

The Influence of Public Service Justice in Complaint Handling at the Secretariat General of DPR RI

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ABSTRACT

Public complaints play a critical role in providing feedback on service delivery, enabling institutions to enhance performance, promote accountability, and uphold social justice. This study examines the influence of perceived justice in complaint handling on public satisfaction within the Secretariat General of the House of Representatives of the Republic of Indonesia (DPR RI). Adopting a quantitative approach, data were collected from 258 respondents—comprising civil servants, private-sector employees, professionals, NGO workers, and the general public—using a Likert-scale questionnaire distributed via Google Forms. This research focuses on three dimensions of justice: distributive, procedural, and interactional. The findings indicate that interactional justice—encompassing respectful treatment, clear communication, and ethical behaviour—has the strongest impact on public satisfaction. These results underscore the importance of interpersonal engagement during the complaint resolution process as a key factor in shaping public trust and improving institutional image. The novelty of this study lies in its comprehensive analysis of justice perceptions in the context of a legislative institution's complaint management system—an area that has been relatively underexplored in prior research. Unlike existing studies that primarily focus on executive or frontline service agencies, this study provides new insights into how justice-based approaches in legislative complaint handling can enhance public service responsiveness, transparency, and credibility.

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INTRODUCTION

Essentially, public complaint services provided to the government are designed to facilitate the public in voicing their concerns. The increasing demand for good governance has made public service delivery a priority sector, particularly in managing public complaints within the public sector. The government places significant emphasis on improving the quality of complaint services by focusing on responsiveness, transparency, and accountability in resolving public grievances. Quality, efficient, and effective services can enhance satisfaction, leading to increased public trust and the fulfilment of social justice. According to Nurhayati & Sulistyowati (2021:45), in the context of service recovery, distributive, procedural, interactional, and informational justice significantly influence customer satisfaction and post-recovery perceived value, which in turn positively affect customer loyalty and recommendation intentions.

Customer complaints are considered crucial as they contain valuable information about various issues in public service processes, helping service providers identify obstacles, develop solutions, and restore public satisfaction and trust in the government system (Tojib & Khazade, 2014:463; Filip, 2013:272; Ogbeide, 2015:1-13). Therefore, the government must establish a complaint service mechanism that is not only responsive but also proactive, ensuring that every public complaint is addressed through clear procedures and measurable outcomes. According to Chan, Thong, Brown, & Venkatesh (2021:61-69), effective e-government service design hinges on factors such as accuracy, self-service, convenience, accessibility, and transparency. Their study—analysing data from over 3,000 users—found that

these service design dimensions collectively enhance perceived service quality, which in turn significantly increases citizen satisfaction.

A study by Nuansi & Ngamcharoenmongkol (2021:32) proposed an updated service justice framework, confirming that distributive, procedural, and interactional justice remain central in complaint handling contexts. Their research on proactive complaint management demonstrates that these three dimensions significantly influence both satisfaction with complaint handling and negative word-of-mouth behaviour. Perceived justice—including distributive, procedural, and interactional justice—significantly influences customer satisfaction in service recovery contexts. This satisfaction, in turn, positively affects revisit intention and recommendation intention. (Choi, H. K., Kim, S. S., & Kim, B.-S., 2023:110-112)

While numerous studies have examined perceived justice in the context of complaint handling in the private sector, there remains a limited understanding of how these justice dimensions influence satisfaction and public behaviour in the context of public institutions, particularly in government bodies such as the Secretariat General of the DPR RI. Existing research tends to generalise findings without considering the unique bureaucratic structure, public accountability standards, and political sensitivity that characterise complaint handling in public institutions. This presents a research gap that justifies further investigation, especially in terms of how organisational responses shape perceived justice and ultimately influence trust, satisfaction, commitment, and loyalty in a democratic governance context.

The current study suggests that to understand post-complaint customer behaviour, we must first comprehend the three dimensions of perceived justice and how these dimensions influence public attitudes, satisfaction, and behaviour. However, as previously mentioned, public perceptions of justice are triggered by an organisation's actual management response. How an organisation responds must be distinguished from how the public perceives that response. This study examines how public satisfaction influences perceptions of justice in the complaint management system of the Secretariat General of DPR RI.

The dimensions of perceived justice provide a specific framework for understanding why the public reacts the way they do to responses to their complaints, thereby enhancing the theoretical relevance of Complaint Management to the three dimensions of justice. Perceived justice, originating from social exchange theory, represents the extent to which a person is treated fairly by an organisation or other individuals (Choi et al., 2016:14). Equity theory (Adams, 1965:267-299) further suggests that customers involved in a conflict develop a perception of whether they are receiving fair treatment. Perceptions of justice consist of several types: (1) Distributive justice, which refers to perceived fairness in tangible outcomes; (2) Procedural justice, which refers to perceived fairness in the procedures used; and (3) Interactional justice, which refers to perceived fairness in the process of problem resolution.

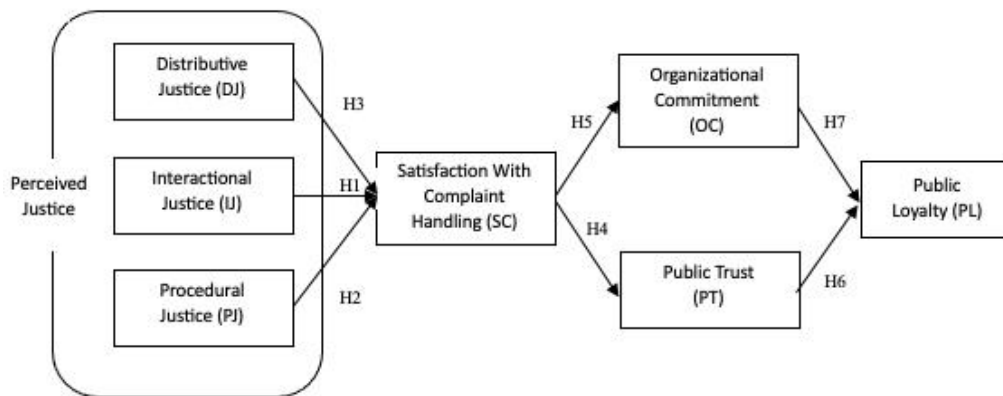
Furthermore, this study acknowledges the importance of the three dimensions of justice—distributive justice, procedural justice, and interactional justice—as mediators in the relationship between complaint management responses and public reactions following the submission of complaints. This contribution enriches the research by identifying the cognitive processes involved in how the public evaluates complaint handling within the organisational structure of the Secretariat General of the DPR RI. These three dimensions will also contribute to the justice literature by allowing us to measure the impact of organisational response actions at the Secretariat General of DPR RI on perceived justice. This approach addresses several limitations identified by Blodgett (1994:192), such as adding key variables to the complaint-handling model and specifically examining the three components of perceived justice. The research hypothesis framework is presented in Picture 1 below.

The hypotheses of this study are as follows:

- H1: Distributive justice positively influences satisfaction with complaint handling.
- H2: Procedural justice positively influences satisfaction with complaint handling.
- H3: Interactional justice positively influences satisfaction with complaint handling.
- H4: Satisfaction with complaint handling positively influences public trust.

H5: Satisfaction with complaint handling positively influences public commitment.

H6: Public trust positively influences public loyalty.



H7: Public commitment positively influences public loyalty.

Picture 1: Framework Conceptual Analysis

Processed by the researcher, 2025 [source]

METHODS

This study uses a quantitative survey method with purposive sampling, involving 258 respondents aged 18–65 from various backgrounds who have submitted complaints. Data were collected via online questionnaires using a 5-point Likert scale. The questionnaire was developed based on a literature review, documentation, observation, and in-depth interviews to ensure validity. Primary data came from the Secretariat General of DPR RI, supported by secondary data from relevant literature and documents. Data analysis was conducted using multiple linear regression in SPSS 27 to examine the effects of distributive, procedural, and interactional justice on satisfaction, trust, commitment, and loyalty. The analysis included descriptive statistics, validity and reliability tests, classical assumption checks, F-tests, t-tests, and determination of R^2 to assess model fit and hypothesis testing. This approach allows for a clear understanding of how perceived justice dimensions influence public satisfaction and loyalty in complaint management at DPR RI.

RESULTS AND DISCUSSION

Respondent Profile

A total of 258 respondents participated in this study through a structured questionnaire distributed via Google Forms. The data were verified for validity and categorised based on gender, age, occupation, and education. The sample consisted of 55% male and 45% female respondents. The largest age group was 26–35 years (29%), followed by 18–25 years (26%), 36–45 years (21%), 46–55 years (18%), and 56–65 years (6%). In terms of occupation, 34% were private employees, 14% civil servants, 16% professionals, 13% entrepreneurs, and 23% others. Regarding education level, most held a Bachelor's degree (31%), followed by Master's (27%), Doctorate (9%), High School (9%), Diploma (8%), Junior High (7%), Elementary (4%), and 5% had no formal education. The detailed distributions are presented in the following charts below.

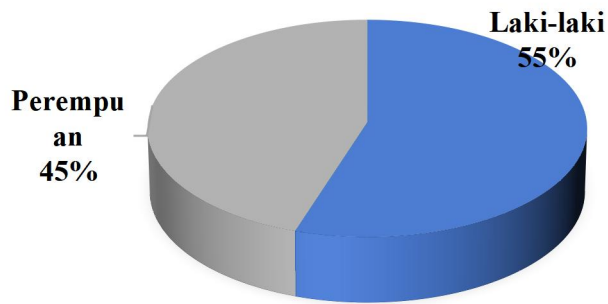


Chart 1: Respondents' Gender
Processed by the researcher, 2025 [source]

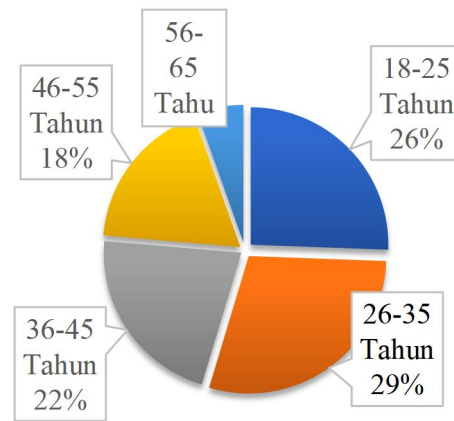


Chart 2: Respondents' Age Group
Processed by the researcher, 2025 [source]

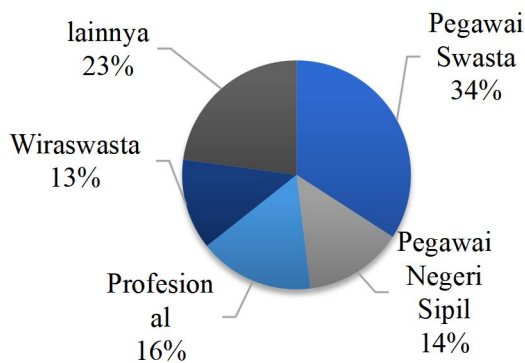


Chart 3: Respondents' Occupational Group
Processed by the researcher, 2025 [source]

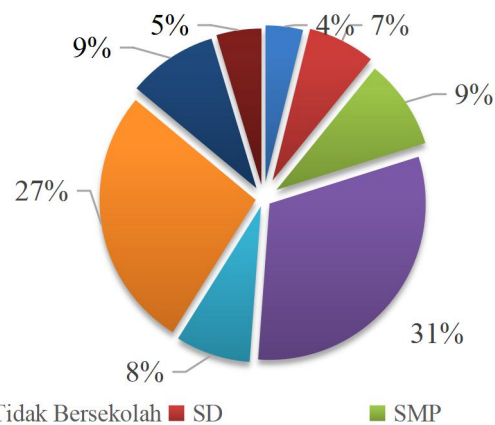


Chart 2: Respondents' Occupational Group
Processed by the researcher, 2025 [source]

Descriptive Statistics

The descriptive analysis method is a method aimed at providing an overview or describing a phenomenon as it is. This analysis seeks to review the responses of 258 respondents to various statements included in the questionnaire. The results of the Descriptive Statistics are presented in Table 1 below.

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
DJ	258	1.00	5.00	2.9380	1.39623
PJ	258	1.00	5.00	3.0116	1.45351
IJ	258	1.00	5.00	3.0891	1.46947
S	258	1.00	5.00	2.9767	1.43587
PT	258	1.00	5.00	2.8721	1.41528
OC	258	1.00	5.00	3.0504	1.41469
PL	258	1.00	5.00	3.0388	1.42738
Valid N (listwise)	258				

Table 1 :Descriptive Statistics
Processed by the researcher, 2025 [source]

Based on the descriptive analysis of 258 respondents, public perceptions of distributive, procedural, and interactional justice in complaint handling are at a moderate level, with interactional justice scoring the highest. Similarly, satisfaction, trust, commitment, and public loyalty also show average values near the neutral point. The high standard deviations indicate diverse experiences among respondents, suggesting inconsistencies in service quality. Therefore,

improving the consistency and fairness of complaint handling services is essential to strengthening public trust and fostering greater loyalty.

Validity Test

Anggraini et al. (2022:2-3) stated that an indicator of a questionnaire can be considered valid when the calculated r-value (r count) is greater than the r-table value. If the r-count is greater than the r-table value at a given significance level (e.g., 0.05 or 0.01), the questionnaire item is considered valid. Conversely, if the r-count is smaller than the r-table, the item is deemed invalid and may need to be revised or removed. The results of the Validity test are presented in Table 2 below.

		Correlations							
		DJ	PJ	IJ	S	PT	OC	PL	total
DJ	Pearson Correlation	1	.016	.084	.015	-.067	.118	.044	.461**
	Sig. (2-tailed)		.802	.177	.813	.283	.059	.480	.000
	N	258	258	258	258	258	258	258	258
PJ	Pearson Correlation	.016	1	.052	.037	-.014	-.055	-.041	.393**
	Sig. (2-tailed)	.802		.402	.550	.818	.378	.507	.000
	N	258	258	258	258	258	258	258	258
IJ	Pearson Correlation	.084	.052	1	-.097	-.049	.032	-.020	.399**
	Sig. (2-tailed)	.177	.402		.121	.436	.614	.747	.000
	N	258	258	258	258	258	258	258	258
S	Pearson Correlation	.015	.037	-.097	1	-.093	.020	-.022	.334**
	Sig. (2-tailed)	.813	.550	.121		.135	.752	.721	.000
	N	258	258	258	258	258	258	258	258
PT	Pearson Correlation	-.067	-.014	-.049	-.093	1	-.102	-.109	.216**
	Sig. (2-tailed)	.283	.818	.436	.135		.103	.080	.000
	N	258	258	258	258	258	258	258	258
OC	Pearson Correlation	.118	-.055	.032	.020	-.102	1	.078	.418**
	Sig. (2-tailed)	.059	.378	.614	.752	.103		.212	.000
	N	258	258	258	258	258	258	258	258
PL	Pearson Correlation	.044	-.041	-.020	-.022	-.109	.078	1	.359**
	Sig. (2-tailed)	.480	.507	.747	.721	.080	.212		.000
	N	258	258	258	258	258	258	258	258
total	Pearson Correlation	.461**	.393**	.399**	.334**	.216**	.418**	.359**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	
	N	258	258	258	258	258	258	258	258

** . Correlation is significant at the 0.01 level (2-tailed).

Table 2 : Validity test

Processed by the researcher, 2025 [source]

Based on the calculation results using SPSS Version 27, the validity test results indicate that most items have a significant positive correlation with their total construct scores ($p < 0.01$), suggesting that the questionnaire items are valid. Each item meaningfully contributes to measuring its respective construct, confirming that the instrument is suitable for further analysis.

Reliability Test

Basically, the reliability test measures the consistency of a variable through the questions used. The test is conducted by comparing the value of Cronbach's Alpha with the significance level applied (Darma, 2021:1). The results of the reliability test are presented in Table 3 below.

Cronbach's Alpha	N of Items
.720	7

Table 3 : Reliability test

Processed by the researcher, 2025 [source]

Based on the table above, the reliability test shows a Cronbach's Alpha of 0.720 for 7 items, indicating an acceptable level of internal consistency for exploratory research. However, further refinement of the instrument is recommended to enhance its reliability.

Classical Assumption Test

a. Normality test

This study employs the Shapiro-Wilk test to assess the normality of the residual data, as this test is considered more powerful for sample sizes below 300. The testing criterion is as follows: if the significance value (p-value) is greater than 0.05, the data are considered to be normally distributed. Conversely, if the p-value is less than 0.05, the data are not normally distributed. In addition to the statistical test, graphical analysis—such as the normal probability plot (P-P Plot)—is used to visually inspect the distribution of residuals. If the residuals are normally distributed, the data points will align closely with the diagonal line representing the expected normal distribution. The results of both the Shapiro-Wilk test and the graphical analysis are presented in Table 4 below.

Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
PUBLOYALTY	.062	258	.018	.991	258	.099

a. Lilliefors Significance Correction

Table 4 : Normality test (Shapiro-Wilk test)
SPSS ver. 27 [source]

Based on the Shapiro-Wilk test results, the p-value is 0.099 (> 0.05), indicating that the residuals are normally distributed.

b. Multicollinearity test

The multicollinearity test can be detected using the tolerance value and the variance inflation factor (VIF). It is stated that multicollinearity does not occur if the VIF value is less than 10 and the tolerance value is greater than 0.10. The

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	21.453	1.502		14.282	.000
	DJ	.485	.072	.245	4.042	.000
	PJ	.562	.069	.212	4.163	.000
	IJ	.437	.060	.135	3.121	.000
	S	.398	.066	.356	3.618	.003
	PT	.289	.062	.340	2.976	.001
	OC	.154	.058	.187	3.412	.000

a. Dependent Variable: PUBLOYALTY

results of the multicollinearity test can be observed in Table 5 below:

Table 5 : Multicollinearity test
SPSS ver. 27 [source]

The table above presents the multiple linear regression results, showing that all independent variables—distributive justice (DJ), procedural justice (PJ), interactional justice (IJ), satisfaction (S), trust (PT), and commitment (OC)—have a significant positive effect on public loyalty (PL) ($p < 0.05$). Among them, satisfaction has the strongest influence ($\beta = 0.356$), followed by trust ($\beta = 0.340$) and distributive justice ($\beta = 0.245$). These findings highlight the crucial role of perceived justice, satisfaction, and trust in fostering public loyalty toward public institutions.

c. Heteroscedasticity test

This study uses the Glejser test by correlating the absolute residuals with the independent variables. Heteroscedasticity is not present if the Glejser test value is greater than 0.05. The results of the heteroscedasticity test can be seen in the

Coefficients ^a						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	42.083	1.872		22.483	.000
	DJ	.019	.253	.005	.075	.940
	PJ	.310	.241	.081	1.286	.200
	IJ	-.053	.241	-.014	-.221	.825
	S	.079	.246	.020	.322	.748
	PT	-.151	.250	-.038	-.604	.546
	OC	-.096	.250	-.024	-.383	.702

a. Dependent Variable: ABS_RES

following table.

Table 6 : Multicollinearity test
SPSS ver. 27 [source]

From the table above, after conducting the heteroscedasticity test, it was found that there is no heteroscedasticity issue because all variables have significance values above 0.05. The Distributive Justice (DJ) variable has a significance value of 0.940, Procedural Justice (PJ) 0.200, Interactional Justice (IJ) 0.825, Satisfaction (S) 0.748, Public Trust (PT) 0.546, and Organisational Commitment (OC) 0.702. Since all variables have significance values greater than 0.05, it can be concluded that the regression model does not exhibit heteroscedasticity.

Hypothesis Test

To test the hypotheses, the following steps were conducted: hypothesis testing using the F-test and t-test. In this study, both tests were used to determine the effect of each independent variable on the dependent variable when analysed simultaneously.

a. F-Test (Simultaneous Test)

This test aims to determine the effect of all independent variables on the dependent variable. According to Imam Ghozali (2018:122), if the significance probability value is less than 5%, the independent variables collectively have a significant effect on the dependent variable. The F-test statistics in this study can be observed in the table below.

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	720.500	6	120.083	5.432	.000 ^b
	Residual	5550.291	251	22.116		
	Total	6270.791	257			

a. Dependent Variable: PUBLOYALTY

b. Predictors: (Constant), OC, S, PJ, IJ, DJ, PT

Table 7 : F-test (Simultaneous Test)
SPSS ver. 27 [source]

Based on the ANOVA table, the results of the F-test (also known as the simultaneous test) indicate that the regression model has an F value of 5.432 with a significance (p-value) of 0.000. The F-test is used to evaluate whether the set of independent variables jointly has a statistically significant influence on the dependent variable. In this study, the independent variables include Organisational Commitment (OC), Satisfaction (S), Procedural Justice (PJ), Interactional Justice (IJ), Distributive Justice (DJ), and Public Trust (PT), while the dependent variable is Public

Loyalty (PL). The significance value obtained (0.000) is far below the commonly used threshold of 0.05. This result means that the null hypothesis—which states that all regression coefficients are simultaneously equal to zero—can be rejected. In other words, there is strong statistical evidence that the independent variables collectively have a significant effect on public loyalty.

This finding implies that the overall model is meaningful and that the selected variables are relevant in explaining changes or variations in public loyalty. The significance of this model justifies further analysis of each variable's effect using partial (t-test) analysis. It also suggests that strategies aimed at improving public loyalty should consider these six factors holistically rather than in isolation. Therefore, the F-test confirms the validity and usefulness of the regression model in capturing the dynamics of public loyalty through the integration of justice perceptions, satisfaction, trust, and organisational commitment.

b. t-Test (Partial Test)

The partial test (t-test) is essentially used to determine the effect of each independent variable on the dependent variable individually (Ghozali, 2016:93). According to Kock (2016:45), in PLS-SEM and related regression approaches, an independent variable is considered to have a significant (partial) effect on the dependent variable when

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	21.453	1.502		14.282	.000
	DJ	.485	.072	.245	4.042	.000
	PJ	.562	.069	.212	4.163	.000
	IJ	.437	.060	.135	3.121	.000
	S	.398	.066	.356	3.618	.003
	PT	.289	.062	.340	2.976	.001
	OC	.154	.058	.187	3.412	.000

a. Dependent Variable: PUBLOYALTY

its p-value is less than 0.05. The t-test statistics for this study can be observed in the table below.

Table 8: t-test (Partial Test)
 SPSS ver. 27 [source]

From Table 8 above, it is observed that not all variables have a significant effect. Some variables exhibit a strong relationship with public satisfaction, while others do not have a meaningful impact. Below is an analysis of each variable:

H1: Distributive justice positively influences satisfaction with complaint handling.

The analysis shows that Distributive Justice (DJ) has a positive and significant influence on satisfaction with complaint handling, with a regression coefficient of 0.485, a t-value of 4.042, and a significance level of 0.000 ($p < 0.05$). This indicates that the higher the public's perception of fairness in the distribution of outcomes or decisions related to complaint handling, the higher their level of satisfaction. Setyawati (2018:74) stated that public perceptions of distributive justice—namely, the extent to which they feel that the decisions made regarding their complaints are fair—directly shape their satisfaction levels. Therefore, **H1 is accepted**.

H2: Procedural justice positively influences satisfaction with complaint handling.

The Procedural Justice (PJ) variable also shows a positive and significant influence on satisfaction, with a regression coefficient of 0.562, a t-value of 4.163, and a significance level of 0.000. This means that fair and transparent procedures in managing public complaints play a vital role in increasing public satisfaction. A process that is

perceived as accountable and participatory strengthens public confidence in the complaint system. Thus, **H2 is accepted**.

H3: Interactional justice positively influences satisfaction with complaint handling.

Interactional Justice (IJ) contributes significantly to satisfaction, with a regression coefficient of 0.437, a t-value of 3.121, and a significance level of 0.000. According to Greenberg (as cited in Setyawati, 2018:76), interactional justice refers to the quality of interpersonal treatment between service providers and users. People who are treated with respect, given clear explanations of procedures, and shown attention are more likely to feel satisfied with the complaint handling process. This indicates that respectful, courteous, and informative treatment by staff when handling complaints significantly affects public satisfaction. The better the quality of interpersonal interactions between staff and the public, the more satisfied the public will be. Therefore, **H3 is accepted**.

H4: Satisfaction with complaint handling positively influences public trust.

Satisfaction with complaint handling (S) significantly affects public trust, with a regression coefficient of 0.398, a t-value of 3.618, and a significance level of 0.003. This finding demonstrates that a positive experience in filing and receiving responses to complaints encourages people to trust public institutions more. Badawi et al. (2021:135) also stated that satisfaction with complaint handling serves as a bridge toward building trust in public service institutions. Hence, **H4 is accepted**.

H5: Satisfaction with complaint handling positively influences public commitment.

The analysis also shows that satisfaction has a positive influence on public commitment (OC), as reflected in a t-value of 3.412, a significance level of 0.000, and a coefficient of 0.154. Lambert et al. (2017:88) emphasised that the level of satisfaction is positively correlated with affective loyalty and the willingness to contribute to public institutions. In the context of public services, citizens who feel satisfied are more willing to provide support and actively participate. This suggests that people who are satisfied with the complaint handling process are more likely to feel a sense of responsibility and involvement in supporting public institutions or services. Therefore, **H5 is accepted**.

H6: Public trust positively influences public loyalty.

The Public Trust (PT) variable has a significant influence on public loyalty, with a t-value of 2.976, a significance level of 0.001, and a coefficient of 0.289. This result implies that the higher the level of public trust in government institutions, the greater the likelihood that people will remain loyal, such as by continuing to use public services, recommending them, and supporting policies. Accordingly, **H6 is accepted**.

H7: Public commitment positively influences public loyalty.

Finally, the Organisational Commitment (OC) variable, representing public commitment, also significantly affects public loyalty, with a coefficient of 0.154, a t-value of 3.412, and a significance level of 0.000. This suggests that individuals with emotional attachment and a willingness to engage with public institutions are more likely to be loyal. Irawan & Sudarma (2016:52) stated that emotional commitment to an institution encourages loyal behaviour, including active participation and advocacy for the organisation. Commitment strengthens the psychological bond between the public and the institution. Therefore, **H7 is accepted**.

CONCLUSION

Based on the analysis of 258 respondents, all proposed hypotheses (H1–H7) were statistically supported. Distributive justice, procedural justice, and interactional justice were found to have a positive influence on public satisfaction. This indicates that fair treatment, procedural transparency, and respectful and informative interactions are essential in

shaping satisfaction with complaint handling services. Furthermore, public satisfaction was shown to significantly contribute to increased trust and commitment. In turn, both trust and commitment had a positive impact on public loyalty. In other words, citizens who are satisfied with the service are more likely to trust, commit to, and remain loyal to public institutions.

The F-test results confirmed that the regression model is significant when evaluated simultaneously, while the t-test results demonstrated that each independent variable has a partial effect on the dependent variable. Additionally, the classical assumption tests showed that the data meet the criteria of normality, absence of multicollinearity, and no heteroscedasticity problems, thus validating the suitability of the regression model for further analysis. Overall, these findings highlight the importance of improving the quality of complaint handling based on principles of justice and public satisfaction. Public institutions must develop service systems that ensure fairness in outcomes, procedural clarity, and responsiveness to citizens in order to build trust, engagement, and long-term public loyalty.

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