

Socialization of Maladministration-Free Public Services within the Jurisdiction of the Ombudsman Representative Office of the Republic of Indonesia, Central Java Province

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Abstract

The public continuously demands high-quality public services from the government. However, these expectations are often unmet because public service delivery remains characterized by bureaucratic complexity, inefficiency, legal uncertainty, and procedures that are perceived as burdensome. To ensure that public services are delivered effectively and in accordance with the principles of good governance, robust external oversight is essential. In this regard, the Indonesian Ombudsman plays a central role as an independent supervisory institution responsible for preventing maladministration and safeguarding citizens' rights in public service delivery. This community service initiative, implemented in collaboration with the Representative Office of the Indonesian Ombudsman for Central Java Province, employed several approaches, including audiovisual public education through an interactive dialogue program on RRI Pro 1 Semarang, the establishment of community networks concerned with maladministration, the Ombudsman on The Spot outreach program, and quantitative evaluation using the Public Service Delivery Compliance Survey, which has been transformed into the Ombudsman Opinion starting in 2025. These initiatives contribute to strengthening public awareness, increasing community participation, and improving institutional accountability in public services. The Representative Office of the Indonesian Ombudsman for Central Java Province has successfully resolved hundreds of public complaints with a resolution rate of approximately 90 percent through participatory approaches, mediation, conciliation, and formal recommendations. Furthermore, the expansion of service accessibility through Ombudsman on The Spot and digital reporting applications has enabled residents, particularly those in rural areas of Central Java, to report maladministration more quickly and effectively. These initiatives contribute to the achievement of the Sustainable Development Goals (SDGs), particularly SDG 16 (Peace, Justice and Strong Institutions), by promoting transparent, accountable, inclusive, and citizen-centered public institutions while strengthening public participation in governance and enhancing access to justice through effective oversight mechanisms.

KEYWORDS *Ombudsman, Devotion, Service, Sustainable Development Goals (SDGs).*

Introduction

In Law Number 25 of 2009 concerning Public Services, public services are defined as an activity or series of activities carried out to fulfill service needs in accordance with statutory regulations for every citizen and resident for goods, services and/or administrative services provided by public service providers.

Public services are the main link between society and the state. The success or failure of participatory policy making depends heavily on the interaction of political, social, and technological factors. Politically, a stable government structure and a demonstrated commitment by the authorities to accommodate the voices of citizens are crucial.¹

The main objective of public service is to create solidarity with the community, ensure that the public services provided meet the diverse needs of the community and uphold the principles of equality and social justice.

Public service standards are regulated in Article 21 of Law Number 25 of 2009 concerning Public Services. Meeting these standards will ensure quality public services. Public service standards are also regulated in Minister of Administrative and Bureaucratic Reform Decree Number 63/KEP/M.PAN/7/2003 concerning General Guidelines for the Provision of Public Services.

The government must commit to improving the quality of public services. If public services fail to introduce significant changes toward excellence, the potential for irregularities in service delivery, particularly mismanagement, will arise.²

¹ Ariawan et al., "Citizen Engagement in Democratic Governance: Insights from Participatory Policy-Making," *Politeia: Journal of Public Administration and Political Science and International Relations* 3, no. 4 (2025), <https://doi.org/10.61978/politeia.v3i4.965>.

² Madeleine Yeza Titania, "Kualitas Dan Kepatuhan Pelayanan Publik Oleh Pemerintah Di Indonesia Berdasarkan Undang-Undang Nomor 25 Tahun 2009 Tentang Pelayanan Publik," *JISIP (Jurnal Ilmu Sosial Dan Pendidikan)* 7, no. 1 (2023), <https://doi.org/10.58258/jisip.v7i1.4160>.

Public services that reflect the government's ability to carry out its service functions to the public efficiently, effectively, transparently and accountably constitute good governance.

Transparency is not only about the availability of information but also its quality and accessibility. This also serves as an indicator of the realization of the concept of Good Governance, which emphasizes the importance of participation, accountability, and the rule of law in governance. *Good Governance* demands a clear accountability mechanism for bureaucratic performance through external oversight in order to ensure that public services not only meet service standards as stipulated in Article 21 of Law Number 25 of 2009, but also provide real benefits (value for money) for the community. That is why the implementation of public services needs to be monitored and supervised because to guarantee the rights of citizens to receive equal, balanced, fair, and professional public services, the need for a supervisory institution for the implementation of public services is the responsibility of the state and government to achieve prosperity.³

The Ombudsman of the Republic of Indonesia has an important role as a state institution with the authority to supervise the implementation of public services. The Ombudsman of the Republic of Indonesia is an independent state institution that carries out supervision to ensure that the implementation of public services complies with the principles of transparency and justice.

Through independent oversight, the Ombudsman of the Republic of Indonesia upholds constitutionality and improves the quality of excellent service. The strength of the Ombudsman institution is in line with the birth of Law Number 37 of 2008 concerning the Ombudsman of the Republic of Indonesia.⁴ In carrying out its supervisory function, the Ombudsman is tasked with receiving public complaints, examining and resolving public

³ Akhmadi Yasid, Herowati Poesoko, and Evi Dwi Hastri, "Maladministration Law Enforcement: The Authority of the Ombudsman in a Fair Public Service Dispute Resolution Mechanism," *International Asia Of Law and Money Laundering (IAML)* 3, no. 2 (2024), <https://doi.org/10.59712/iaml.v3i2.88>.

⁴ Maya Septiani, "Mengenal Ombudsman RI," Ombudsman RI, April 28, 2022, <https://ombudsman.go.id/artikel/r/pwkinternal--mengenal-ombudsman-ri>.

complaints or grievances regarding less than satisfactory public services and officials who commit maladministration.⁵

Article 1 Number 1 of Law Number 37 of 2008 explains that the Ombudsman of the Republic of Indonesia is a state institution that has the authority to supervise the implementation of public services both those organized by state and government administrators, including those organized by State-Owned Enterprises, Regionally-Owned Enterprises, and State-Owned Legal Entities as well as private bodies or individuals who are given the task of organizing certain public services, some or all of which are funded by the state revenue and expenditure budget and/or regional revenue and expenditure budget.

Developing a relevant and appropriate institution such as the Ombudsman of the Republic of Indonesia is not an easy matter for the country, because Indonesia still lacks experience in developing a supervisory institution like this.⁶ Thus, even though the Ombudsman plays a role as a guardian of democracy, there are several challenges faced, such as limited authority in carrying out its supervisory function.⁷

The Ombudsman does not have the authority to impose administrative or criminal sanctions. Sanctions under the Ombudsman process, particularly those related to unimplemented recommendations, rest not with the Ombudsman of the Republic of Indonesia, but with the public service provider itself. The Ombudsman of the Republic of Indonesia does not have the authority to prosecute or impose direct

⁵ Yuda Hanafi Lubis, Sholihul Abidin, and Erik Syaputra Johan, "Penambahan Fungsi Magistrature Of Sanction Pada Ombudsman Dalam Meningkatkan Kualitas Pelayanan Publik," *Innovative: Journal of Social Science Research* 3, no. 2 (2023).

⁶ Dewi Maulina and Arif Hidayat, "Expansion of Authority of The Ombudsman Indonesia in Giving Sanctions Against Maladministration of Public Services," *Law Research Review Quarterly* 11, no. 3 (2025), <https://doi.org/10.15294/llrq.v11i3.25742>.

⁷ Insan Harapan Harahap and Sergio Kwek, "The Role of Ombudsman as A'Watchdog' in Supporting Public Service Reform," *Jurnal Pemerintahan Dan Politik* 10, no. 3 (2025): 418–37, <https://doi.org/10.36982/jpp.v10i3.5101>.

sanctions on the reported institution. This fact confirms that the application of administrative sanctions also has no enforceable power.⁸

The reality on the ground often contradicts the constitutional mandate. Maladministration, such as abuse of authority, negligence, or discrimination, still occurs in government agencies in the Central Java region. This phenomenon not only reduces the quality of public services, but also affects public trust in the government. Weaknesses in internal oversight and minimal socialization of public service regulations are the root of the problem.

The Representative of the Ombudsman of the Republic of Indonesia for Central Java Province plays an important role as an external supervisor. The Ombudsman has the authority to carry out preventive supervision through outreach and education, as well as repressive supervision through complaint handling, investigation, conciliation, and mediation.

Various complaint systems, such as via WhatsApp, social media, and hotlines, have been implemented to facilitate public access. Its effectiveness is still hampered by limited human resources, budget, and low public awareness of the role of the Ombudsman. This situation demands comprehensive intervention to restore the integrity of public services. The role of the Ombudsman is very strategic in creating good governance. The Ombudsman is expected to function as an enforcer of law and justice in the implementation of public services, as well as being a liaison between the community and the government.

Community service is important to complement the role of the Ombudsman through a community-based approach. This program aims to strengthen public participation through education, outreach, joint monitoring, and advocacy.

Public services in Central Java can be more effective, free from maladministration, and oriented towards the interests of the people. This service not only increases the capacity of supervisory institutions, but also

⁸ Junan Hastuty Christin Nalle, Saryono Yohanes, and Hernimus Ratu Udju, "Kedudukan Ombudsman Republik Indonesia Dan Implikasi Rekomendasinya Dalam Penegakan Hukum Di Indonesia: Perspektif Hukum Tata Negara," *COMSERVA: Jurnal Penelitian Dan Pengabdian Masyarakat* 3, no. 1 (2023), <https://doi.org/10.59141/comserva.v3i1.768>.

builds a culture of accountability from the bottom up. Through this synergy, it is hoped that better governance will be created.

Methods

This Community Service (PkM) was carried out in Semarang City, Central Java Province, with the main focus on socializing public services free from maladministration in the working area of the Ombudsman Representative of the Republic of Indonesia, Central Java Province.

The activity was designed as a concrete manifestation of the dedication of the Ombudsman Representative of the Republic of Indonesia, Central Java Province to the community, implemented through strategic collaboration in the form of a memorandum of understanding or MoU with various partner agencies and institutions, including regularly with Radio Republik Indonesia (RRI) Semarang.

Through this platform, the Representative of the Ombudsman of the Republic of Indonesia for Central Java Province appears as a regular resource person in the broadcast program "Legal Dialogue" which has now evolved into "*Sanksi*" on RRI's Pro 1 wave, utilizing the wide reach of audio media for public legal education.

The implementation of socialization is carried out in stages and interactively, starting with the preparation of materials based on key regulations such as Law Number 37 of 2008 concerning the Ombudsman of the Republic of Indonesia, Law Number 25 of 2009 concerning Public Services, as well as the general principles of good governance (AAUPB).

The main target audience is RRI Pro 1 listeners including the general public, business actors, and state civil servants (ASN) at the provincial to district/city levels to convey the message that the public plays a role as an independent external supervisor in supervising public services.

The socialization emphasizes understanding of maladministration, such as service delays, abuse of authority, extortion, discrimination, as well as effective complaint mechanisms, as well as the right to actively participate in voicing aspirations, input, and complaints to service providers, in accordance with Article 35 paragraph 3 and Article 36 of Law Number 25 of 2009 concerning Public Services.

Technical methods include 60 - 90 minute on-air broadcasts per session on a weekly or monthly basis, as well as live question-and-answer sessions via telephone/text to discuss listeners' aspirations. The format of the interactive dialogue includes presentations by Ombudsman speakers on the authority of the institution as stated in Articles 1, 6, and 38 of Law Number 37 of 2008 concerning the Ombudsman of the Republic of Indonesia.

Supporting activities included audiovisual materials in the form of slides and infographics, distribution of digital leaflets via the Ombudsman and RRI websites and social media, and follow-up via a complaint's hotline and mobile post in Semarang. Effectiveness was evaluated through post-broadcast listener surveys and analysis of the increase in complaints reported following the outreach on RRI Semarang Radio.

Results and Discussion

I. Public service

Philosophically, the existence of the state is prioritized in efforts to protect and provide welfare. It can be said that the modern state is basically based on the principle of a social contract, where the legitimacy of a state is determined by its ability to maintain the welfare of its citizens. Because a prosperous country is a country that prioritizes and prioritizes the interests of the people and is built on a foundation of justice.⁹

Social contract theory, as a political philosophy, states that the state is not something divinely ordained, but rather a rational choice made by

⁹ Suhartoyo Suhartoyo, "The Construction of Justice from the Perspective of Social Contract Legal Philosophy: A Comparative Study of Hobbes, Locke, and Rousseau in the Context of Indonesian Law," *Journal of Social Research* 4, no. 9 (2025), <https://doi.org/10.55324/josr.v4i8.2747>.

individuals. Since its inception, this theory has occupied an important position in Western intellectual history.¹⁰

Through the social contract, government power is understood as something given by the people, and thus its legitimacy is derived from their consent and support. A social contract is a basic agreement in which the people give the government a mandate of power to manage the country, in exchange for guarantees of rights and welfare, which are concretely realized through public services.

In a government institution focused on the welfare of the people, public service is a crucial element. Service can be defined as providing (serving) the needs of individuals or communities with an interest in the organization in accordance with established basic rules and procedures.

Public service is a key focus in governance.¹¹ According to the Great Dictionary of the Indonesian Language, service has three meanings:

1. about or way of serving;
2. the effort to serve the needs of others by obtaining compensation or money;
3. convenience provided in connection with buying and selling goods or services.

The public always demands quality public services from the government, even though these demands do not meet expectations because empirically public services are still characterized by things that are considered complicated, inefficient, lack certainty and are tiring. If considered as an issue, the main problem is related to improving the quality of the service itself.

Public service is the provision of services or serving the needs of people (the community) who have interests in accordance with applicable laws and regulations and established procedures. The provision of public services is

¹⁰ Ying Gao and Jialei Cao, "Social Contract Theory and Legitimacy: From History to Modern Times," *Educational Innovation Research* 3, no. 3 (2025), <https://doi.org/10.18063/eir.v3i3.850>.

¹¹ Bambang Suryantoro and Yan Kusdyana, "Analisis Kualitas Pelayanan Publik Pada Politeknik Pelayaran Surabaya," *Jurnal Baruna Horizon* 3, no. 2 (2020), <https://doi.org/10.52310/jbhorizon.v3i2.42>.

carried out by the government in accordance with applicable laws and regulations and regulatory instruments.¹²

Public service conceptually consists of 2 (two) words, namely first "Service" and second "Public". Kloter believes that service is an activity that is beneficial in a group or unit, and offers satisfaction even though the results are not related to a physical product.¹³

In Indonesia, public services remain a complex issue. Issues such as the enactment of the Omnibus Law and its impact on public services related to spatial planning are examples of the rapid pace of change, requiring adaptive, swift, and responsive oversight at both the central and regional government levels.

Public services are a vital part of government administration, directly impacting people's lives. The quality and effectiveness of public services are the most important factors influencing public satisfaction with and trust in the government.¹⁴

The public as users of public services certainly expect to receive services that are easy, fast, accurate, and free from corruption, collusion and nepotism.

Neglecting professionalism in carrying out the duties and functions of government organizations will have an impact on the declining quality of governance and public services.

Professionalism here is more aimed at the ability of the apparatus to provide good, fair and inclusive services and not just matching expertise with assignments. Therefore, the apparatus is required to have the ability to

¹² Endang Putri Ayu and Eko Nuriyatman, "Konsep Pelayanan Publik Pada Masa Adaptasi Kebiasaan Baru (New Normal) Pandemi Covid-19 Ditinjau Dari Perspektif Regulasi," *Mendapo: Journal of Administrative Law* 2, no. 3 (2022), <https://doi.org/10.22437/mendapo.v2i3.11358>.

¹³ Ni Putu Suryantari and Desak Putu Dewi Kasih, "Analysis of the Role of State Administrative Law in Public Policy," *West Science Interdisciplinary Studies* 3, no. 01 (2025), <https://doi.org/10.58812/wsis.v3i01.1575>.

¹⁴ Mamluatus Sa'adah, Catur Wido Haruni, and Fitria Esfandiari, "Implementation of Public Service Supervision in Government Agencies by the Ombudsman of The Republic of Indonesia," *Indonesia Law Reform Journal* 4, no. 2 (2024).

translate the aspirations and needs of the community into service activities and programs.¹⁵

At a time of low trust in government institutions and the public, governments are called upon to renew their interactions with citizens to build effective democracy and ensure inclusive growth.¹⁶

Many countries are currently moving toward a human-centered public services approach, namely public services that are truly focused on the needs of the community. Public trust in government is influenced by many factors. However, at the local government level, one factor that has a big influence is how public complaints are handled and resolved.¹⁷

Community needs and dynamic global developments are bringing about a shift in public services. Services are required to be increasingly future-oriented, digital and innovative, proactive and personalized, data-driven, and actively involve the public.

The quality of public services is determined by how well the attitudes and treatment of state administrators or government agencies carry out their duties and authorities towards the public and the level of public satisfaction which is indicated by improvements in public welfare over time.¹⁸

Public service reform and the appropriate use of technology will result in faster, more reliable, accessible, and inclusive services. Deputy Minister of Administrative and Bureaucratic Reform (PANRB), Purwadi Arianto,

¹⁵ Nurul Insani, "Apparatus Professionalism and Public Service Ethics," *Journal La Sociale* 1, no. 1 (2020), <https://doi.org/10.37899/journal-la-sociale.v1i1.45>.

¹⁶ Andi Setyo Pambudi, "Permasalahan Pelayanan Publik Dan Peran Ombudsman Perwakilan Dalam Pendampingan Aparatur Sipil Negara," *Jurnal Ilmiah Wahana Bhakti Praja* 13, no. 2 (2023), <https://doi.org/10.33701/jiwbp.v13i2.3178>.

¹⁷ Kementerian Pendayagunaan Aparatur Negara dan Reformasi Birokrasi, "Tingkatkan Kepercayaan Publik, Pemerintah Harus Jadi Pendengar Keluhan Masyarakat," PANRB, March 5, 2026, <https://www.menpan.go.id/site/berita-terkini/tingkatkan-kepercayaan-publik-pemerintah-harus-jadi-pendengar-keluhan-masyarakat>.

¹⁸ Ratna Sari Dewi, "Proyeksi Peningkatan Kualitas Pelayanan Publik 2020," Ombudsman RI, January 24, 2020, <https://www.ombudsman.go.id/artikel/r/artikel--proyeksi-peningkatan-kualitas-pelayanan-publik-2020>.

stated that public service innovation is one of the engines of accelerated transformation.¹⁹

The scope of public services includes public goods and public services as well as administrative services regulated by law. To ensure the smooth running of public services, supervisors and those responsible are required. These supervisors consist of heads of state institutions, heads of ministries, heads of non-ministerial government agencies, heads of state commissions or similar institutions, and heads of other institutions; governors at the provincial level; regents at the district level; and mayors at the city level.²⁰

Meanwhile, public service law regulates the rights and obligations of public service providers and there are sanctions for violators. Therefore, Public Service Law is coercive, binding, and regulates the relationship between the public as beneficiaries of public services and the implementers and providers of public services. The purpose of establishing Public Service Law is the same as that of law in general: to create goodness, ensure justice, and ensure order in community life. The desired goodness in public service law is good governance and clean government.²¹

The benefits of public service are as a reference for developing the preparation of service standards, increasing basic knowledge about the system of administering state government in the field of duty, its organizational culture in carrying out its duties and role as a public service, increasing knowledge, expertise, skills and attitudes to be able to carry out

¹⁹ Kementerian Pendayagunaan Aparatur Negara dan Reformasi Birokrasi, "Urgensi Inovasi Dan Layanan Inklusif Dalam Transformasi Layanan Publik," PANRB, December 17, 2025, <https://www.menpan.go.id/site/berita-terkini/urgensi-inovasi-dan-layanan-inklusif-dalam-transformasi-layanan-publik>.

²⁰ Ahmad Rayhan and Qotrun Nida, "Hierarkie Lembaga Negara Di Indonesia," *Sultan Jurisprudence: Jurnal Riset Ilmu Hukum* 1, no. 1 (2021), <https://doi.org/10.51825/sjp.v1i1.11373>.

²¹ Luh Gede Eka Yanthi, "Ayo Kenali Apa Itu Pelayanan Publik?," Dinas Lingkungan Hidup Pemerintah Kabupaten Buleleng, September 4, 2024, https://dlh.bulelengkab.go.id/informasi/detail/artikel/80_ayo-kenali-apa-itu-pelayanan-publik.

job duties professionally based on the personality and ethics of civil servants in accordance with the needs of the agency.²²

In the provision of public services, service standards must be prepared by the organizer by taking into account the organizer's capabilities, community needs, and environmental conditions. The preparation must involve the community and relevant parties. Service standards include:

1. Legal basis;
2. Condition;
3. Systems, mechanisms and procedures;
4. J number of completion times;
5. Cost/tariff; service product; s
6. Facilities, infrastructure, and/or amenities;
7. Implementer competency;
8. Internal supervision;
9. Handling complaints, suggestions and input;
10. Number of implementers;
11. service guarantee that provides certainty that services are carried out in accordance with service standards;
12. Guarantee of security and safety of services in the form of a commitment to provide a sense of security, freedom from danger and risk of doubt; and
13. Evaluation of the implementer's performance.

By implementing good public service standards, it is hoped that the implementation of public services can result in public satisfaction as the party receiving the service. In providing public services, administrators are required to implement the principles of effectiveness, efficiency, innovation, and a commitment to quality. Because public service is oriented toward public satisfaction, the public receives services that meet or even exceed their expectations.

²² Moch Misbahul Munir, Vira Sholikah, and Silvia Diah Rahmawati, "Pemanfaatan Sistem Pelayanan Publik Dalam Meningkatkan Kualitas Hubungan Masyarakat Di Kementerian Agama Kabupaten Tuban," *Jurnal Administrasi Pendidikan Islam* 1, no. 2 (2019), <https://doi.org/10.15642/japi.2019.1.2.170-183>.

Oversight of public services in Indonesia is supported by two important regulations: Law No. 25 of 2009 concerning Public Services and Law No. 37 of 2008 concerning the Ombudsman of the Republic of Indonesia. These two regulations complement each other, including the mandate to foster better public services.

According to Article 3 of Law Number 25 of 2009 concerning Public Services, the objectives of public services are:

- a. The realization of clear boundaries and relationships regarding the rights, responsibilities, obligations and authorities of all parties related to the provision of public services.
- b. The realization of a proper public service delivery system in accordance with the general principles of good governance and corporations.
- c. Fulfillment of public service provision in accordance with laws and regulations.
- d. Realization of legal protection and certainty for the community in the provision of public services.

To ensure optimal public services provided by the government, oversight is necessary. The existence of an independent oversight body benefits the public, providing checks and balances on public services, as accountability is a key focus and crucial for public accountability.²³ In this case, the institution authorized to supervise public services is the Ombudsman.

II. The Role of the Ombudsman of the Republic of Indonesia for Central Java Province in Efforts to Prevent Maladministration in the Provision of Public Services

Ombudsman comes from the old Swedish *ombudsman* and *umbudsman*, meaning representative and *is non gender specific*. In a more modern

²³ Amir Imbaruddin, Asrini A. Saeni, and Muttaqin, "The Role of Ombudsman in Improving Accountability of Government Public Services," in *Proceedings of the 2nd International Conference on Administration Science 2020 (ICAS 2020)*, vol. 564, 2021, <https://doi.org/10.2991/assehr.k.210629.036>.

usage format, the term Ombudsman began to be used in Sweden since 1809 through the institutionalization of the Swedish Parliamentary Ombudsman, which is tasked with safeguarding and protecting the rights of citizens through the establishment of an independent supervisory body over government performance. An Ombudsman is usually someone appointed by the government or parliament who is tasked with representing the public interest by following up and/or investigating every report that comes from the public.²⁴

In its development, the Ombudsman can also be formed and is intended to protect the rights of citizens from private or corporate interests, newspapers or print media, NGOs and others.

In line with the spirit of reform aimed at reorganizing the life of the nation and state, Indonesia changed the state and government system through the establishment of new national institutions, including the Ombudsman.

The Ombudsman was established on March 10, 2000, through Presidential Decree No. 44 of 2000, under the name National Ombudsman Commission. To strengthen the legal basis for this institution's existence as an external oversight agency for the provision of public services, regulations were drafted that clearly and explicitly stipulated its obligations, functions, and authorities. Thus, Law No. 37 of 2008 concerning the Ombudsman of the Republic of Indonesia was born.

In addition to Law Number 37 of 2008, the Indonesian Ombudsman also has an adequate regulatory framework to support the implementation of its supervisory function, including:

1. Law Number 25 of 2009 concerning Public Services,
2. Government Regulation (PP) Number 4 of 2021 concerning Amendments to PP Number 45 of 2010 concerning Income,
3. Honorarium and other rights of the Chairman, Deputy Chairman and Members of the Indonesian Ombudsman,

²⁴ Ombudsman Republik Indonesia, "Sekilas Ombudsman Republik Indonesia," Ombudsman Republik Indonesia, accessed July 16, 2026, <https://ombudsman.go.id/profiles/index/pftt>.

4. PP Number 48 of 2017 concerning Amendments to PP Number 21 of 2011 concerning the Formation, Composition and Work Procedures of the Indonesian Ombudsman Representatives in the Regions,
5. PP Number 64 of 2012 concerning the Human Resources Management System at the Indonesian Ombudsman,
6. Presidential Decree Number 108 of 2017 concerning Amendments to Presidential Decree Number 20 of 2009 concerning the Secretariat General of the Indonesian Ombudsman, and other related legislation.

The Ombudsman of the Republic of Indonesia, hereinafter referred to as the Ombudsman, is a State Institution that has the authority to supervise the Implementation of Public Services, both those organized by State and government administrators, including those organized by State-Owned Enterprises, Regionally-Owned Enterprises, and State-Owned Legal Entities as well as Private Entities or individuals who are given the task of organizing certain public services, some or all of which are funded by the State revenue and expenditure budget and/or regional revenue and expenditure budget as stated in Article 1 of Law of the Republic of Indonesia Number 37 of 2008 concerning the Ombudsman of the Republic of Indonesia.²⁵

As an institution that oversees public service providers, the Indonesian Ombudsman carries out the task of assessing and checking the level of compliance in Ministries, Institutions and Regional Governments with public service standards.²⁶

Therefore, the Indonesian Ombudsman is referred to as an external supervisor to carry out the mandate of Law Number 37 of 2008 concerning the Ombudsman of the Republic of Indonesia, which is responsible for resolving public reports, preventing maladministration, and providing

²⁵ Ombudsman Republik Indonesia.

²⁶ Andi Setyo Pambudi and Rahmat Hidayat, "Kinerja Pengawasan Pelayanan Publik Dalam Prioritas Nasional," *Bappenas Working Papers* 5, no. 2 (2022), <https://doi.org/10.47266/bwp.v5i2.131>.

services to the public. The Indonesian Ombudsman carries out three types of supervision, namely preventive, repressive, and general supervision.²⁷

Preventive supervision is supervision carried out before implementation. Meanwhile, repressive supervision is carried out after an activity has taken place. Generally, supervision is conducted during the process of state administrators providing services, examining implementation and applicable regulations. Preventive supervision is a preventative activity aimed at educating the public to play an active role in overseeing state administrators.

Based on Law Number 37 of 2008 concerning the Ombudsman of the Republic of Indonesia, it does not explicitly mention the Ombudsman as an influential institution (Magistrature of Influence) but rather implicitly.

Based on Article 2 of Law Number 37 of 2008 concerning the Ombudsman of the Republic of Indonesia, which states that the Ombudsman is a state institution that is independent and does not have organic relations with other state institutions and government agencies, and in carrying out its duties and authorities is free from interference from other powers.

The duties of the Ombudsman as stipulated in Article 7 of Law Number 37 of 2008 concerning the Ombudsman of the Republic of Indonesia, namely:

- a. Receiving reports of alleged maladministration in the provision of public services.
- b. Conduct a substantive review of the Report.
- c. Following up on reports that fall within the scope of the Ombudsman's authority.
- d. Conducting investigations on its own initiative into allegations of maladministration in the provision of public services.
- e. Coordinate and cooperate with state institutions or other government institutions as well as community institutions and individuals.
- f. Building a network.

²⁷ Januar Bil Huda and Risqa Tri Oktaviani, "Memahani Kapasitas Ombudsman Sebagai Lembaga Pengawas Pelayanan Publik," Ombudsman RI, December 27, 2021, <https://www.ombudsman.go.id/artikel/r/pwkinternal--memahani-kapasitas-ombudsman-sebagai-lembaga-pengawas-pelayanan-publik>.

- g. Making efforts to prevent maladministration in the provision of public services.
- h. Perform other duties assigned by law

The Ombudsman carries out the functions and duties as referred to in Article 6 and Article 7, and has the authority regulated in Article 8 of Law Number 37 of 2008 concerning the Ombudsman of the Republic of Indonesia, namely:

- a. Requesting information verbally and/or in writing from the reporter, reported party, or other related parties regarding the report submitted to the Ombudsman.
- b. Checking decisions, correspondence or other documents held by the reporter or reported party to determine the truth of a report.
- c. Request clarification and/or copies or photocopies of necessary documents from any agency for examination of reports from the reported agency.
- d. Summoning the reporter, the reported party, and other parties related to the report.
- e. Resolving reports through mediation and conciliation at the request of the parties.
- f. Make recommendations regarding the resolution of the Report, including recommendations to pay compensation and/or rehabilitation to the injured party.
- g. In the public interest, we announce the findings, conclusions and recommendations.

The Ombudsman's recommendations are morally and administratively binding, with the authority to provide suggestions for improvement to public agencies which must be followed up within 60 working days, as stipulated in Article 38 of Law Number 37 of 2008 concerning the Ombudsman of the Republic of Indonesia.

In the Public Discussion event for the Launch of the 2021 Annual Report of the Ombudsman of the Republic of Indonesia, Coordinating Minister for Political, Legal, and Security Affairs (Menko Polhukam) Mahfud MD stated that Law Number 37 of 2008 concerning the

Ombudsman of the Republic of Indonesia and Law Number 25 of 2009 concerning Public Services have strengthened the role of the Ombudsman of the Republic of Indonesia through seven strengthening efforts,²⁸ namely:

1. Initially, the Ombudsman was known as an influential institution, but now it has become an institution that can impose sanctions through recommendations that are final, binding, and must be implemented by the recipient of the recommendation;
2. Initially, the Ombudsman was seen as an institution that merely forwarded public reports, but now it has become an institution that has the authority to forcibly bring in the accused, informant or witness who has been summoned three times in a row but does not comply with the summons;
3. The Ombudsman of the Republic of Indonesia currently not only has the authority to follow up on public reports, but also has the authority to conduct investigations on its own initiative;
4. Currently, the Ombudsman of the Republic of Indonesia can conduct inspections of public service objects without prior notification, such as spot checks on reported officials or agencies;
5. Currently, the Ombudsman of the Republic of Indonesia has the authority to examine related documents required from any agency to conduct an examination, report, or based on its own investigative initiative;
6. Currently there is a criminal threat for anyone who obstructs the Ombudsman of the Republic of Indonesia in conducting an investigation (prison sentence and fine); and
7. Currently, members of the Ombudsman of the Republic of Indonesia have legal immunity, namely they cannot be arrested, detained, interrogated, or sued in court for carrying out their duties and authorities.

For decades, the Ombudsman has been considered a vital part of a country's democratic system. The Ombudsman has proven to be a crucial mechanism not only as a public oversight body but also as a vital

²⁸ Ombudsman Republik Indonesia, "Sekilas Ombudsman Republik Indonesia."

extrajudicial process for resolving conflicts and improving relations between governments and individuals through mediation and negotiation.

However, despite various reform efforts over the past two decades, the ideal of achieving excellent public services still faces serious challenges. The paradigm shift from government-centered to citizen-centered is no easy process, as various structural, cultural, and institutional barriers remain inherent in the Indonesian bureaucracy.²⁹

One of the challenges to the sustainability of public services is the existence of services that do not meet standards, are non-procedural, as well as deviations and abuses in the provision of public services to the community. This situation is known as maladministration. It appears that maladministration is not only caused by the integrity and competence of service providers, but also by regulatory factors and the culture of the community itself.³⁰

Maladministration based on Article 1 number 3 of Law Number 37 of 2008 concerning the Ombudsman of the Republic of Indonesia is behavior or actions that are against the law, exceeding authority, using authority for purposes other than those intended by said authority, including negligence or neglect of legal obligations in the provision of public services carried out by state and government administrators which cause material and/or immaterial losses to the community and individuals.

Article 5 of the Indonesian Ombudsman Regulation Number 58 of 2023 concerning Procedures for Handling Examination and Settlement of Reports explains that the forms of maladministration, consist of:

²⁹ Syamsuddin Maldun, Muhmmad Ridho Suaib, and Ade ferry Afrisal, "Analisis Sistem Pengelolaan Pengaduan Pelayanan Publik Nasional Mencegah Maladministrasi Pada Sekretariat Daerah Kabupaten Jeneponto," *JIIIP - Jurnal Ilmiah Ilmu Pendidikan* 8, no. 2 (2025), <https://doi.org/10.54371/jiip.v8i2.7282>.

³⁰ Moh. Rizky Godjali, Wahyu Kartiko Utami, and Gilang Ramadhan, "Peningkatan Kualitas Pelayanan Melalui Model Kepatuhan Standar Pelayanan Publik Berbasis Transparansi Dan Partisipasi Warga Pada Kantor Desa Sindangsari Dan Desa Pasir Karag," *Komunitas: Jurnal Pengabdian Kepada Masyarakat* 1, no. 1 (2021), <https://doi.org/10.31506/komunitas:jpkm.v1i1.11665>.

- a. unlawful behavior or actions are actions that are contrary to laws and regulations relating to Public Services and the general principles of good governance;
- b. abuse of authority, is the use of authority in making decisions and/or actions in the provision of Public Services which is carried out by exceeding authority, mixing up authority, and/or acting arbitrarily;
- c. negligence or neglect of legal obligations, is an act of not carrying out obligations mandated by statutory provisions, legal decisions, or court decisions that have permanent legal force;
- d. prolonged delays, are acts of providing and completing services exceeding the standard service time quality standards;
- e. not providing services is an act of ignoring service duties which are one's obligation;
- f. incompetent, is a service provider who provides services that do not comply with competence;
- g. procedural deviations, are the provision of public services that do not comply with service procedures;
- h. requesting or receiving compensation, is the act of requesting or receiving compensation in the form of money, services or goods in an unlawful manner for services provided to service users;
- i. inappropriate, is inappropriate behavior carried out by Public Service providers in providing services;
- j. biased, is the act of a service provider that provides benefits to one party and harms another party or protects the interests of one party without considering the interests of the other party;
- k. discrimination, is the act of providing services differently, special treatment that is not appropriate, or unfairness among fellow service users; and
- l. conflict of interest, is the behavior of service providers that is influenced by the interests or relationships of groups, classes, tribes or family relationships so that the services provided are not as they should be.

One example of maladministration that often occurs in government is abuse of authority. In this case, an official or state administrator does not use the authority they hold in accordance with the original purpose for

which they were granted that authority. Although they claim to be exercising their authority for the public interest, in reality, they use that authority for other, deviant purposes, which leads to maladministration and corruption.³¹

The Indonesian Ombudsman has a central role as an external supervisory institution that ensures that the provision of public services remains within the legal corridor in order to realize good governance.

The most important thing about the existence of the Ombudsman institution is that it is independent from government administration and does not take sides with any party and acts fairly and equitably. In carrying out its duties and authorities, the Ombudsman can provide advice and input in the preparation of government policies (*policymaking*), especially those relating to public services.

The Ombudsman not only supervises the implementation but also the policies of public authorities. In carrying out its supervisory function, the Ombudsman can also collaborate with other authorized institutions, such as the House of Representatives and the Corruption Eradication Commission.

Article 43 of Law Number 37 of 2008 concerning the Ombudsman of the Republic of Indonesia states that, if deemed necessary, the Ombudsman may establish Ombudsman representatives in provincial or district/city areas. These Ombudsman representatives have a hierarchical relationship with the Ombudsman and are led by a representative head.³² The head of the representative office is assisted by an assistant Ombudsman.

³¹ Nafiatul Munawaroh, "Apa Itu Maladministrasi Dan Bentuk-Bentuknya," Klinik Hukumonline, May 30, 2024, <https://www.hukumonline.com/klinik/a/apa-itu-maladministrasi-dan-bentuk-bentuknya-lt58292617134da/>; Agung Nugraha, "Yuk Kenali Bentuk-Bentuk Maladministrasi," Ombudsman RI, February 18, 2021, <https://www.ombudsman.go.id/artikel/r/artikel--yuk-kenali-bentuk-bentuk-maladministrasi>; Pambudi, "Permasalahan Pelayanan Publik Dan Peran Ombudsman Perwakilan Dalam Pendampingan Aparatur Sipil Negara."

³² Regina Angelita Br Sebayang and Hartati Hartati, "Peran Ombudsman Sebagai Lembaga Pengawas Pelayanan Publik Di Indonesia," *Mendapo: Journal of Administrative Law* 2, no. 2 (2021), <https://doi.org/10.22437/mendapo.v2i2.11428>.

Provisions regarding the functions, duties and authorities of the Ombudsman apply *mutatis mutandis* to Ombudsman representatives. Representatives of the Indonesian Ombudsman are spread across 34 provinces in Indonesia, one of which is the Indonesian Ombudsman Representative for Central Java Province, hereinafter referred to as the Ombudsman Representative for Central Java Province.

The Indonesian Ombudsman Representative for Central Java Province has resolved hundreds of cases with a success rate of 90 percent through a pro-participatory approach, mediation, conciliation, and recommendations.

This success is due to the Central Java Province Representative of the Indonesian Ombudsman building good relations with local governments and civil society organizations in order to strengthen public service.

This is because the synergy between the Ombudsman and local governments through a memorandum of understanding is a solution to accelerate the resolution of public reports and also improve the quality of public services in the region.

The process of handling public complaints is systematically structured, encompassing the stages of receiving reports, clarifying facts, direct monitoring, and in-depth investigations by an independent team, making complaint handling faster and more precise.

The process of handling reports by the Representative of the Indonesian Ombudsman for Central Java Province is carried out in a tiered and systematic manner, starting from the formal and material verification stage to the in-depth examination stage to prove the existence of elements of maladministration, as regulated in the Indonesian Ombudsman Regulation Number 58 of 2023 concerning Procedures for Handling Examination and Settlement of Reports.

At the regional representative level, a pro-participatory approach is often a very effective instrument in achieving a win-win solution, where public reports can be resolved quickly without neglecting the substance of improving public services.

The successful completion of the report at the Ombudsman of the Republic of Indonesia in Central Java Province shows that the Ombudsman's corrective function is able to encourage real accountability

of state administrators, and the systemic advocacy function is key to ensuring that improvements in public services are not only casuistic but also structural in nature to realize clean governance.

Representatives of the Indonesian Ombudsman for Central Java Province conduct early monitoring of potential maladministration in public institutions such as hospitals, population services, and business licensing services, emphasizing independent oversight to ensure accountability and transparency.

Representatives of the Indonesian Ombudsman for Central Java Province regularly hold outreach and coaching on managing complaints from public service providers and the community in order to build shared awareness towards improving the quality of public services.

In carrying out its duties, the Representative of the Indonesian Ombudsman for Central Java Province realizes community service through effective cooperation (MoU) with various agencies, including Radio Republik Indonesia (RRI) Semarang.

This service is not only responsive to complaints, but also proactive through compliance with service standards in key sectors such as health, administration and population, social, licensing and education.

Representatives from the Indonesian Ombudsman for Central Java Province regularly appear as resource persons on the "Legal Dialogue" broadcast program, now renamed "*Sanksi*". The public has the opportunity to interact directly through questions and on-air discussions.

Strengthening digital-based public participation is expected to be able to minimize the 'dark number' of maladministration reports that have so far gone undetected due to minimal public awareness, and the provision of public services that are free from maladministration requires a transformation of supervision from a conventional model to a more transparent digital system.

Through this program, the Representative of the Indonesian Ombudsman for Central Java Province was able to convey a direct message to RRI Pro 1 listeners that the public plays a role as an external supervisor in the provision of public services. This right is explicitly recognized in Law Number 25 of 2009 concerning Public Services.

This activity serves as a means of socialization and education for the public regarding the correct procedures for conveying aspirations or complaints, in order to encourage improvements in public services.

This approach aims to prevent maladministration which is the gateway to corruption and legal violations that damage public trust in the state.

This community service expands the reach of access through on-the-spot Ombudsman and digital applications, so that rural residents in Central Java can report maladministration quickly and effectively.

Conclusion

The dynamics of public service delivery in Indonesia continue to face complex challenges that require more innovative, inclusive, integrative, and sustainable approaches to bureaucratic reform. Public services constitute a fundamental instrument through which government institutions promote public welfare and fulfill their constitutional obligations. Consequently, the integrity and legitimacy of public institutions are closely associated with the quality, accessibility, and accountability of the services they provide. Improving public service quality is therefore an essential prerequisite for realizing good governance that is responsive to citizens' needs.

Effective, efficient, transparent, and citizen-oriented public service delivery has proven to be a key determinant in strengthening public trust and enhancing government legitimacy. Public expectations increasingly emphasize the principles of openness, reliability, fairness, accessibility, efficiency, and legal certainty. Meeting these standards requires comprehensive bureaucratic transformation aimed at preventing maladministration while eliminating corruption, collusion, and nepotism, thereby fostering clean, accountable, and integrity-based governance.

This community service activity demonstrates that high-quality public services, characterized by timeliness, accuracy, convenience, and accountability, are fundamental to increasing public confidence in government institutions. Achieving optimal public service performance

depends significantly on the effectiveness of external oversight. Supervision should not merely function as an evaluative mechanism but as a strategic instrument for ensuring transparency, accountability, responsiveness, and continuous institutional improvement.

In this context, the Indonesian Ombudsman serves as an independent oversight institution that plays a vital role in strengthening the checks and balances mechanism within public administration. Through complaint resolution, mediation, conciliation, recommendations, and systemic advocacy, the Representative Office of the Ombudsman of the Republic of Indonesia for Central Java Province has successfully resolved hundreds of public complaints using a participatory approach. The high rate of case resolution demonstrates the Ombudsman's capacity to promote institutional accountability while encouraging sustainable improvements in public service governance, rather than merely addressing individual cases. This preventive and corrective oversight function contributes significantly to reducing maladministration and reinforcing the principles of good governance.

Furthermore, the Representative Office of the Ombudsman of the Republic of Indonesia for Central Java Province has strengthened public engagement through strategic partnerships, including a Memorandum of Understanding (MoU) with Radio Republik Indonesia (RRI) Semarang. Public legal education is delivered through interactive broadcast programs, including Legal Dialogue and its current format, *Sanksi*, allowing citizens to participate directly through on-air discussions and consultations. In addition, proactive initiatives such as Ombudsman on the Spot, digital complaint applications, and regular compliance monitoring across strategic sectors, including health, population administration, social services, licensing, and education, have expanded public access to complaint mechanisms, particularly for communities in rural areas of Central Java.

These initiatives directly support the achievement of the Sustainable Development Goals (SDGs), particularly SDG 16 (Peace, Justice and Strong Institutions), by strengthening transparent, accountable, and inclusive public institutions, enhancing access to justice through effective complaint resolution mechanisms, and promoting participatory governance. Moreover, the adoption of digital complaint services

contributes to SDG 9 (Industry, Innovation and Infrastructure) by encouraging innovation in public service delivery, while institutional collaboration with stakeholders such as RRI Semarang reflects the spirit of SDG 17 (Partnerships for the Goals) in advancing effective governance through multi-stakeholder cooperation. Collectively, these initiatives demonstrate that strengthening external oversight, public participation, digital innovation, and inter-institutional collaboration constitutes a sustainable strategy for improving public service quality and advancing good governance in Indonesia.

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Declaration of Conflicting Interests

There is no conflict of interest in the publication of this article.

Funding Information

This research and program funded by Universitas Negeri Semarang.

Acknowledgment

The authors thank the anonymous reviewer of this article for their valuable comments and highlights.

Generative AI Statement

The authors declare that no generative artificial intelligence (AI) tools were used to generate the scientific content, data analysis, interpretations, or conclusions presented in this manuscript. If AI-assisted tools were used, they were limited to language editing, grammar checking, or improving readability under the authors' full supervision. The authors take full responsibility for the originality, accuracy, and integrity of the manuscript.