

## ABSTRACT

The digital transformation of public services, encompassing the no-wrong-door policy, integrates all public service complaint management entities across government agencies at both the central and regional levels in Indonesia. The introduction of the National Public Service Complaint Management System - People's Online Aspiration Service (SP4N-LAPOR!) involves the Ombudsman of the Republic of Indonesia (ORI) as the overseeing institution. Despite the 15-year implementation of SP4N-LAPOR!, the quality of public services in Indonesia still requires improvement. According to the 2022 compliance assessment by the Ombudsman of the Republic of Indonesia, majority of Ministries, Agencies, Central, and Regional Governments still fall within the yellow zone, indicating a moderate level of maladministration.

This research aims to analyze the factors, including the most dominant ones, posing challenges in the digital transformation process of public service complaint management using the SP4N-LAPOR! application at the Ombudsman of the Republic of Indonesia. It is a quantitative study conducted among 202 respondents, consisting of employees/assistants of the Ombudsman of the Republic of Indonesia, both at the central office and regional representations in 34 provinces. Data collection utilized online questionnaires, and data analysis was performed using Exploratory Factor Analysis (EFA) with SPSS software.

The study identified 55 indicators derived from literature reviews, internal documents of the Ombudsman of the Republic of Indonesia, and SP4N-LAPOR!. These indicators revealed 10 challenge factors, with Digital Capability, Information Network Systems, Complaint Management, Digital Solutions, Leadership 4.0, Business Ecosystem, Integrated Regulation, Digital Talent, Digital Conversion dan Digital Implementation being the most dominant. This indicates that the digital transformation of public service complaint management through the SP4N-LAPOR! application at the Ombudsman of the Republic of Indonesia is still facing various challenges, potentially hindering efforts to enhance the effectiveness and efficiency of complaint management.

**Keywords:** Digital Transformation, Complaint Management, Public Services, SP4N-LAPOR!, No Wrong Door Policy, Exploratory Factor Analysis.