

Implementation of Public Service Supervision Function in Government Agencies by the Ombudsman of The Republic of Indonesia

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Abstract

Public service is an important part of government administration that directly impacts people's lives. The quality and effectiveness of public services are the most important factors influencing public satisfaction and faith in government. The Ombudsman of the Republic of Indonesia, an autonomous agency governed by Law Number 37 of 2008, regulates the delivery of public services in Indonesia. As a result, the purpose of this study is to discover and investigate the Ombudsman of the Republic of Indonesia's execution of the public service supervisory function in government agencies, as well as the challenges encountered and the efforts taken to overcome them. This study used the sociological juridical research approach. This study used primary data, specifically data obtained directly by researchers through in-depth interviews with the chairman and staff of the Ombudsman of the Republic of Indonesia, as well as secondary data, which included laws, documents related to public service supervision, and Ombudsman reports, to gain a better understanding of the supervisory function's implementation, which was then analyzed descriptively qualitatively. The study's findings shed light on the Ombudsman's implementation of the public service oversight function, including the challenges it faced and the measures made to overcome them. This study also makes recommendations for improving the efficacy of public service monitoring in government entities. This research is expected to help Indonesia create public service oversight rules and practices, allowing government agencies to improve public services to better fulfill the requirements of the population.

Keywords: *Supervisory Function; Public Service; Ombudsman of The Republic of Indonesia*

Abstrak

Pelayanan publik merupakan bagian penting dari administrasi pemerintahan yang berdampak langsung pada kehidupan masyarakat. Kualitas dan efektivitas pelayanan publik adalah faktor terpenting yang mempengaruhi kepuasan dan kepercayaan publik terhadap pemerintah. Ombudsman Republik Indonesia, sebuah lembaga otonom yang diatur oleh Undang-Undang Nomor 37 Tahun 2008, mengatur penyelenggaraan pelayanan publik di Indonesia. Oleh karena itu, tujuan penelitian ini adalah untuk menemukan dan menyelidiki pelaksanaan fungsi pengawasan pelayanan publik oleh Ombudsman Republik Indonesia di instansi pemerintah, serta tantangan yang dihadapi dan upaya yang dilakukan untuk mengatasinya. Penelitian ini menggunakan pendekatan penelitian yuridis sosiologis. Penelitian ini menggunakan data primer, khususnya data yang diperoleh langsung oleh peneliti melalui wawancara mendalam

dengan ketua dan staf Ombudsman Republik Indonesia, serta data sekunder, yang meliputi undang-undang, dokumen terkait pengawasan pelayanan publik, dan laporan Ombudsman, untuk mendapatkan pemahaman yang lebih baik tentang pelaksanaan fungsi pengawasan, yang kemudian dianalisis secara deskriptif secara kualitatif. Temuan studi ini menjelaskan implementasi fungsi pengawasan layanan publik oleh Ombudsman, termasuk tantangan yang dihadapinya dan langkah-langkah yang dilakukan untuk mengatasinya. Studi ini juga memberikan rekomendasi untuk meningkatkan efektivitas pemantauan pelayanan publik di entitas pemerintah. Penelitian ini diharapkan dapat membantu Indonesia menciptakan aturan dan praktik pengawasan pelayanan publik, memungkinkan lembaga pemerintah untuk meningkatkan pelayanan publik untuk memenuhi kebutuhan penduduk dengan lebih baik.

Kata kunci: Fungsi Pengawasan; Pelayanan Publik; Ombudsman Republik Indonesia

A. INTRODUCTION

The constitution mandates the realization of a just and prosperous society throughout the territory of the Republic of Indonesia¹. One of the keys to achieving this goal is through clean and effective governance. The government is expected to be able to provide quality, transparent, and accountable public services to build public trust and improve their quality of life.²

However, current realities show that the quality of public services in government agencies is still unsatisfactory. Complicated processes, lack of transparency, and lack of responsiveness to people's needs have lowered the level of trust in government. Therefore, continuous improvement is needed to create excellent public services and ensure community satisfaction. To overcome these challenges, continuous efforts are needed to improve the quality of public services. One approach that can be taken is to apply the principles of *good governance* so that public services can be better. *Good governance* is an important characteristic that must be realized in public services to build public trust.³

Government agencies' supervision of public services is crucial to ensuring that quality standards are met. As an independent supervisory institution, the Ombudsman of the Republic of Indonesia plays a vital role in ensuring good public services by established principles.⁴ However, throughout 2023, there were 7,392 community reports received by the Ombudsman of the Republic of Indonesia. The high number of complaints from the public to the Ombudsman reflects challenges in delivering public services that require further oversight.⁵

¹ Sulardi and Fitria Esfandiari, "The Authority of the People's Consultative Assembly and the Discourse of the Limited Amendment of the Constitution" (Atlantis Press, 2020), 244–48, <https://doi.org/10.2991/aebmr.k.200513.050>.

² S. Pratolo, "Transparansi Dan Akuntabilitas Tata Kelola Pemerintahan Daerah Dalam Hubungannya Dengan Perwujudan Keadilan Dan Kinerja Pemerintah Daerah: Sudut Pandang Aparatur Dan Masyarakat Di Era Otonomi Daerah," *Journal of Accounting and Investment* 9, no. 2 (2008): 108–24.

³ S Rohayatin, T., Warsito, T., Pribadi, U., Nurmandi, A., Kumorotmo, W., & Suranto, "Faktor Penyebab Belum Optimalnya Kualitas Penyelenggaraan Pelayanan Publik Dalam Birokrasi Pemerintahan," *Caraka Prabhu: Jurnal Ilmu Pemerintahan* 1, no. 1 (2017): 22–36.

⁴ R. Afrisal, M., & Sahabuddin, "Strategi Ombudsman Republik Indonesia Perwakilan Sulawesi Selatan Dalam Meningkatkan Kepatuhan Pemerintah Kota Makassar Terhadap Standar Pelayanan Publik," *Jurnal Mirai Management* 7, no. 2 (2022): 172–90.

⁵ Ombudsman Republik Indonesia, "Laporan Tahun 2023 Ombudsman Republik Indonesia," 2023.

Article 6 of Law Number 37 of 2008 concerning the Ombudsman of the Republic of Indonesia states that:

*"The Ombudsman functions to oversee the implementation of public services organized by State Administrators and governments both at the central and regional levels, including those organized by State-Owned Enterprises, Regional-Owned Enterprises, and State-Owned Legal Entities as well as private entities or individuals tasked with carrying out certain public services."*⁶

The Ombudsman's impartial oversight of public services protects people's rights⁷. The Ombudsman aims to improve public service quality and prevent maladministration by monitoring, improvement recommendations, and community participation. This study intends to evaluate the Implementation of Public Service Supervision Functions in Government Agencies by the Ombudsman of the Republic of Indonesia to improve the legal efficacy, accountability of government agencies, and the quality of services delivered to the community⁸.

B. METHOD

The approach used in this study was research using sociological juridical methods. The sociological juridical approach was utilized to analyze and provide answers to legal problems according to the intended target. Juridical factors are based on applicable legal provisions relating to the implementation of the supervisory function of public services in government agencies by the Ombudsman of the Republic of Indonesia. According to Amiruddin, it was explained that "Sociological juridical research is legal research that uses secondary data as initial data, which is then continued with primary data or field data, examining the effectiveness of a law and research that wants to find relationships (correlations) between various symptoms or variables as a means of collecting data consisting of document studies, observations (observations), and interviews (*interviews*)".⁹

C. RESULTS AND DISCUSSION

1. The Ombudsman of The Republic Of Indonesia Implemented A Public Service Supervision Function In Government Agencies.

Public service is an essential component of state management that directly affects people's lives. The quality and effectiveness of public services are the primary drivers of public satisfaction and faith in government¹⁰. In this situation, Law Number 37 of 2008 forms the legislative basis that defines the role of an independent institution with a mandate to supervise

⁶ Article 6 of the Republic of Indonesia. Law Number 37 of 2008 concerning the Ombudsman of the Republic of Indonesia. Gazette of the Republic of Indonesia 2008 No. 37. Jakarta.

⁷ N. L. Fadhillah, "Urgensitas Ombudsman Dalam Pengawasan Pelayanan Publik," *Jurnal Ilmiah Pendidikan Pancasila Dan Kewarganegaraan* 28, no. 2 (2016).

⁸ Fitria Esfandiari and Aan Eko Widiyanto, "Pancasila Legal System: Balancing The Fulfillment Of National Moral Values And Law Enforcement In Indonesia," *Indonesian Journal of Law and Economics Review* 19, no. 1 (January 2024), <https://doi.org/10.21070/ijler.v19i1.999>.

⁹ M. H. Huda, M. C., & S HI, *Metode Penelitian Hukum (Pendekatan Yuridis Sosiologis)* (The Mahfud Ridwan Institute., 2021).

¹⁰ Afrisal, M., & Sahabuddin, "Strategi Ombudsman Republik Indonesia Perwakilan Sulawesi Selatan Dalam Meningkatkan Kepatuhan Pemerintah Kota Makassar Terhadap Standar Pelayanan Publik."

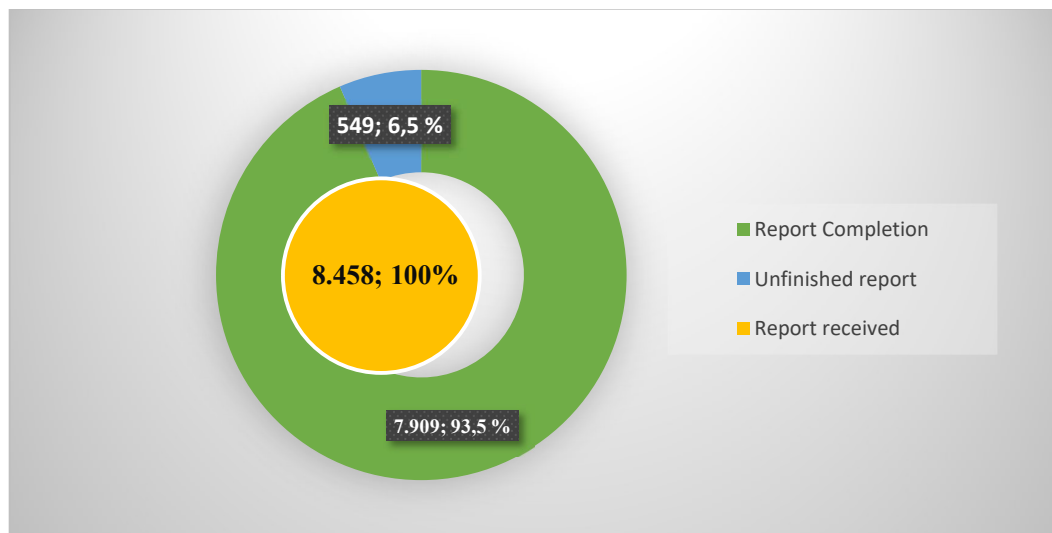
the delivery of public services in Indonesia, namely the Ombudsman of the Republic of Indonesia¹¹.

a. Acceptance of Community Reports

Throughout 2023, the Ombudsman of the Republic of Indonesia successfully handled 26,461 public service cases, most of which were non-report consultations and community reports. Of the 8,458 reports received, the Ombudsman of the Republic of Indonesia has completed 7,909 reports.¹²

There has been a significant increase in the number of self-initiated investigations, particularly in the areas of transportation and infrastructure. The number of investigations conducted by the Ombudsman on its initiative, both at the central and representative offices, increased from the previous year. In 2023, the Ombudsman handled a total of 26,461 cases, including 118 cases that were the result of self-initiated investigations.¹³ This figure has increased from the previous year, which only reached 88 cases of self-initiated investigations. Judging from the substance of the case, the most investigations related to transportation and infrastructure were 27 cases (22.88%), followed by education with 23 cases (19.49%) and the environment with 10 cases (8.47%). The Ombudsman's Rapid Response (RCO) also proved effective by responding quickly to 948 reports.¹⁴

Table 1. Data on the Number of Report Completions by the Ombudsman of the Republic of Indonesia in 2023



Data source: Ombudsman Republik Indonesia

¹¹ Fikram Inai Kuku Dwi Kurniawan, Fitria Esfandiari, Jundullah, "Law Enforcement On Criminal Actions To Prospective Participants Of Hajj And Umroh Through Deterrence And Incapacitation Theory Approach," *Ahkam : Jurnal Hukum Islam* 9, no. 2 (2021), <https://doi.org/doi.org/10.21274/ahkam.2021.9.2.375-400>.

¹² Indonesia, "Laporan Tahun 2023 Ombudsman Republik Indonesia."

¹³ M Y Kader and W T Hardianto, "Ombudsman Strategy Of Republic Of Indonesia In East Java Representative Regarding Public Service Supervision," *Jurnal Ilmu Sosial Dan Ilmu Politik ...*, 2019.

¹⁴ Indonesia, "Laporan Tahun 2023 Ombudsman Republik Indonesia."

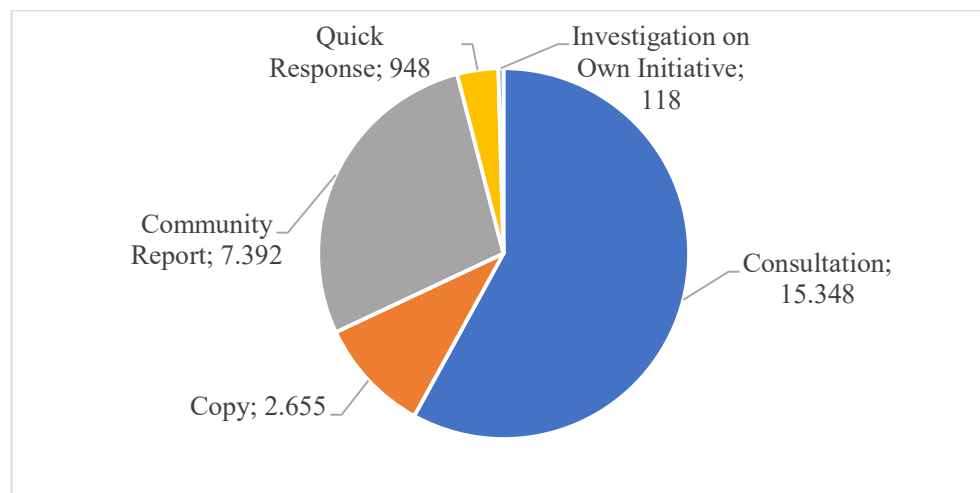
Throughout 2023, the Ombudsman of the Republic of Indonesia has completed 7,909 of the 8,458 incoming reports, while there are still 549 unresolved reports. This number of unresolved reports can impact the effectiveness of the Ombudsman's performance in responding to community complaints. Delays in completing reports may also cast doubt on the agency's ability to perform its justice function. Therefore, the Ombudsman needs to conduct an in-depth evaluation of the reasons for the delay in completing the report and identify areas where efficiency can be improved.¹⁵

Measures are needed to improve the efficiency of the settlement process, including an evaluation of the management of resources owned by the Ombudsman. The availability of adequate resources, both in terms of personnel and budget, greatly affects the ability of the Ombudsman to respond quickly and effectively to reports. In addition, maintaining transparency and accountability in responding to pending reports is also crucial. Clear communication regarding the steps taken to complete the report can help build public trust in the Ombudsman of the Republic of Indonesia.¹⁶

Classification of Community Reports

The Ombudsman of the Republic of Indonesia receives various types of reports from the public. The report is delivered in a variety of ways, primarily through receipt and verification of on-site reports or PVL On The Spot.

Table 2. Types of Community Reports Received by the Ombudsman of the Republic of Indonesia in 2023



Data source: Ombudsman Republik Indonesia

¹⁵ B Ispriyarso and S M Badriyah, "Improving the Role of Ombudsman as a Monitoring Institution of Public Organization in Indonesia," ... -30 June 2021, Semarang, Indonesia, 2021, <https://doi.org/10.4108/eai.29-6-2021.2312598>.

¹⁶ B Frank, "The Ombudsman and Human Rights—Revisited," *Israel Yearbook on Human Rights, Volume 6 (1976)*, 1989.

The substance of the Report

The community filed complaints related to various fields of public services to the Ombudsman of the Republic of Indonesia, ranging from agrarian issues, police, and permits, to the environment. Reports on agrarian issues, including land and spatial planning, became the most dominant, with 1,190 reports or around 14.07%. Followed by reports on personnel and education, reaching 955 reports (around 11.29%) and 743 reports (around 8.78%), respectively.¹⁷

b. Community Report Handling Stage

The process of handling reports by the Ombudsman of the Republic of Indonesia includes formal verification, substantial examination, and an inclusive approach to ensure fairness and accountability in public services. The Ombudsman acts independently, neutrally, and transparently, free of charge, focusing on law enforcement and improving the quality of public services in Indonesia.

After receiving the report, the Ombudsman of the Republic of Indonesia conducts formal verification of the completeness of the documents. Incomplete reports will be returned for completion within the specified time limit. After verification, the full report is substantially checked and can proceed to the inspection stage. During the examination, the Ombudsman will ask for information from the reported person and expert witnesses, and conduct field examinations if necessary.

Follow-up of Final Report of Examination Results

Follow-up to community reports is carried out through the Final Report of Examination Results (LAHP), where there is a Resolution and Monitoring stage. The LAHP summarizes the results of the examination and includes the identity of the complainant, allegations of maladministration, results of investigations, opinions of the Ombudsman, and conclusions. If maladministration is found, the reported person must take corrective action before a recommendation is given.

Throughout 2023, the Republic Ombudsman has followed up on 96 community report completions, of which 18 Final Examination Results Reports (LAHP) have entered the Resolution and Monitoring stage. This stage is marked by the issuance of Recommendations, which are the results of the Ombudsman's investigation submitted to the reported superiors for implementation to improve the quality of public services.

The process of handling reports by the Ombudsman of the Republic of Indonesia reflects the commitment to maintain transparency, accountability, and fairness in public services. Every step of the way, the Ombudsman undertakes a rigorous administrative process from formal verification of documents to in-depth checks to ensure the accuracy of information from the outset. In addition, an inclusive approach involving various relevant parties affirms the indepthis institution'sence, neutrality, and transparency of this udsman of the Republic of Indonesia shows commitment to the Resolution and Monitoring process to encourage the improvement of the quality of public services. This process involves

¹⁷ Indonesia, "Laporan Tahun 2023 Ombudsman Republik Indonesia."

corrective actions, recommendations, and reporting to the DPR and the President if recommendations are not implemented. With a rigorous, independent, and transparent approach, the Ombudsman plays an important role in ensuring accountability and fairness in public services in Indonesia.¹⁸

The Resolution and Monitoring process demonstrates the Ombudsman's commitment to ensuring accountability and fairness in the public service with effective rule enforcement. A rigorous approach to administrative processes and firm follow-up affirms the critical role of the Ombudsman in ensuring better implementation of recommendations and quality of public services in Indonesia.¹⁹

The Ombudsman of the Republic of Indonesia has carried out the oversight function of public services in a careful and detailed manner, demonstrating a commitment to information accuracy and inclusivity. The independence, neutrality, and transparency of the Ombudsman are reflected in approaches involving various stakeholders, while rigorous resolution and monitoring processes underscore efforts to improve the overall quality of public services.

c. Coordination and Cooperation

The Ombudsman of the Republic of Indonesia has two main focuses in carrying out cooperation duties, namely domestic cooperation and foreign cooperation. In 2023, the Ombudsman of the Republic of Indonesia will collaborate with several ministries/agencies, such as:

- 1) National Archives of Indonesia
- 2) Ministry of Transportation
- 3) Ministry of Environment and Forestry
- 4) Ministry of Agrarian and Spatial Planning/National Land Agency
- 5) Financial Services Authority
- 6) A total of 6 institutions:
 - a. Komnas HAM
 - b. Komnas Perempuan
 - c. Witness and Victim Protection Agency
 - d. Indonesian Child Protection Commission
 - e. National Commission on Disability
- 7) Ministry of Cooperatives and SMEs.²⁰

The Ombudsman of the Republic of Indonesia, in collaboration with the Ministry of Agrarian and Spatial Planning/National Land Agency, shows the Ombudsman's commitment to monitoring and evaluating the performance of public services in the Agrarian and Spatial Planning/Land Agency sectors. This collaboration allows the Ombudsman to focus on improving public services provided by relevant government agencies in these areas.²¹

¹⁸ Y Hasjimzoem, "Eksistensi Ombudsman Republik Indonesia," *Fiat Justisia*, 2014.

¹⁹ S D Harijanti, "The Evolution of the Indonesian Ombudsman System," *International Journal of Public Law and Policy*, 2014, <https://doi.org/10.1504/IJPLAP.2014.057885>.

²⁰ Indonesia, "Laporan Tahun 2023 Ombudsman Republik Indonesia."

²¹ Fadhilah, "Urgensitas Ombudsman Dalam Pengawasan Pelayanan Publik."

The data shows that the substance of community reports related to public services in the Agrarian and Spatial Planning / Land Agency sectors is the highest. Thus, according to the author's analysis, the Ombudsman effectively carries out the oversight function of public services. The Ombudsman uses cooperation with the Ministry of Agrarian and Spatial Planning/National Land Agency to obtain relevant and accurate information regarding the performance of public services in the sector.²² The Ombudsman can significantly contribute to ensuring transparency, accountability, and quality of public services in the sector through cooperation.²³

The Ombudsman of the Republic of Indonesia collaborates with 40 local governments and 21 universities in Indonesia to complete community reports, prevent maladministration, institutional strengthening, and improvement of the quality of public services. One form of cooperation with universities is the admission of internship students of the Independent Learning Program Independent Campus in the Main Assistant Work Unit and the General Secretariat. At the international level, the Indonesian Ombudsman partners with countries and institutions such as Australia's Office of Commonwealth Ombudsman (OCO), UNDP, and the World Bank to strengthen its role in achieving the Sustainable Development Goals (SDGs) and supporting Indonesia's economic development.²⁴

According to the author's analysis from the perspective of legal effectiveness, the cooperation carried out by the Ombudsman of the Republic of Indonesia both domestically and abroad shows significant efforts in strengthening the task of supervision and public services.²⁵ By working with various ministries, government agencies, and universities, the Ombudsman can be more effective in following up on community reports, preventing maladministration, and improving service quality. Collaboration with international institutions such as UNDP and the World Bank also supports achieving sustainable development goals and strengthening the role of the Ombudsman in the global context. Although challenges remain, partnerships built by the Ombudsman of the Republic of Indonesia with various parties can make a positive contribution to improving legal protection and fulfilling community rights.

d. Development of Public Service Supervisory Network

Cooperation between the Republican Ombudsman and local governments in the development of public service supervisory networks or the establishment of Focal Points can be carried out through the offices of the Republic Ombudsman Representatives in the provinces. The Focal Point program aims to improve the supervision of public services in work units that manage complaints. This program involves complaint management units in

²² Akhmad Afridho Wira P, Fitria Esfandiari, and Wasis Wasis, "Juridical Analysis of Legal Protection of Personal Data in Terms of Legal Certainty," *Indonesia Law Reform Journal* 3, no. 1 (2023): 96–108, <https://doi.org/10.22219/ilrej.v3i1.23840>.

²³ N Purnama et al., "Kinerja Ombudsman Republik Indonesia Perwakilan Jakarta Raya Dalam Menangani Pengaduan Penerimaan Peserta Didik Baru Di Kota Depok," *Terang: Jurnal Kajian ...*, 2024.

²⁴ Indonesia, "Laporan Tahun 2023 Ombudsman Republik Indonesia."

²⁵ H Dancer, *Legal Pluralism and Development: Scholars and Practitioners in Dialogue: Edited by Brian Z. Tamanaha, Caroline Sage and Michael Woolcock, New York, Cambridge ...* (Taylor & Francis, 2013), <https://doi.org/10.1080/07329113.2013.828487>.

government agencies at the central and local levels, selected based on statistical data, community report trends, evaluations, and other relevant methods.²⁶

The Focal Point was established in 2023 by six Representative offices of the Republican Ombudsman between May and August, with the Monitoring and Evaluation process conducted from October to November. The results are submitted to the Chief Ombudsman of the Republic through a written report sent to ku.dumas@ombudsman.go.id email in Word and PDF formats with the email subject "2023 Focal Point Activity Report" a maximum of 14 days after the activity.²⁷

The cooperation between the Republican Ombudsman and government agencies, both at the central and local levels, reflects a commitment to ensuring transparency, accountability, and improving the quality of public services. Through the Focal Point program, community reports are expected to be completed effectively and efficiently, provide benefits to the community, and improve overall public service governance. The Republican Ombudsman targeted the Complaints Management Unit in government agencies to expedite the resolution of community reports, demonstrating concern in handling complaints. In addition, the Republic Ombudsman conducts a process of monitoring and evaluating the activities of the Focal Point periodically to ensure the programs' effectiveness. Overall, the Ombudsman of the Republic actively carries out the oversight function of public services through concrete programs such as Focal Points and structured monitoring and evaluation processes.²⁸

e. Maladministration Prevention

The Ombudsman of the Republic of Indonesia is responsible for overseeing the delivery of public services with two main tasks: the completion of community reports and the prevention of maladministration. These two functions demonstrate that the role of the Ombudsman is not only limited to serving and resolving community complaints but also involves efforts to prevent maladministration. This is done by ensuring that the delivery of public services is by applicable legal provisions. This prevention task aims to increase awareness of state and government administrators in providing quality public services to the public.²⁹

Suggestions for Improvement of Public Service Policy

The author interviewed Syahrizal Hagi Nugroho, Cooperation Analyst of the Bureau of Law, Cooperation, and Organization of the Ombudsman of the Republic of Indonesia. He explained that the Ombudsman of the Republic of Indonesia uses the approach of Detection, Analysis, and Treatment of Advice Implementation in improving public service policies. Through these studies, the Ombudsman evaluates and reviews public services and provides suggestions for improvement. The study methods used were Systemic Review (SR) and

²⁶ K Khairiyati, I A Gani, and Z Idami, "Follow-Up Recommendations of The Ombudsman of The Republic of Indonesia in Supporting Public Services," *Jurnal Public Policy*, 2022.

²⁷ Indonesia, "Laporan Tahun 2023 Ombudsman Republik Indonesia."

²⁸ M F Harahap and R Efendi, "Ombudsman of the Republic of Indonesia Supervision of Notary Supervisory Council," *Nurani: Jurnal Kajian Syari'ah Dan Masyarakat* 20, no. 1 (2020): 129–46, <https://doi.org/https://doi.org/10.19109/nurani.v20i1.5502>.

²⁹ Indonesia, "Laporan Tahun 2023 Ombudsman Republik Indonesia."

Rapid Assessment (RA). Systemic Review aims to identify problems and provide solutions, while Rapid Assessment focuses on quick handling of specific problems. The Advice Implementation Treatment (PPS) phase aims to ensure stakeholders' implementation of advice through monitoring, mentoring, and publication.³⁰

Assessment of Compliance with Public Service Standards

The assessment of compliance with public service standards by the Ombudsman of the Republic of Indonesia, as conveyed by Esti Budiarti in an interview with the author, highlights the urgency in ensuring public services meet the established standards. In this case, compliance assessment is carried out through various dimensions, including input, process, output, and complaint dimensions, which include aspects of competence, fulfillment of infrastructure, service standards, and perceptions of maladministration.³¹

Table 3.4 Results of Public Service Provider Compliance Assessment 2022-2023

AGENCY	ZONING SURVEY RESULTS IN 2022			SUM	ZONING SURVEY RESULTS IN 2023			SUM
	Green	Yellow	Red		Green	Yellow	Red	
Government department	21	4	0	25	20	5	0	25
Institution	9	5	0	14	9	5	0	14
Province	19	13	2	34	26	6	2	34
City	53	42	3	98	87	11	1	98
Regency	170	186	59	415	272	106	37	415
SUM	272	250	64	586	414	133	39	586

Data source: Ombudsman Republik Indonesia

Compliance assessment data from 2022 to 2023 shows a significant improvement. The percentage of government agencies entering the green zone increased by 24.28%, while the percentage of agencies entering the yellow zone decreased by 20%, and the red zone decreased by 4.28%. Despite the increase, there are still agencies in the yellow and red zones, indicating that there are weaknesses that need to be corrected.

The overall improvement was not only limited to formal adherence to standards but also showed substantial improvements in public service delivery. Continuous evaluation is necessary to ensure continuous compliance and improvement of the quality

³⁰ Interview with Syahrizal Hagi Nugroho, Analis Kerja Sama Biro Hukum, Kerja Sama, Dan Organisasi Ombudsman Republik Indonesia.”

³¹ Interview with Esti Budiarti Selaku Kepala Biro Hukum, Kerjasama Dan Organisasi Ombudsman Republik Indonesia.”

of public services. Further improvements are needed in various aspects of public services to achieve optimal levels of compliance.³²

According to the author's analysis, the Ombudsman of the Republic of Indonesia is expected to continue to take strategic steps to improve the quality of public services in government agencies. Through this effort, it is hoped that the public can benefit from public services that are more efficient, transparent, and by established standards.³³

Creating Guidelines and Standards

Guidelines and standards made by the Ombudsman of the Republic of Indonesia with the title "Public Service Standards by Law No.25 of 2009 Ombudsman Survey of the Republic of Indonesia". The guidelines include clear procedures and principles of transparency, effectiveness, and fairness. Public service standards include various components such as requirements, mechanisms and procedures, service duration, fees/tariffs, service products, facilities/infrastructure/facilities, performance evaluation, service mal-ummah, complaint management, public service information systems, special services, attributes, and one-stop integrated services. The development of these guidelines is essential to prevent violations or irregularities in public services.³⁴

Supervision of Public Services by the Ombudsman of the Republic of Indonesia shows commitment to supervising government institutions. They receive, manage, and monitor community complaints closely, resolve issues, and maintain service quality. Proactive approaches, administrative procedures, and local and international collaboration are emphasized. The implementation of Focal Points and proactive complaint handling are important in enforcing legal standards and improving service quality. The Ombudsman of the Republic of Indonesia plays a role in building an effective, accountable, and responsive public service system. Their commitment to good governance helps shape a culture of quality public service. Through its oversight function, the Ombudsman ensures the quality of public services and increases the accountability of government agencies.

2. Obstacles Faced in the Implementation of the Supervision Function of Public Services in Government Agencies by the Ombudsman of the Republic of Indonesia

An interview with Mokhammad Najih, Chairman of the Ombudsman of the Republic of Indonesia revealed that the Ombudsman faced several challenges, including limited legal authority and human resources, budget, and infrastructure. These limitations may affect the effectiveness of the Ombudsman's oversight of public services.³⁵

a. Limitation of Legal Authority

³² I Devi, F C S Adiyanta, and N Sa'adah, "Implementation of Good Governance Ombudsman Recommendations," ... , 17-18 July 2019, Jakarta, Indonesia, 2021, <https://doi.org/10.4108/eai.17-7-2019.2303010>.

³³ T T Wicaksono, "The Urgency of Human Rights Approach for The Indonesian Ombudsman for Combatting Discrimination," *South-East Asian Journal of Advanced Law and ...*, 2023.

³⁴ Ombudsman Republik Indonesia, *Pedoman Standar Pelayanan Publik Sesuai UU No.25 Tahun 2009 Survei Ombudsman RI*, 2017.

³⁵ Interview with Mokhammad Najih, Ketua Ombudsman Republik Indonesia."

Concretely, the Ombudsman of the Republic of Indonesia issued several recommendations related to cases of maladministration by government agencies. However, the process of completing these recommendations is often slow, and the reported agency does not fully implement the recommendations given.

The ombudsman does not have the power to directly sanction government agencies that violate or do not comply with public service standards. Although the Ombudsman may provide recommendations or suggestions, without the authority to impose legally binding penalties or sanctions, government agencies may feel less compelled to make changes or improve their practices. Therefore, it is necessary to consider strengthening the legal authority of the Ombudsman to increase its effectiveness in effecting positive changes in the delivery of public services.³⁶

b. Limited Human Resources, Budget, and Infrastructure

Limited human resources, budget, and infrastructure are also serious obstacles for the Ombudsman of the Republic of Indonesia in carrying out effective supervision of public services. Lack of qualified and trained staff, limited budget, and inadequate infrastructure can slow down the process of monitoring and analyzing cases. It is necessary to increase human resources, adequate budget allocation, and infrastructure improvements, especially in terms of information technology, so that the Ombudsman can better protect people's rights and increase the accountability of government agencies.

To improve the effectiveness of the Ombudsman, steps are needed to strengthen the legal authority of these institutions to impose legally binding sanctions. In addition, adequate allocation of human resources, budget, and infrastructure must be fought so the Ombudsman can carry out its supervisory function more effectively.

By strengthening legal authority and improving human resources, budget, and necessary infrastructure, the Ombudsman of the Republic of Indonesia can be more effective in overseeing public services for the benefit of the community. These measures will help create a better, accountable, and responsive public service environment to people's needs. With an awareness of the challenges faced and a commitment to finding solutions, the Ombudsman can strengthen their role in overseeing public services more effectively and efficiently.

With awareness of the challenges faced and commitment to finding solutions, the Ombudsman of the Republic of Indonesia is expected to strengthen its role in overseeing public services. By overcoming existing obstacles, the Ombudsman can provide better legal protection for the community and create a public service environment that is more accountable and responsive to the needs of the community.

³⁶ A R Taqwa and IRRS Nahriana, "Indonesian Ombudsman: Strengthening Role in Improving the Quality of Public Services," *Pena Justisia: Media Komunikasi* 22, no. 1 (2024): 2023.

3. Efforts made by the Ombudsman of the Republic of Indonesia to overcome obstacles in carrying out the supervisory function of public services in government agencies

In an interview with Mokhammad Najih, Chief Ombudsman of the Republic of Indonesia, he highlighted the various efforts that have been made by the agency to overcome obstacles in supervising public services in government agencies. These efforts include policy advocacy, raising public awareness, and strengthening cooperation with government agencies.³⁷

Through policy advocacy, the Ombudsman seeks to change policies and regulations that are inappropriate or hinder quality public services. This step aims to improve the quality of public services and ensure people's rights are guaranteed.

Raising public awareness is an important step in protecting people's rights to receive good public services, the Ombudsman of the Republic of Indonesia is also active in raising public awareness regarding their rights to receive good public services. Through socialization, the public is expected to actively participate in reporting dissatisfaction or violations of public services. This is an important step in supporting the effectiveness of law in public services.

Cooperation with government agencies is also an important factor in improving the effectiveness of supervision. Through collaboration with government agencies, the Ombudsman of the Republic of Indonesia can build synergies and achieve joint solutions to improve public services. This cooperation also allows for better information exchange and coordination between the Ombudsman of the Republic of Indonesia and government agencies in carrying out supervisory functions.

The implementation of policy advocacy by the Ombudsman of the Republic of Indonesia is in line with the theory of legal effectiveness which emphasizes the success of the legal system in achieving the desired goals. Through rigorous policy analysis and appropriate advocacy, the Ombudsman ensures that policies implemented are by applicable legal principles and meet expected public service standards.

Raising public awareness is also the right step in improving the effectiveness of supervision. By educating the public about their rights and the importance of quality public services, the Ombudsman of the Republic of Indonesia can help increase public participation in monitoring public services. Public awareness can also encourage behavior change and higher demands for good public services.

Cooperation with government agencies is also an important factor in improving the effectiveness of supervision. Through collaboration with government agencies, the Ombudsman of the Republic of Indonesia can build synergies and achieve joint solutions to improve public services. This cooperation also allows for better information exchange and coordination between the Ombudsman of the Republic of Indonesia and government agencies in carrying out supervisory functions.

The efforts made by the Ombudsman of the Republic of Indonesia have positive potential in improving transparency, accountability, and quality of public services in

³⁷ Ibid.

Indonesia. By continuously optimizing this strategy, the Ombudsman of the Republic of Indonesia plays an important role in creating a better environment in government agencies and encouraging government agencies to provide quality public services to the community.

CONCLUSION

Implementing the supervisory function of public services in government agencies by the Ombudsman of the Republic of Indonesia is a crucial aspect that ensures accountability and quality of public services provided to the community. The Ombudsman has completed most of the incoming reports during 2023, but 549 reports are still pending. Delays in resolution can negatively impact the effectiveness of the institution's performance and cast doubt on the Ombudsman's ability to perform its justice function. The Ombudsman of the Republic of Indonesia needs to focus on completing reports that are still pending. By conducting in-depth analysis, process improvement, and public disclosure, the Ombudsman can improve their performance in responding to community complaints and ensuring fairness for all parties involved. Obstacles faced in the implementation of the supervisory function of public services in government agencies by the Ombudsman of the Republic of Indonesia. That is, in terms of limited legal authority to impose direct sanctions on government agencies that violate public service standards. In addition, limited human resources, budget, and infrastructure are also serious obstacles to carrying out supervisory duties effectively. With limited staff and budgets, the process of monitoring and analyzing cases can be hampered, while inadequate infrastructure can also hinder the efficiency of the Ombudsman's work. Efforts made by the Ombudsman of the Republic of Indonesia to overcome obstacles in carrying out the supervisory function of public services in government agencies. These efforts include policy advocacy, increasing public awareness, and cooperation with government agencies. By continuing to optimize these efforts, the Ombudsman of the Republic of Indonesia plays a vital role in creating a better environment in government agencies and encouraging quality public services for the community. The Ombudsman of the Republic of Indonesia must continue to increase efforts to overcome obstacles faced by strengthening cooperation with government agencies. Education and socialization about the importance of quality public services also need to be improved. In addition, the supervisory role and function of the Ombudsman should be strengthened through increased capacity, resources, and available budgets. To increase transparency in the provision of information about public services, the Ombudsman of the Republic of Indonesia can issue policies that encourage government agencies to strengthen the management of social media such as Instagram, and create official websites. Through these platforms, government agencies can present information related to regulations and policies and transparently display data and statistics on public service performance. It is also pivotal to provide effective search features and easily accessible feedback mechanisms. Thus, the public can easily access information, provide feedback, and monitor progress to improve public services. This step will contribute to increasing public trust in public services and ensure the realization of good governance based on transparency, accountability, and improving the quality of services for the community.

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