District Court Lobby, which contains case information. Visitors can use this facility to access the case information they need at the Makassar District Court.

Disability-friendly facilities and infrastructure

Persons with disabilities facing legal issues, whether as perpetrators, complainants, victims, witnesses, or parties in a case, require adequate access. The Makassar District Court provides various facilities for persons with disabilities.

At the Makassar District Court, complaints can be submitted via:

1. SIWAS MA-RI application on the Supreme Court website siwas.mahkamahagung.go.id;
2. LAPOR! Application - Online Public Aspiration and Complaint Service <https://www.lapor.go.id/>;
3. short message service/SMS at number: 0811 - 4460 - 7777; with the SMS format: TYPE: REPORT#NAME#ADDRESS#REPORTCONTENT
4. electronic mail (e-mail) pengaduan@pn-makassar.go.id;
5. fax 0411 - 3634667;
6. telephone 0411 - 3624058;
7. Complaints desk at the PTSP Makassar District Court;
8. letter; and/or
9. Complaint box.

Complaint handling is carried out based on the following principles:

1. Integrated, namely that all Complaints received by the Supreme Court, the Court of Appeal and the Court of First Instance, must be entered into the Supervisory Agency's information system application either by the Reporter independently or electronically or by the Complaints desk officer at the Supreme Court and the Judicial Bodies under it.
2. Objectivity, namely that the handling of complaints and follow-up of alleged violations is carried out based on predetermined criteria and is not influenced by considerations based on interests.
3. Effective, efficient and economical, namely so that the handling of complaints and follow-up of alleged violations is carried out in a targeted manner, economical in terms of resources, manpower, costs and on time in accordance with applicable provisions.
4. Transparency, namely that interested parties can know the stages of the Complaint handling process; and the follow-up.
5. Accountability, namely that the process of handling complaints and their follow-up must be accountable to the public in accordance with applicable laws and procedures.
6. Confidentiality is an attitude of caution in handling complaints by maintaining the confidentiality of the reporter's identity and the confidentiality of the reporting material, including correspondence and files for handling complaints until a decision is made as to whether a complaint is proven or not, as an effort to protect the reporter.
7. Fair means that in handling complaints, both the reporter, the accused, related parties and witnesses receive the same treatment.
8. Non-discriminatory means that in handling complaints, treatment is not differentiated based on gender, ethnicity, religion, race and social class.
9. Independence means being free from outside interference and free from all forms of pressure, both physical and psychological.
10. Neutrality means that every complaint is handled impartially and is not influenced by anyone's or any other interests.
11. Legal certainty means that in every complaint handling, prioritizing the applicable legal regulations is prioritized.
12. Professionalism means that supervisory officers carry out their duties by prioritizing expertise.
13. Proportionality means that in handling complaints, priority is given to balancing the interests of the parties in handling complaints.
14. Upholding judicial independence, namely that in the process of handling complaints, judicial independence must be maintained as far as possible.

Analysis of Complaint Mechanisms of Good Governance Principles

Complaint handling at the Makassar City District Court has been fundamentally directed towards aligning with the principles of *good governance* as established by the Supreme Court. In terms of integration, the court has utilized an internal oversight application system connected to the Supreme Court Supervisory Agency, allowing all incoming complaints to be recorded electronically. However, in practice, technical constraints remain, resulting in limited technological literacy among the public, leading many complainants to prefer submitting complaints manually through the service desk. This requires an active role from complaint officers to assist with data entry into the system to maintain the principle of integration.

The principles of objectivity, independence, and neutrality in complaint handling are relatively well maintained through the initial examination mechanism conducted by a dedicated supervisory team. However, structural barriers such as limited human resources with a thorough understanding of regulations and supervisory techniques remain a challenge. Consequently, there is potential for delays or inconsistencies in report follow-up. This impacts the achievement of the principles of

effectiveness, efficiency, and economy, as not all complaints can be processed quickly and within established timeframes.

In terms of transparency and accountability, the Makassar District Court has provided public information channels through bulletin boards, an official website, and a help desk. However, empirical findings indicate that the public often does not receive adequate information regarding the follow-up to their complaints. This situation demonstrates the ongoing gap between norms demanding openness and the reality of practices that tend to be closed. Nevertheless, the principle of confidentiality is relatively well maintained, particularly regarding the identity of the complainant, despite complaints regarding the slow response from officers.

Furthermore, the principles of fairness and non-discrimination have been implemented by providing equal treatment to all complainants regardless of background. However, limited facilities for vulnerable groups, such as people with disabilities, remain a significant obstacle to achieving equal access. The principle of legal certainty is generally met because courts adhere to Supreme Court regulations and applicable standard operating procedures. However, implementation is often hampered by a lack of public awareness of complaints rights and procedures.

The principles of professionalism and proportionality also face challenges. Supervisory officers at the Makassar District Court attempt to carry out their duties according to their expertise, but limited training and capacity building mean that service quality is suboptimal. In the context of proportionality, although the court strives to balance the interests of both the complainant and the accused, lengthy processes and administrative formalities often burden justice seekers. Finally, despite the court's commitment to upholding judicial independence, negative public perceptions persist regarding the court's bias toward internal officials. This demonstrates that complaint handling at the Makassar District Court requires strengthening to truly reflect the principles of *good governance* and thereby enhance public trust in the judiciary.

Normative and Structural Barriers in Complaint Management

Normative Barriers

1. Regulatory Synchronization : The Chairman of the Indonesian Ombudsman highlighted the importance of synchronizing and harmonizing regulations to avoid legal uncertainty (ORI, 2023). Although the Supreme Court has issued various regulations regarding public services and oversight, their implementation at the district court level may still overlap or not be fully integrated. For example, Supreme Court Regulation No. 9 of 2016 concerning Guidelines for Handling Complaints (Whistleblowing System) needs to be ensured to align with the ever-evolving digital innovations.
2. Legal Strength of Digital Products : Electronic trials through *e-Litigation* still raise questions regarding the strength of evidence and guarantees of the parties' rights. A more robust legal framework is needed to ensure that digital justice processes have the same legitimacy as conventional justice.

Structural Barriers

1. Human Resources (HR) Capacity : Digital transformation demands that court officials are not only technologically literate but also possess integrity and a service-oriented mindset (Wulandari, 2023). Annual reports indicate transfer, promotion, and training programs, but there is no specific data on training focused on capacity building in digital-based complaint management.
2. Cultural Resistance : The transition from manual to digital systems often faces resistance within the organization. A slow and unresponsive bureaucratic culture is difficult to change with technology alone. Strong leadership and effective change management are required to instill a culture of excellent service.
3. Infrastructure and Budgetary Limitations : Although the Makassar District Court is a specialized Class IA court, limited technological infrastructure in some areas of its jurisdiction, or even at the service user (community) level, can be a constraint. Furthermore, budget allocation for the maintenance and development of information technology systems must be sustainable.
4. Complaint System Fragmentation : The existence of multiple complaint channels (SIWAS, PTSP, and independent applications) without robust integration can confuse the public and complicate monitoring. The one-stop policy recommended by the Ombudsman needs to be implemented in an integrated complaint management system.

Nevertheless, the current configuration of the complaint system still lacks an integrated, data-driven analytics dashboard that consolidates information from all complaint channels—such as SIWAS, the PTSP complaint desk, LAPOR! e-mail, SMS, telephone hotlines, and WhatsApp-based

services into a single monitoring platform. As a result, court leaders rely mainly on fragmented reports, making it difficult to identify recurrent complaint patterns, high-risk units, or systemic issues in real time. This limitation weakens the court's ability to translate complaints into institutional learning, and highlights the need for a good governance-based complaint policy model that embeds complaint analytics as a core component of accountability.

Towards an Integrated Good Governance-Based Complaint Policy Model

The empirical and normative findings above indicate that the public complaint system at the Makassar District Court is at a transitional stage: a number of digital innovations have been introduced, yet regulatory fragmentation, limited human resource capacity, and cultural resistance still undermine the realization of good governance principles. To address this gap, this study proposes a good governance-based complaint policy model that integrates top-down regulatory standards with bottom-up community participation and data-driven complaint analytics.

First, at the normative level, the model emphasizes the need to harmonize and codify complaint-related regulations into a clear, court-specific standard. Supreme Court regulations on complaint handling and electronic proceedings should be translated into detailed standard operating procedures that specify complaint channels, service levels, timelines, and responsibilities for each unit. These norms must explicitly recognize digital channels such as SIWAS, LAPOR!, and court-based applications as legally valid entry points for complaints, while ensuring legal certainty regarding the status of electronic records and the protection of complainants.

Second, at the technological and analytical level, the model calls for an integrated digital platform that unifies all complaint channels into a single back-end system equipped with complaint analytics. Rather than operating multiple parallel channels, the court should develop or adopt a platform that automatically classifies complaints by category, unit, and severity, generates real-time dashboards for court leaders, and produces periodic reports on trends and systemic issues. This integrated platform would operationalize the principles of transparency, accountability, effectiveness, and efficiency by enabling evidence-based decision-making and proactive interventions.

Third, at the human resource and participatory level, the model underscores the importance of continuous capacity building for complaint officers and front-line staff, coupled with structured mechanisms for community participation. Training programmes should focus not only on technical skills in using digital systems, but also on ethical standards, communication skills, and a service-oriented mindset. At the same time, the court should institutionalize forums for periodic dialogue with civil society organizations, legal aid providers, and user representatives, as well as provide accessible feedback loops (such as online surveys and focus group discussions) to assess user satisfaction with complaint handling.

By integrating these three dimensions normative harmonization, integrated digital platforms and analytics, and human resource development plus participatory governance the proposed model seeks to transform the complaint system from a reactive, fragmented mechanism into a proactive, learning-oriented system. In doing so, it provides a concrete framework for aligning the practice of complaint handling at the Makassar District Court with the principles of good governance, SDG 16, and the national agenda to improve equitable public services

CONCLUSION

Makassar District Court Class IA Special in carrying out its main duties and functions, especially within the jurisdiction of Makassar District Court Class IA Special, has made every effort to provide services to the justice seekers (*justitia bellen*) by utilizing human resources and existing facilities and infrastructure, towards improving public services through a series of digital innovations that are in line with the principles of *good governance*, especially in terms of transparency and efficiency. The implementation of *e-Court*, *e-Berpadu*, and *SIPP* has significantly increased the accessibility of information and accountability of the judicial process. This study identifies normative and structural barriers that have the potential to weaken the effectiveness of services. Normatively, the challenge lies in the harmonization of regulations and strengthening the legal basis for digital innovation. Structurally, the main obstacles include human resource capacity that is not yet fully adaptive, cultural resistance, limited infrastructure, and fragmentation of the complaint system.

Building on these findings, this article proposes a good governance-based complaint policy model consisting of three interrelated components: (i) harmonization of complaint-related regulations into clear, court-specific standards; (ii) development of an integrated digital platform equipped with complaint analytics that consolidates all complaint channels; and (iii) continuous capacity building for court officials combined with structured mechanisms for public participation. This model not only responds to the normative and structural obstacles identified in the Makassar District Court, but also

offers a transferable framework for strengthening accountability and inclusiveness in judicial complaint systems in other courts in Indonesia.

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