



International Conference on Law and Social Science

Editorial Office: postgraduate at Riau Islamic University, Universitas Islam Riau, Pekanbaru, Indonesia.

Phone: +62 85234073707, +62 85329106484

E-mail: law_s3@uir.ac.id

Website : <https://pps.uir.ac.id/icls2024/>

OPTIMIZATION OF THE REPUBLIC OF INDONESIA'S OMBUDSMAN INSTITUTION AGAINST MALADMINISTRATION PUBLIC SERVICES VIEWED FROM ADJUDICATION THEORY PERSPECTIVE

Benny Akbar^a, Ellydar Chaidir,^b Efendi Ibnu Susilo^c

^aUniversity Of Islamic Riau

Email: bennykabar@rocketmail.com

^bUniversity Of Islamic Riau

Email: ellydar@law.uir.ac.id

^c University Of Islamic Riau

Email: efendiibnususilo@law.uir.ac.id

Abstract:

The government essentially plays a crucial role in providing public services to the community (public service). Therefore, the government is obliged and responsible to provide good and professional public services including regulations and various essential services such as health, utilities, education and administration. Public services are the main pillar in reflecting smooth governance and fulfilling people's rights in a fair and transparent manner. In Indonesia, the Ombudsman institution has a central role in responding to and supervising malmanagement, aiming to ensure that public services are carried out according to correct principles and in accordance with applicable legal norms.

The problem, Why is the Ombudsman institution not optimal in handling public service maladministration from the perspective of adjudication theory, and What is the strategy for optimizing the Indonesian ombudsman institution in handling maladministration of public services seen from the perspective of Adjudication Theory.

The research results show that even though they are not legally binding, the ombudsman's recommendations have a significant moral influence. Many public institutions have responded positively to the ombudsman's recommendations, however, there are still obstacles and challenges related to the lack of strong legal mechanisms to enforce compliance. So as to optimize and strengthen the role of the ombudsman institution and public understanding of its recommendations to increase integrity and effectiveness in improving the quality of public services

Keywords: Services, Ombudsman, Adjudication, Recommendations

I. Introduction

The Ombudsman of the Republic of Indonesia, was established on March 10 2000 through Presidential Decree No. 44 of 2000, is an independent institution that aims to ensure accountability and transparency in the implementation of public services. Since its founding, the Ombudsman has experienced significant developments in an effort to strengthen its position as an independent supervisory institution. The process of consolidating and strengthening this institution is increasingly gaining a solid foundation along with the enactment of Law no. 37 of 2008, which comprehensively regulates the Ombudsman institution, as well as Law no. 25 of 2009 concerning Public Services.¹

These laws are important, because they provide a strong legal basis for the functions and powers of the Ombudsman. Law no. 37 of 2008 establishes the framework and operational mechanisms of the Ombudsman, while Law no. 25 of 2009 emphasizes the role of the Ombudsman in supervising administrative services and providing continuity to improvement efforts through conciliation, mediation, and, in certain contexts, special adjudication. Thus, the Ombudsman becomes an entity that has clear authority and main duties aimed at improving the quality of public services and maintaining the principles of *good governance* in Indonesia.

Some of the main tasks of the ombudsman institution as regulated in law

number 37 of 2008 include; 1) receive reports on alleged maladministration in the provision of public services, 2) carry out substantive examination of the reports, 3) follow up on reports included in the scope of the ombudsman's authority, 4) carry out investigations on their own initiative into allegations of maladministration in the delivery of public services, 5) carry out coordinating and collaborating with state institutions or other government institutions as well as community institutions and individuals, 6) establishing a working network, and 7) making efforts to prevent maladministration in improving public services.²

The ombudsman institution and public services are related to each other, where the ombudsman acts as an independent monitoring mechanism tasked with ensuring that public services are carried out well and in accordance with legal and ethical principles.³ The Ombudsman helps maintain accountability of public service institutions, protect citizens' rights, and improve the quality of public services by responding to maladministration and providing recommendations for improvement. As an independent institution, the Ombudsman can help ensure that public services remain transparent and fair in accordance with applicable laws. (Huda, 2019)

In reality, public services in Indonesia can be divided into: *that should* and *that be*, this refers to; *The should*

¹ Zsa Zsa Bangun Pratama. *Adjudication Authority by the Ombudsman of the Republic of Indonesia in the Process of Resolving Public Service Disputes*. Journal Equitable, 2021. hlm. 5(1), 89–107.

² Samudro, S. A. *Existence and Optimization of the Role of the Ombudsman*. Justice Journal of Law and Islamic Law, 2023. p. 101–111.

³ Sujata, et al. *Indonesian Ombudsman, Past, Present and Future*, National Ombudsman Commission. Jakarta; 2002. p. 9

(what should be) ie, 1) the decision-making process in public services must be transparent, fair and in accordance with legal norms; 2) Public services should be responsive to community needs and complaints; 3) discrimination and inequality in handling public services is not permitted; and 4) it is not permissible to abuse power and use authority without ethics and integrity. The opposite is what happens, it is also called *Being* (reality that happened), 1) the decision making process is often not transparent; 2) public services are sometimes slow and unresponsive; 3) there is a lot of discrimination which causes social inequality; 4) excessive use of power and authority causes abuse by using power for personal and certain group interests.

Looking at the points mentioned above, they are explained in the concept *that should*, Public services are expected to achieve the highest standards in terms of fairness, transparency and responsiveness to community needs. Ideally, the decision-making process should be carried out openly and all people should be treated fairly regardless of ethnic and religious background. But on concept *that be*, There is a reality that public services often do not reach these standards. The decision-making process is not transparent, there is unresponsiveness to public complaints, and discriminatory practices still occur. Therefore, public service problems often lie in the gap between what should happen and what

actually happens in its implementation. This then becomes the basis for maladministration.⁴

As an independent institution, the ombudsman has the responsibility to handle public complaints regarding maladministration. The term maladministration does not have a standard definition but often refers to practices that are not in accordance with the principles of good administration carried out by state apparatus/officials tasked with providing services.⁵ Several aspects of maladministration occur when the decision-making process in public services is not transparent, making it difficult for the public to understand the basis of decisions and the criteria to be achieved.⁶

In line with this, as research by Wheare, 1973 in his book entitled *Maladministration and its Remedies* explains that public services that are unresponsive in responding to requests or complaints are a form of maladministration, because this will result in dissatisfaction and delays in fulfilling rights and needs.⁷ Furthermore, the handling of public services that is discriminatory and unfair towards groups of people, prioritizing primordialism towards ethnicity or religion causes the services received to be ineffective. As well as abuse of authority or power by

⁴ Mansur, Asmara, G., Abdullah, I., & Cahyowati, R. R. *the Ombudsman Reconstruction of the Republic of Indonesia in Promoting a Responsive Legal Culture*. Journal of Liberty and International Affairs, 2019. hlm. 4(3), 88–98.

⁵ Juliani, H., Wibawa, K. S., Natalis, A., Diponegoro, U. *The Ombudsman Role in Public*

Service Dispute. Journal of Cardiovascular, 2021. 12(03), 2801–2810.

⁶ *Ibid*, p. 5

⁷ Meitasari, I., Hadiyantina, S., & Dwi Qurbani, I. *The Urgency of the Special Adjudication of the Ombudsman of the Republic of Indonesia in Resolving Public Service Disputes*. Bina Mulia Hukum Journal, 2020, p. 103.

committing acts of collusion and corruption.⁸

Looking at the national phenomenon of maladministration that occurs as an empirical form in the implementation of public services, this research takes a case study of the Ombudsman institution in taking special attention to the relocation of residents that occurred in Rempang, Batam City, Riau Islands Province related to the development of Rempang *Eco City*. Based on the results of the interim investigation, the facts show indications of maladministration in the rejection of the relocation. These findings were reported as part of the Ombudsman's duties in supervising the implementation of public services by the state and government.

Through the Ombudsman's official website, several findings and recommendations from the ombudsman agency were explained which suggested that the Batam Business Board (BP) conduct dialogue without involving security forces, this was done to avoid uncontrolled protests. Furthermore, the ombudsman asked the government to provide verbal and written clarification to Rempang residents regarding the decision regarding relocation. It is hoped that this confirmation can reduce residents' concerns regarding the relocation time limit. On the other hand, the ombudsman criticized the unclear relocation data and urged the government to provide accurate information. This includes differences in data between the news circulating and the phenomena in the field discovered by the Ombudsman during his visit to the 3 (three) affected villages. In this context,

the ombudsman highlights the importance of transparency, community participation in the decision process, and fair treatment of citizens.

Meanwhile, symptoms of maladministration problems are also occurring in Riau Province. Head of the Regional Ombudsman Representative for Riau Province, Bambang Pratama, revealed that there are issues of maladministration occurring among public service providers from the Riau Province Transportation Service (Dishub). The Ombudsman has identified a number of problems in parking management involving increases in parking rates, lack of competence of parking attendants, lack of parking signs and markings, reluctance of parking attendants to give tickets and less than optimal supervision. In this case, the ombudsman then provides suggestions and recommendations to the Transportation Service so that maladministration violations do not occur, including evaluating parking levy policies, fulfilling public service standards, training parking attendants, budget planning, and monitoring violations.

Reports of maladministration of public services reported by the public in Riau Province and documented by the Ombudsman institution highlight various problems covering a number of crucial sectors. According to information accessed from the official website of the Indonesian Ombudsman (ombudsman.go.id), the main focus of complaints involves health, education, administration and population services, as well as the land sector. Not only that, but it is also noted that in the more recent

⁸ Wirantini, N. N. W., & Sudiarta, I. K. *Ombudsman Supervision Regarding*

Maladministration in the Public Service System. Kertha Wicara: Science Journal. 2021. p. 10.

period, the issue of illegal parking has become increasingly rampant and has become one of the latest highlights.

In the Ombudsman's annual report, it was found that the number of complaints about public services in Riau Province experienced significant fluctuations. In 2019, 94 reports were recorded, which increased rapidly to 208 reports in 2020. Although there was a slight decrease in 2021 with 159 reports, the number of complaints rose again sharply in 2022 with 125 reports. The peak occurred in 2023, when the Ombudsman recorded 415 reports, reflecting a substantial increase in the level of public dissatisfaction with public services in Riau Province. This phenomenon reflects the expansion and complexity of administrative problems faced by local communities, requiring serious attention from related parties and systematic improvements in the delivery of public services.⁹

Through the case study described above, the author tries to take a sample of the process of monitoring issues of maladministration of public services carried out by the Ombudsman Institution. In essence, the ombudsman institution can be considered as the first court to receive complaints regarding violations or maladministration.¹⁰ From the perspective of adjudication theory, this process is equivalent to registration and examination in court. Furthermore, the ombudsman

conducted an investigation to collect evidence related to alleged maladministration so that a factual assessment based on legal norms could be carried out regarding the problem that occurred. Next, the ombudsman provides recommendations based on the findings of previous investigations.¹¹

Conceptually, based on the perspective of Constitutional Law, the concept of adjudication is formulated functionally as the power of government bodies to decide cases based on law.¹² But in fact, the decisions of the Ombudsman Institution are often not implemented by organizers who carry out maladministration, this is because they know that the decisions given by the Indonesian Ombudsman Institution are only recommendations. Furthermore, the ombudsman's recommendations are mandatory but not necessarily final and binding (*final and binding*).¹³

This means that in Indonesia, the ombudsman institution acts as an independent supervisory institution which has a mandate to protect the rights of citizens related to public services. The Indonesian Ombudsman has the authority to issue recommendations regarding the resolution of public complaints regarding the implementation of public services. The phenomenon of Ombudsman recommendations in Indonesia reflects the dynamics of the relationship between the

⁹ Annual Report of the Ombudsman of the Republic of Indonesia 2019-2023

¹⁰ Hertogh, M. *Why the ombudsman does not promote public trust in government: Lessons from the Low Countries*. Journal of Social Welfare and Family Law, 2018. hlm. 35(2), 245–258.

¹¹ Kirkham, R. *The ombudsman, accountability and the courts*. May. 2021. hlm. 2

¹² Ismail Suny, *"The Division of State Power, A Comparative Investigation in the Constitutional*

Law of England, the United States, the Soviet Union and Indonesia", Jakarta, New Aksara, 1982, p. 1.

¹³ Chaerul M., A. A. *Implementation of Special Adjudication by the Ombudsman of the Republic of Indonesia Against State Officials Who Have Maladministration*. Jurisprudencie: Department of Legal Studies, Faculty of Sharia and Law, 2020. 7(1), 144.

ombudsman institution, the government and society.¹⁴

Recommendations issued by the Indonesian Ombudsman are characterized as advice or suggestions to relevant agencies to improve or correct public service practices that are deemed not to meet standards or are detrimental to society. There are several reasons why the ombudsman's recommendations are negative *non-binding* or non-binding, namely; Firstly, the Ombudsman institution functions as a mediator or intermediary between disputing parties, including between citizens and government institutions. As a mediator, the Ombudsman strives to reach a fair and mutually beneficial resolution for all parties without taking sides. Therefore, the resulting recommendations are more of a suggestion than a compelling decision.¹⁵

Second, the independent characteristics of the Ombudsman institution are prioritized so that it can operate without external pressure that could reduce its effectiveness. Therefore, the recommendations produced by the Ombudsman are in the nature of suggestions or advice that can serve as a guide for improvement and are not coercive because the aim is to improve the quality of public services and resolve disputes peacefully.¹⁶

Although legally the Ombudsman's recommendations are not binding, their moral impact is quite significant. Several government agencies and public

institutions in Indonesia tend to respond positively to the Ombudsman's recommendations, and many of these recommendations are then implemented. However, the challenges facing the Indonesian Ombudsman involve the availability of stronger legal means to ensure compliance with its recommendations. While some agencies were willing to cooperate, there were also cases where implementation of the Ombudsman's recommendations encountered obstacles.

This phenomenon reflects the complexity of the relationship between supervisory institutions and a number of public service actors in Indonesia. Therefore, continuously strengthening the role and authority of the Ombudsman and increasing public understanding of the importance of this institution's recommendations is the key to maintaining its integrity and effectiveness in improving the quality of public services in Indonesia.¹⁷

From the explanation above, the author criticizes that the decision should be implemented by the problematic organizer. Because, the ombudsman institution decided that this service was maladministration based on the results of an investigation because it did not implement the principles of good governance, in the author's opinion, those who do not implement the decision must be given a warning, which then follows up on the warning, so that the service that will

¹⁴ *Ibid*, p. 145

¹⁵ Republic of Indonesia Ombudsman Book Drafting Team, *ombudsman* (Jakarta: Ombudsman of the Republic of Indonesia, 2009), p. 20

¹⁶ *Ibid*.

¹⁷ Doddie Arya Kusuma and Fonny Andikia, "The Role of the Ombudsman of the Republic of

Indonesia Representative of West Sumatra in Preventing Maladministration of Public Services in the City of Padang," Journal of Social and Economics Research
<https://doi.org/10.54783/jser.v3i1.21>.

be provided becomes even better. Through this the theory of adjudication provides that.¹⁸

Through the adjudication process, the resulting decisions or recommendations have binding legal force. This provides legal certainty and guarantees that the results of the settlement can be implemented effectively by the authorized parties, including institutions or individuals who are the object of maladministration. Adjudication ensures that any dispute or maladministration is tried fairly and based on applicable legal norms. This process creates a clear and structured framework for assessing facts, applying the law, and making decisions that are final and binding.¹⁹

If the Ombudsman's recommendations are not voluntarily followed by the parties concerned, the adjudication process may be the next step to resolve the conflict. Courts provide a neutral forum where disputing parties can present their cases and obtain binding decisions from competent authorities. The existence of an adjudication process can have a preventive effect on maladministrative practices in the future.²⁰ Potential sanctions and legal consequences may arise *deterrence* for parties who tend to violate ethics or law in providing public services. Adjudication creates a mechanism for protecting the rights and interests of individuals and

society. By binding court decisions, citizens' rights are legally protected and can provide remedies for parties who feel disadvantaged.²¹

Therefore, the author is interested in studying and studying more deeply about **"OPTIMIZATION OF THE REPUBLIC OF INDONESIA'S OMBUDSMAN INSTITUTION AGAINST MALAD MINISTRATION OF PUBLIC SERVICES SEEN FROM THE PERSPECTIVE OF ADJUDICATION THEORY"**. The problem is focused on, namely, Why is the Ombudsman institution not optimal in handling public service maladministration from the perspective of adjudication theory, and What is the strategy for optimizing the Indonesian ombudsman institution in handling maladministration of public services seen from the perspective of Adjudication Theory.

II. Legal Materials and Methods

1. Research Approach

Basically, to make scientific research activities more focused and rational, a method is needed that is appropriate to the object being discussed, because a method is a procedure or way of carrying out and obtaining optimal results in research.²²

2. Research Specifications

¹⁸ On Cit. Kirkham, R. *The ombudsman, accountability and the courts*. May. 2021. hlm. 2

¹⁹ Winshery Tan, "Effectiveness of the Role of the Ombudsman of the Republic of Indonesia, Public Service Supervisory Institution," *Journal of Legal Scholars* 6, no. 1 (2020): 141–60, <https://doi.org/10.3376/jch.v6i1.284>.

²⁰ Andi Setiawan, "Implementation of Prevention of Maladministration of Public Services by the

Ombudsman of the Republic of Indonesia" 2, no. 10 (2023): 2153–63, <https://doi.org/10.36418/comserva.v2i10.624>.

²¹ Regina Yovita et al., "Administrative Validation: Ombudsman's Justification of Maladministration in Makassar" 6, no. 4 (2022): 6833–43.

²² Bambang Sugono, *Legal Research Methodology*, (Jakarta: PT. Raja Grafindo Persada, 2003), p. 44.

This research is a normative type of research with a focus on the analysis and evaluation of legal norms related to the phenomenon of maladministration. The approach used is normative juridical. Use of secondary data, especially in the form of documents and literature (*library research*) become the core of the research information gathering process. The research analysis process includes a legal review of relevant laws and regulations.

3. Data Types and Sources

This research uses a type of Normative Juridical research, where this research leads to an in-depth understanding of legal norms which serve as rules or guidelines for human behavior. Interpretation and evaluation of applicable legal regulations leads to the interpretation and construction of arguments based on research on legal documents and literature (books, journals, websites and articles) relating to the Ombudsman of the Republic of Indonesia, regarding the handling of maladministration in aspects of public services .

4. Method of collecting data

Data collection techniques are the most important step in research, because the main aim of research is to obtain data. Without knowing data collection techniques, researchers will not get data that meets the specified data standards. In this qualitative research, data collection was carried out in a natural setting (natural conditions).²³

Data collection is carried out to obtain the information needed to achieve research objectives. The objectives expressed in the form of a hypothesis are temporary answers to research questions. This answer still needs to be tested empirically and for this purpose data collection is needed. Data collected by a predetermined sample. The sample consists of a set of analysis units as research targets.

5. Data Analysis Methods

According to Sugiyono, what is meant by data analysis techniques is the process of searching for data, systematically compiling data obtained from interviews, field notes and documentation, by organizing data into categories, breaking it down into units, carrying out synthesis, organizing it into the pattern of choosing what is important and what will be studied, and making conclusions so that they are easily understood by oneself and others.

III. Results and Discussion

The word maladministration may be unfamiliar to the public compared to the word malpractice. However, in essence these two words both mean errors/deviations. If malpractice is an error/deviation that occurs in the world of health as stated in the Big Indonesian Dictionary (KBBI), it is stated that malpractice is medical practice that is wrong, inappropriate, violates the law or code of ethics, then the word maladministration is a form of error, deviation in the administration process. public service.

²³ *Ibid*, p. 308

Actually, what is maladministration? In Law Number 37 of 2008 concerning the Ombudsman of the Republic of Indonesia, maladministration is behavior or acts against the law, exceeding authority, using authority for purposes other than those for which the authority is intended, including negligence or neglect of legal obligations in the administration of public services carried out by state and government administrators who cause material and/or immaterial losses to society and individuals. These forms of maladministration are then explained in a simpler way that can be understood by the public or that usually occurs in every service delivery process, including; protracted delays, failure to provide services, incompetence, abuse of authority, irregularities in procedures, requests for compensation, inappropriateness, partiality, discrimination and conflicts of interest.

If we look at the context of the words maladministration and malpractice, the word maladministration is broader because it concerns everything related to public services which includes health services compared to malpractice which only occurs in the health sector. Because of the broad meaning of maladministration and the potential for maladministration to occur, the Ombudsman of the Republic of Indonesia is the only state institution that is given the authority to follow up on all forms of alleged maladministration with the aim of encouraging effective and efficient, honest, open, clean and free state and government administration. from corruption, collusion and nepotism.

The obligations of the state and government in carrying out an effective and efficient public service process cannot be separated from the General Principles of Good Government (AUPB), including expediency, impartiality, not abusing authority and so on in order to create quality and even excellent services. AUPB itself is ethics in administering government, including the administration of public services. Therefore, violation of the AUPB is also a form of maladministration.

In Indonesian positive law, there are nine criteria to be categorized as maladministration, namely:

1. Unlawful behavior and actions.
2. Behavior and actions exceeding authority.
3. Using authority for purposes other than those for which the authority is intended.
4. Negligence.
5. Waiver of legal obligations.
6. In providing public services.
7. Carried out by state and government officials.
8. Causing material and/or immaterial losses.
9. For society and individuals.

Meanwhile, examples of maladministration include extortion, officials making policies or decisions based on personal closeness and being discriminatory, committing acts of extortion, and so on. We will explain more about the forms of maladministration below.

Hendra et al explained that what constitutes a form of maladministrative action is actions carried out by

government officials because of their existence.

1. Mis Conduct namely doing something in the office that is contrary to the interests of the office.
2. Deceitful practice namely practices of lies, dishonesty towards the public. The public is presented with misleading information, information that is not true, for the benefit of bureaucrats.
3. Corruption occurs due to abuse of authority, including using authority for purposes other than those for which authority was granted, and with these actions for the benefit of enriching oneself, other people, groups or corporations which is detrimental to state finances.
4. Defective policy implementation namely policies that do not end with implementation. Political decisions or commitments only stop until the discussion of a law or the ratification of a law, but not until it is followed up into reality.
5. Bureaupathologis These bureaucratic diseases include:
 - a. Indecision namely the absence of a clear decision on a case. So a case that has occurred is left halfway, or left floating, without a clear final decision. Usually such cases involve a number of high-ranking officials. In practice many cases arise that are understated.
 - b. Red tape namely a bureaucratic disease related to the delivery of services that are convoluted, take a long time, even though they can actually be resolved in a short time.
 - c. Cicumloution namely the disease of bureaucrats who are accustomed to using too many words. Many promises but not kept. Many sweet words to calm the turmoil of the times. Sometimes there are many controversial words between elites which can confuse the public.
 - d. Rigidity namely the disease of rigid bureaucracy. This is the effect of the separation model and impersonality from the character of the bureaucracy itself. This disease appears in rigid, inflexible bureaucratic services, which are basically standardized according to the rules, without looking at case by case.
 - e. Psycophancy namely the diseased tendency of bureaucrats to curry favor with their superiors. There is a symptom of "As long as you are happy". The tendency of bureaucrats to serve individual superiors, rather than serving the public and conscience. This phenomenon can also be said to be loyalty to individuals, not loyalty to the public.
 - f. Over staffing namely a symptom of disease in bureaucracy in the form of staff swelling. Too many staff reduces efficiency.
 - g. Paperwork is the tendency of bureaucracy to use a lot of paper, lots of forms, lots of reports, but they are never used for their proper function.

- h. Defective accounting namely a flawed financial audit. This means that financial reporting is not as it should be, there is double financial reporting for the purpose of deception. Usually these financial mistakes are mark up financial projects.

Still sourced from the same book, there is another opinion regarding the forms of maladministration carried out by bureaucrats, namely:

1. Dishonesty (dishonesty), various acts of dishonesty include: using public goods for personal gain, accepting money, etc.
2. Bad behavior (unethical behavior), this unethical action is an action that may be legally innocent, but violates ethics as an administrator.
3. Ignoring the law (disregard of law), the act of ignoring the law also includes the act of undermining the law for one's own interests, or the interests of one's group.
4. Favoritism in interpreting the law, the act of interpreting the law for the benefit of the group, and tending to choose the application of the law that benefits the group.
5. Unfair treatment of officers, this action tends to the leader's treatment of his subordinates based on factors like and dislike. That is, people who are liked tend to get more facilities, even though their achievements are not good. On the other hand, people who are disliked tend to be treated in a limited way.
6. Gross inefficiency (gross inefficiency), is the tendency of a public agency to waste state finances.
7. Covering up mistakes, the tendency to cover up his own mistakes, the mistakes of his subordinates, the mistakes of his agency and refuse to have his mistakes covered.
8. Fails to show initiative, the tendency to not take the initiative but wait for orders from above, even though the regulations allow him to act or take policy initiatives.

Apart from that, there are also other forms of maladministration, namely:

1. Maladministration is related to punctuality in the process of providing public services, consisting of protracted delays, non-handling and neglect of obligations.
2. Maladministration that reflects partiality, giving rise to a sense of injustice and discrimination, consisting of conspiracy, collusion and nepotism, acting unfairly, and clearly taking sides.
3. Maladministration, which reflects more forms of violations of laws and regulations, consists of forgery, violations of laws and unlawful acts.
4. Maladministration related to authority/competence or provisions that impact the quality of public services of public officials to the community, consisting of actions outside of competence, officials who are not competent in carrying out their duties, interventions that affect the process of providing public services, and actions that deviate from established procedures.
5. Maladministration reflects the arrogance of a public official in the process of providing public services to the community, such as arbitrary

actions, abuse of authority and inappropriate actions.

6. Maladministration reflects an active form of corruption, consisting of extortion or requests for monetary rewards (corruption), acts of controlling other people's property without rights, and embezzlement of evidence.

In providing a service to the public, it is of course the norm Standard Operational Procedure (SOP) becomes a thingguidance/guidelines for public service providers. However, ethical and moral aspects are not necessarily ignored just because there are formal procedural aspects. Smiling, greeting, greeting, being friendly and serving with full sincerity is an example of good ethics in providing a service to the public.

Etymologically, ethics comes from Greek, namely Ethos which has two conceptual dimensions, namely singular and plural. In a single dimension it means attitude, way of thinking, character, morals. Meanwhile, in the plural dimension it means customs. So, what is the difference between ethics and morals? Simply put, ethics is a judgment of good and bad. Meanwhile, moral, the operational form of ethics, is integrity. So when we talk about ethics in the public world, we don't just talk about social institutions, whether laws or customs. However, in public ethics there is something called public integrity which is the main foundation of public ethics itself.

In the world of public service or public administration, ethics is defined as a moral philosophy or value, and is called "profesional standard" (code of ethics) or "right rules of conduct" (rules of correct

behavior) that public service providers should adhere to. This means that service providers, apart from serving the public by behaving in a good, friendly manner, must also comply with the standards or code of ethics that have been implemented in each institution. If there are organizers who violate ethics public administration then the administrator is tantamount to maladministration because he does not carry it out professional standard and not behaving properly.

Simply put, to see whether a public service provider is implementing public administration ethics is to see whether the provider has implemented service standards or not in the public service process. Some time ago, the Ombudsman of the Republic of Indonesia released the results of an assessment of compliance with public service standards in accordance with Law Number 25 of 2009 concerning Public Services. The results showed that many local governments still achieved low and medium service standard compliance.

In fact, fulfilling service standards is a necessity that must be fulfilled by service providers as a fulfillment of formal procedural aspects. Compliance with low service standards, apart from not implementing administrative ethics, also creates the potential for maladministration. In the end, society will judge for themselves, if the formal procedural aspects are not fulfilled, what about the ethical or moral aspects? It is true that this assessment cannot be used as the only indicator to measure the ethics of a person or agency, but yes, we will always get used to itwrong rule of conduct notright rule of conduct? Of course not.

In general, the ombudsman is known as an independent institution that receives and investigates complaints from people who are victims of public administration errors. That includes decisions or actions of public officials that are inappropriate, deviant, arbitrary (irregular/illegal), abuse of power, 3 unnecessary delay (undue delay) or violation of ownership. The formation of the Ombudsman was motivated by several reasons:

1. The function and task of state administration is essentially to create prosperity for society.
2. Communities have the right to equal and fair service by state administrators.
3. In in practice, There is Lots deviation; state administrators do not serve but ask to served, people become objects/become victims/become servants of state officials; there is no standard measure of service delivery.
4. The implementation of services by the state must be monitored because of the many irregularities, as well as to prevent irregularities. Thus, the concept of the Ombudsman is basically to supervise the provision of services provided by state administrators; directly or indirectly will have an impact on efforts to eradicate KKN.

The Ombudsman concept views corruption more broadly, namely not only from the legal aspect but also from the sociological aspect, namely all forms of corrupt behavior. In recent developments, the Ombudsman concept has been based

on Law no. 37 of 2008 concerning the Ombudsman of the Republic of Indonesia and even strengthened by Law no. 25 of 2009 concerning Public Services.

The Ombudsman is needed to deal with abuse of authority by government officials and at the same time assist state officials to carry out state administration efficiently and fairly. The Ombudsman will encourage state power holders to carry out accountability properly.

Several basic reasons why many countries, including Indonesia, have established the Ombudsman Institute:

1. The Ombudsman is Institutionally Independent both structurally, functionally and personally. This independent nature will greatly influence its effectiveness because in acting it is always objective, fair and impartial.
2. The purpose of supervision is service delivery. This means that in acting, officers become servants so that citizens are treated as subjects, not objects/victims of service.
3. The procedures or mechanisms used in the supervision process are not complicated and it is also possible for a settlement process through mediation with a win-win principle.
4. The Ombudsman Institute firmly and openly states that there is no charge for monitoring carried out or reports that are followed up.
5. The Ombudsman also adheres to the principle that in completing reports he always listens to both parties because he does not serve anonymous letters.

The concept of an Ombudsman institution is based on Law no. 37 of 2008 concerning the Indonesian Ombudsman and based on Law no. 25 of 2009 concerning public services, turns out to be very accommodating to community participation, by providing a balancing role for the government which has the obligation to provide services with the community which has the right to receive services.

In the Public Services Law it is stated that the Indonesian ombudsman. and the public is an external supervisor other than the DPR/DPRD in terms of maladministration in the administration of public services by government officials. This is as stated in Article 35 paragraph 3 of Law no. 25 of 2009 concerning Public Services: "external supervision of the implementation of public services is carried out through" A. supervision by the public in the form of reports or complaints from the public in the implementation of public services:

1. supervision by the ombudsman in accordance with laws and regulations
2. supervision by the people's representative council, provincial legislature, district/city legislature.

Based on the article above, community participation in the implementation of public services can start from preparing service standards to evaluating and giving awards. Community participation is realized in the form of cooperation in fulfilling community rights and obligations and an active role in formulating public service policies and the community can form a public service oversight body.

Communities have the right to complain about public services to the Ombudsman. Officers who commit violations or irregularities, the person concerned may be subject to sanctions in the form of release from office, demotion or other administrative sanctions. If it violates criminal provisions, it can be sued for corporal punishment or compensation. In relation to the context of efforts to eradicate corruption in Indonesia, Antonius Sujata stated that the position of the Ombudsman is more at the forefront to prevent administrative actions and corrupt behavior from all government officials. This opinion is built on the assumption that the public service system is not running well because it is full of actions. Maladministrative actions and organizer practices corrupt. Thus, the position of the Ombudsman is not just a supervisory institution that is more preventive in nature 6 but is based on article 38 Law no. 37 of 2008 concerning the Indonesian Ombudsman, regarding the obligation to implement recommendations for reported parties and report superiors, the role of the ombudsman is also repressive.

The implementation of the Law on the Ombudsman of the Republic of Indonesia and also the Public Service Law is one of the revolutionary and innovative breakthroughs in the legal system in Indonesia. Government administrators who carry out maladministrative actions and are recommended by the Indonesian Ombudsman are obliged to implement these recommendations. In other words, the Ombudsman is not only an influential institution in public services (Magistrature of influence), but also as an institution that enforces sanctions (Magistrature of sanction). As in the consideration of Law

no. 37 of 2008 concerning the Ombudsman of the Republic of Indonesia which states that public services and law enforcement carried out in the context of administering the state and government are an inseparable part of efforts to create a government good, clean and efficient in order to improve prosperity and creating justice and legal certainty for all citizens as intended in the 1945 Constitution of the Republic of Indonesia.

In addition, supervision of services organized by government administrators is an important element in efforts to create good, clean and efficient governance and at the same time is an implementation of democratic principles that need to be developed and applied to prevent and eliminate abuse of authority by government officials. . Then an institution was formed that supervises government administration to ensure maximum implementation of public services and to realize good, clean and efficient government. With the enactment of this law, the National Ombudsman must be able to play a role in encouraging the delivery of maximum public services, in order to create good and clean government, and to prevent acts of maladministration that are detrimental to the population. Indonesia, both material and immaterial. Another view regarding the purpose of the existence of the Indonesian Ombudsman is as stated by HA Kurdi Moekri from the PPP faction that: structured and long-standing maladministrative practices have become a sub-culture within the state government bureaucracy that is difficult to eliminate until now.

The expression "if it can still be complicated for what is made easier". As a result of these bureaucratic practices, it is certain that citizens' rights to quality infrastructure and quality public services are very difficult to realize. This is also due to the lack of standardization of public services which is a reference for all public service agencies. Therefore, efforts to reform the bureaucracy and state administration that are clean and free from KKN government are a must by improving the quality of state administrators and upholding the principles good governance. Apart from matters that are no less important, it is necessary to have external institutions that can effectively supervise the duties of state and government administrators. In this way, it is hoped that it can improve the quality of public services in a more measurable manner.

Based on Law no. 37 of 2008, the Ombudsman of the Republic of Indonesia is an independent state institution and has no organic relationship with state institutions and other government institutions, and in carrying out its duties and authority is free from interference from other powers.

The existence of the Ombudsman of the Republic of Indonesia is based on article 1 paragraph (1) of Law no. 37 of 2008 concerning the Ombudsman of the Republic of Indonesia is: State institutions that have the authority to supervise the implementation of good public services are held by state administrators and the government including those owned by State-Owned Enterprises, Regional-Owned Enterprises, and State-Owned Legal Entities as well as other bodies.

private sector or individuals who are given the task of carrying out certain public services which are partly or wholly sourced from the state budget and/or regional income and expenditure budget.

Regarding the existence of the Republic of Indonesia Ombudsman above, foundations relying on the Indonesian Ombudsman must be appropriate and in line with the objectives of the Republic of Indonesia Ombudsman itself. Objectives The Indonesian Ombudsman was established with the objectives as stated in Article 4 of Law no. 37 of 2008 clearly outlines the objectives of the Ombudsman, namely:

1. Realizing a democratic, just and prosperous legal state.
2. Encourage state and government administration that is effective and efficient, honest, open, clean and free from corruption, collusion and nepotism.
3. Improving the quality of state services in all areas so that every citizen and resident can obtain better justice, peace, and prosperity.
4. Help create and improve efforts to eradicate and prevent practices of maladministration, discrimination, corruption, collusion and nepotism.
5. Increasing national legal culture, public legal awareness, as well as.
6. The rule of law which has the essence of truth and justice.

The Ombudsman's influence comes through the recommendations prepared and given to State Organizations and governments, although the Ombudsman's recommendations are not

legally binding, that does not mean that they can be ignored. In this case the Ombudsman has a reporting mechanism to the DPR. 6 For certain significant and crucial cases, through the available mechanisms, the DPR can also summon public officials (executives) because they ignore the existence and recommendations of the Ombudsman. However, in past practice, quite a few KON recommendations were ignored or even marginalized.

So based on Law no. 37 of 2008, the Ombudsman's previous recommendations were not binding, now they are must be implemented. This is as regulated in article 38 of Law no. 37 of 2008 which states that:

1. The Reported Party and the Reported Party's superiors are obliged to implement the Ombudsman's Recommendations.
2. The Reported Party is obliged to submit a report to the Ombudsman regarding the implementation of the Recommendations that have been carried out together with the results of the examination within 60 (sixty) days from the date of receipt of the Recommendations.
3. The Ombudsman may request information from the Reported Party and/or
4. Supervisor and conduct field inspections to ensure implementation of Recommendations.
5. In the event that the Reported Party and the Reported Party's superiors do not implement the Recommendations or implement several Recommendations for

reasons that cannot be accepted by the Ombudsman, the Ombudsman can publish the Reported superiors who do not implement the Recommendations and submit a report to the DPR and the President

IV. Conclusion and Suggestions

Based on the discussion of the research results, it can be concluded:

1. The role of the Ombudsman of the Republic of Indonesia, Representative of Riau Province, in efforts to prevent maladministration.
 - a. The role of the Riau Province Representative Ombudsman Institution in carrying out its duties is quite good. Services to the community, especially public services and law enforcement carried out in the context of state and government administration are an inseparable part of efforts to create a good, clean and efficient government in order to improve prosperity and creating justice and legal certainty for all citizens as intended in the 1945 Constitution of the Republic of Indonesia.
 - b. The form of prevention that has been carried out by the Ombudsman of the Republic of Indonesia, Representative of Riau Province, apart from carrying out outreach in various regional institutions, the Ombudsman of the Republic of Indonesia, Representative of Riau Province, apart from receiving reports directly from the public, also carries out investigations on his own initiative. This is part of the Ombudsman's strategy to prevent maladministration in Riau Province by do a series of outreach, holding meetings with regional governments regarding local governments regarding public services.
2. Obstacles to the Republic of Indonesia Ombudsman Representative of Riau Province in making efforts to prevent maladministration.
 - a. HR factors, the Ombudsman of the Republic of Indonesia, Representative of Riau Province, has 3 assistants, and each assistant has different clarifications. each assistant is in their respective section such as the prevention section, supervision section, etc. This assistant at the Ombudsman of the Republic of Indonesia, Representative of Riau Province, is a different graduate.
 - b. In overcoming obstacles, the Ombudsman of the Republic of Indonesia, Riau Province, has carried out a series of outreach regarding public service standards as regulated in Law Number 25 of 2009 concerning Public Services to Riau Province and Regency/City Government Agencies in Riau Province, holding meetings with government administrators in the relevant regions. regional

government regarding public services, holding seminars with public audiences such as the community, ombudsman concos, NGOs, LBH, etc. Carrying out talk shows on radio and television, investigating and monitoring public service delivery agencies without prior notification (sidak).

For Suggestion

Based on the conclusions in this research, the suggestions that the author can give are as follows:

1. The Ombudsman of the Republic of Indonesia, Representative of Riau Province, should be more maximal in supervising public services in introducing and educating the public about the existence of the Ombudsman of the Republic of Indonesia, Representative of Riau Province, so that the public knows about the Ombudsman of the Republic of Indonesia, Representative of Riau Province.
2. Public service providers should pay more attention to Law Number 25 of 2009 concerning Public Services, so that the public can obtain their rights to get better public services.
3. In compiling and determining service standards, administrators must include and related parties, the public should be more concerned and participate in supervising public service providers by reporting acts of public maladministration.

4. So that the obstacles faced by the Ombudsman of the Republic of Indonesia, Representative of Riau Province, can be resolved, it is hoped that the Ombudsman of the Republic of Indonesia, Representative of Riau Province, will improve the related regulatory system.

V. V. Reference

A. Book

- Agung, Kurniawan. (2005). Public Service Transformation. Yogyakarta: Renewal
- Agus Dwiyanto. 2008. Realizing Good Governance through Public Services. Yogyakarta : Gadjah Mada University Press
- Arikunto, Suharsimi., (1998). Research Procedures A Practical Approach, (Jakarta: Rineka Cipta)
- Asmara, G. (2012). Ombudsman of the Republic of Indonesia in the Constitutional System of the Republic of Indonesia, Laksbang Yustitia. Surabaya.
- Azhary, (1995). Indonesian Legal State, Normative Juridical Analysis of its elements, Jakarta, UI Press.
- B. Arief Sidharta, (2004) "Philosophical Study of the State of Law", in Jentera (Jurnal of Law), "Rule of Law", Center for Law and Policy Studies (PSHK), Jakarta, 3rd year edition II
- Bambang Sugono, (2003). Legal Research Methodology, Jakarta: PT. Raja Grafindo Persada.
- Buck, T., Kirkham, R., & Thompson, B. (2016). *The Ombudsman Enterprise and Administrative Justice. In The Ombudsman Enterprise and Administrative Justice.*

- <https://doi.org/10.4324/9781315555034>
- Budhi Matshuri, Getting to Know the Indonesian Ombudsman. PT. Pradnya Paramita, Jakarta, 2005
- Dean M. Gotteher, Internasional Update The Second Ombudsman Leadership, San Fransisco, Forum Conference, 2010.
- Denhardt, Janet. Public Services: From Steering to Serving Management. Kreasi Kencana, 2013. Makassar
- Garner, Bryan A. , Henry Campbell Black, 2009, Black's Law Dictionary, West Publishers, New York
- Irfan Fachruddin, Administrative Justice Supervision of Government Actions, Alumni, Bandung, 2004
- Ismail Suny, 1982, "Division of State Power, A Comparative Investigation in the Constitutional Law of England, the United States, the Soviet Union and Indonesia", Jakarta, Aksara Baru,
- Kelsen, Hans, 1992, Introducing to the Problem of Legal Theory: a Transtlation of The First Edition of The Reine Rechtslehre or Pure Theory of Law", Translated by Bonnie Litsschewsky Paulson and Standley L., Paulson, Oxford:Clarendon Press.
- Kirkham, R., & Stuhmcke, A. (2020). The common law theory and practice of the ombudsman/judiciary relationship. *Common Law World Review*, 49(1), 56–74. <https://doi.org/10.1177/1473779520904963>
- Lexy J Moleong, (1991). Qualitative Research Methodology, Bandung: Rosdakarya Youth.
- M. Thalhah and Sobirin Malian, Development of State Institutions in Indonesia, Total Media, Yogyakarta, 2011
- Mertokusumo, Sudikno. Getting to Know the Law: An Introduction, (Atma Jaya University; 2010), Yogyakarta.
- Nimatul Huda, 2005. Democratic State of Law and Judicial Review, UII Press Yogyakarta, Yogyakarta.
- Ratminto. 2005. Service Management, accompanied by the development of conceptual models, implementation of citizens' charters and minimum service standards. Yogyakarta: Student Library
- Sugiyono, (2008). Quantitative Research Methods Quantitative and R&D, Bandung: Alfabeta
- Sugiyono. (2010). Educational Research Methods Quantitative, Qualitative and R&D Approaches. Alfabeta; Bandung
- Sujata, A. et.al. (2002). Indonesian Ombudsman, Past, Present and Future, National Ombudsman Commission. Jakarta.
- Surjadi, (2012). Public Service Performance Development, Reifika Aditama, Bandung.
- Sirajuddin, Didik Sukrioono, Winardi, Public Service Law Based on Participation & Information Openness, Equivalent Press, Malang: 2012.
- Surachman. RM & Sujata A. (2002). Indonesian Ombudsman in the Middle of the International Ombudsman, An Anthology, Jakarta
- Tamanaha, Brian Z. 2006. On the Rule of Law, New york: Cambridge University Press
- Taufiq Ukohman, 2015. Optimizing Increased Investigations of the

- Indonesian Ombudsman to Improve the Quality of Public Services. Central Jakarta, Faculty of Social and Political Sciences, Prof. University. Dr. Moestopo is Religious.
- Yusuf, M. (2013). Qualitative, Quantitative and Combined Research Methods, Renika Cipta; Jakarta,
- B. Journal**
- Afrizal, D. (2019). Implementation of Public Service Principles. *Journal of Public and Business Administration*, 1(1), 1–14. <https://doi.org/10.36917/japabis.v1i1.6>
- Aling, D. F., Mewengkang, F. R., & Assa, W. (2021). The Binding Power of Ombudsman Adjudication Decisions in the Public Service Dispute Resolution Process. *Journal LexEtSocietatis*, IX(3), 25–40.
- Alveyn Sulthony Ananda and Reni Putri Anggraini, (2022) "The Urgency of Expanding the Authority of the Ombudsman in Providing Sanctions Against Perpetrators of Regional Licensing Maladministration," *Anti-Corruption Journal* 4, no. 1
- Andi Setiawan, "Implementation of Prevention of Maladministration of Public Services by the Ombudsman of the Republic of Indonesia" 2, no. 10 (2023): 2153–63, <https://doi.org/10.36418/comserva.v2i10.624>
- Ateng Syafrudin, 2000. "Towards the Implementation of Clean and Responsible State Government", *Pro Justisia Journal*, Volume IV, Parahyangan University, Bandung.
- Bimasakti, M. A. (2021). Dispute Settlement in the Ombudsman and the Court of Law Regarding Compensation in Public Service Dispute. *Journal of Law and Justice*, 10(2), 277. <https://doi.org/10.25216/jhp.10.2.2021.277-299>
- Chaerul M., A. A. (2020). Implementation of Special Adjudication by the Ombudsman of the Republic of Indonesia Against State Officials Who Have Maladministration. *Jurisprudentie: Department of Legal Studies, Faculty of Sharia and Law*, 7(1), 144. <https://doi.org/10.24252/jurisprudentie.v7i1.14601>
- Conie Pania Putri, (2020) "The Role and Function of the Ombudsman of the Republic of Indonesia in the Effectiveness of Law Enforcement," *Sol Justicia* 3, No. 2 142–53.
- Dermina Dalimunthe and Al Ihwal, "The Role of the Ombudsman in Improving Sharia Syariah Review Public Services," *Datuk Sulaiman Law Review (DaLRev)* 3, no. 1 (2022): 43–50, <https://doi.org/10.24256/dalrev.v3i1.2603>.
- Doddie Arya Kusuma and Fonny Andikia, 2018 "The Role of the Ombudsman of the Republic of Indonesia Representative of West Sumatra in Preventing Maladministration of Public Services in the City of Padang," *Journal of Social and Economics Research* <https://doi.org/10.54783/jsr.v3i1.21>
- Dyah Adriantini Sintha Dewi, (2014) "Mediation in Resolving Maladministration Disputes by the Ombudsman," *Law and Community*

- Dynamics 11, no. 2.
- Erlin, V. (2019). Implementation of Public Service Principles in Tasikmadu Subdistrict Based on Government Regulation No. 96 of 2012 concerning Public Services. *JISIP: Journal of Social and Political Sciences*, 5(1), 54–58. <https://publikasi.unitri.ac.id/index.php/fisip/article/view/220%0Ahttps://publikasi.unitri.ac.id/index.php/fisip/article/viewFile/220/250>
- Eufimeia Lawati Salabbaet, 2018. The Authority of the Ombudsman in Resolving Public Service Complaints, *Jurnal Sapientia Et Virtus*, Vol. 3 No. 1.
- Fernandus et. al. (2019) "The Role of the Ombudsman of the Republic of Indonesia Representative of Lampung Province in Completing Reports on Alleged Maladministration of Public Service Delivery," *Journal of Chemical Information and Modeling* 53, No. 9 : 1689–99.
- Hasjimzoem, Y. (2019). The existence of the Ombudsman of the Republic of Indonesia. *FIAT JUSTISIA: Journal of Legal Studies*, 8(2), 192–207. <https://doi.org/10.25041/fiatjustisia.v8no2.303>
- Hertogh, M. (2018). Why the ombudsman does not promote public trust in government: Lessons from the Low Countries. *Journal of Social Welfare and Family Law*, 35(2), 245–258. <https://doi.org/10.1080/09649069.2013.800291>
- Huda, K. (2019). The Authority of the Indonesian Ombudsman in Handling Maldministration Acts by Government Officials. *Heritage Journal*, 3(1), 13–32. <https://jurnal.yudharta.ac.id/v2/index.php/HERITAGE/article/view/818>
- Juliani, H., Wibawa, K. S., Natalis, A., Diponegoro, U., City, S., Student, D., Diponegoro, U., Bardjo, J. I., City, S., Enterprises, S., Legal, S., Service, P., & Justice, S. (2021). The Ombudsman Role in Public Service Dispute. *Journal of Cardiovascular*, 12(03), 2801–2810.
- Kiptiyah, M., Pudyaningsih, A. R., & Oktafiah, Y. (2019). The Influence of Public Services on Community Satisfaction in the Issuance of Building Construction Permits (IMB). *EMA Journal*, 4(1), 30–37. <https://doi.org/10.47335/ema.v4i1.36>
- Kirkham, R. (2021). *The ombudsman, accountability and the courts*. May.
- Kurnia, T. S. (2019). Predictability of Constitutional Adjudication: Constitutional Courts and Judicial Review. *Constitutional Journal*, 13(2), 259. <https://doi.org/10.31078/jk1322>
- Lalolorang, M., Rorong, A. J., & Palar, N. (2021). The Influence of Public Service Quality on Community Satisfaction at the Kahuku Village Office, East Likupang District, North Minahasa Regency. *Journal of Chemical Information and Modeling*, 53(9), 1689–1699.
- Mahsyar, A., Musakkir, S. M. K., Sudarmi, S., Ma'ruf, A., & Rijal, R. (2022). Responsiveness of the Indonesian Ombudsman in Handling Complaints about Maladministration of Police Services of the Republic of Indonesia. *Scientific Journal of Public Administration Science*,

- 12(2), 311.
<https://doi.org/10.26858/jiap.v12i2.37076>
- Mansur, Asmara, G., Abdullah, I., & Cahyowati, R. R. (2019). the Ombudsman Reconstruction of the Republic of Indonesia in Promoting a Responsive Legal Culture. *Journal of Liberty and International Affairs*, 4(3), 88–98.
- Meitasari, I., Hadiyantina, S., & Dwi Qurbani, I. (2020). The Urgency of the Special Adjudication of the Ombudsman of the Republic of Indonesia in Resolving Public Service Disputes. *Bina Mulia Hukum Journal*, 5(1), 103–118.
<https://doi.org/10.23920/jbmh.v5i1.6>
- Meliala, A. (2020). *Ombudsman Way: A Path to Improving Public Services*. 3(1).
- Moh Hasyim, 2010 "Creating a Clean Government with the Ombudsman" *Regional Ombudsman Journal*, Volume 8, Th, Number V, July-December.
- Ni Nyoman et al., (2021) "The Existence of the Ombudsman of the Republic of Indonesia in Supervision of Public Service Institutions," *Legal Analogy Journal* 3, no. 3: 369–75
- Nuriyanto, N. (2020). Is the Implementation of Public Services in Indonesia Based on the Concept of "Welfare State"? *Constitutional Journal*, 11(3), 428.
<https://doi.org/10.31078/jk1132>
- Nurul Laili Fadhilah, 2015. The Urgency of the Ombudsman in Supervising Public Services, *Journal of Pancasila Education and Authority*, Volume 2, Number 2, August.
- Nuryanto A. Daim, Comparative Administrative Law on Resolving Maladministration by the Ombudsman and the State Administrative Court.
- Patulak, A., & Giovanny, H. (2020). Optimizing the Role of the Ombudsman of the Republic of Indonesia in Supporting Sustainable Development Goals Number 16 (Target 16). *Legislative Journal*, 16, 269–286.
- Pratiwi, A. I. (2023). Implementation of Public Service Principles on Service Quality. *PRAJA Observer: Public Administration Research Journal...*, 3(02), 74–86.
<https://aksiologi.org/index.php/praja/article/view/714%0Ahttps://aksiologi.org/index.php/praja/article/download/714/457>
- Putra, R., Taufiqurrahman, M. M., & Pambudi, B. R. (2022). Governing The Ombudsman As An Independent State Institution In The Constitution: An Attempt To Strengthen Public Service Supervision In Indonesia. *Journal3.Uin-Alauddin.Ac.Id*, 11(1), 15–32.
<https://doi.org/10.24252/ad.v1i2.28377>
- Regina Yovita et al., "Administrative Validation: Ombudsman's Justification of Maladministration in Makassar" 6, no. 4 (2022): 6833–43.
- Ros Angesti Anas Kapindha, Salvatia Dwi M, and Winda Rizky Febrina, Effectiveness and Efficiency of Alternative Dispute Resolution (ADR) as a Business Dispute Resolution in Indonesia, *Private Law*, Vol. 12, no. 4, 2014
- Samekto, F. A. (2019). Tracing the Roots

- of Hans Kelsen's Thoughts About Stufenbeautheorie in a Normative-Philosophical Approach. *Progressive Law Journal*, 7(1), 1. <https://doi.org/10.14710/hp.7.1.1-19>
- Samudro, S. A. (2023). Existence and Optimization of the Role of the Ombudsman. *Justisi Journal of Law and Islamic Law*, 10(2), 101–111.
- Setiajeng Kadarsih, 2010, "Duties and Authorities of the Ombudsman of the Republic of Indonesia in Public Services according to Law no. 37 of 2008", *Journal of Legal Dynamics*, Volume 10, Faculty of Law, Jendral Soedirman University, Purwokerto,
- Sellang, K., Tuwu, L., & Basri, M. (2019). Application of Public Service Principles in Electronic Identity Card Services. *Scientific Journal Akmen*, 14(January), 608–615. <https://www.mendeley.com/viewer/?fileId=2e480e08-f9b5-466d-4aa2-b90b4cdae892&documentId=72ef14fe-4f7a-3659-a9a1-90df50ca5dd6>
- Simarmata, N. Y., & Sutrisno, E. (2022). Strategy for Improving the Quality of Public Services Through the Principles of Good Governance. *Journal of Development and Public Administration*, 4(2).
- Susila Adiyanta, F., & Widyastuti, C. (2021). Law and the Process of Making Decisions by Judges: Exploring the Discourse on Adjudication Theories. *Online Administrative Law & Governance Journal*, 4(2), 2621–2781.
- Syafingi, H. M., Dewi, D. A. S., Suharso, & izziyana, W. vivid. (2023). Ombudsman as an Independent Oversight Body for Public Service in Indonesia: An Opinion. *Proceedings of the 3rd Borobudur International Symposium on Humanities and Social Science 2021 (BIS-HSS 2021)*, 1026–1029. https://doi.org/10.2991/978-2-494069-49-7_172
- Tamliha Harun, 2017 Implementation Mechanism of Dispute Resolution Session (Non Litigation Adjudication), As Siyasa.
- Third, A. (2019). *The Ombudsman System for Maladministration Settlement In Indonesia*. <https://core.ac.uk/download/pdf/222815231.pdf>
- Triono, A., Putri, R. W., & Putri, M. E. (2022). *Ombudsman Systemic Review: Citizen Right Protection Against Maladministration in Indonesia*. 12.
- Wheare, K. C. (1973). *Maladministration and Its Remedies*. 1–192.
- Winshery Tan, "Effectiveness of the Role of the Ombudsman of the Republic of Indonesia, Public Service Supervisory Institution," *Journal of Legal Scholars* 6, no. 1 (2020): 141–60, <https://doi.org/10.3376/jch.v6i1.284>.
- Wirantini, N. N. W., & Sudiarta, I. K. (2021). Ombudsman Supervision Regarding Maladministration in the Public Service System. *Kertha Wicara: Science Journal* 10(9).
- Yusnani Hasjimzoem, Existence of the Ombudsman of the Republic of Indonesia, *Fiat Justisia Journal of Legal Studies* Vol. 8 No. 2, 2014
- Zsa Zsa Bangun Pratama. (2021). Adjudication Authority by the Ombudsman of the Republic of Indonesia in the Process of Resolving Public Service Disputes. *Journal*

Equitable, 5(1), 89–107.
<https://doi.org/10.37859/jeq.v5i1.2467>

C. Legislation

1945 Constitution

Law no. 37 of 2008 concerning the
Ombudsman Institution

Law no. 25 of 2009 concerning Public
Services

Ombudsman Regulation Number 26 of
2018 concerning Procedures for
Receiving, Inspecting and
Completing Reports.

Ombudsman Regulation Number 31 of
2018 concerning Special
Adjudication Mechanisms and
Procedures.

D. Dissertation

Mansur, *Reconstruction of the
Indonesian Ombudsman in
Encouraging a Responsive
Bureaucratic Legal Culture and Free
from KKN*, Mataram, 2019.

E. Internet

<https://setkab.go.id/peran-ombudsman-ri-dalam-peningkaan-pelayanan-publik/>

<https://finance.detik.com/berita-ekonomi-bisnis/d-7216178/usut-maladministrasi-impor-bawang-putih-ombudsman-panggil-pejabat-kementan>

<https://www.dpr.go.id/berita/detail/id/46405/t/baleg%20usulkan%20rekomendasi%20ombudsman%20bersifat%20mengikat>