

Indonesian ombudsman's role in supervising public services and preventing legal violations: a study of the East Java Representative Office

Muhamad Abdul Razak¹, Dossy Iskandar Prasetyo², Triyoga Muhtar Habibi³

^{1,2,3} Faculty of Law, Universitas Bhayangkara, Surabaya, Indonesia

Article Info

Article history:

Received : May 23, 2026
Revised : Jun 27, 2026
Accepted : Jul 14, 2026

Keywords:

Maladministration;
Performance of state apparatus;
Public service;
Role of ombudsman;
Supervision.

ABSTRACT

Public service delivery is a fundamental manifestation of the state's responsibility to its citizens. Within the social contract framework, the state is obligated to provide accessible, fair, and high-quality public services. To prevent maladministration, the state established the Ombudsman as an independent supervisory institution. The Ombudsman of the Republic of Indonesia, particularly the East Java Provincial Representative Office, plays a strategic role in ensuring accountability, improving service standards, and preventing legal violations by state officials. This study aims to examine the supervisory role of the Ombudsman in public service delivery and its efforts to strengthen service quality as a preventive mechanism against legal violations. This research employed an empirical juridical method with a qualitative approach and descriptive analysis. Primary data were collected through in-depth interviews with officials and staff of the Ombudsman of the Republic of Indonesia, East Java Provincial Representative Office, while secondary data were obtained through library research encompassing legislation, Ombudsman recommendations, and relevant academic publications. Data were analyzed using descriptive qualitative techniques to provide a comprehensive and contextual understanding of the Ombudsman's role. The findings indicate that the quality of public services is significantly influenced by the competence, integrity, and performance of state apparatus. Preventive supervision by the Ombudsman has contributed to service improvement, increased accountability, and reduced potential legal violations. However, institutional and operational constraints, including limited structural recognition, budget dependence, and weak enforcement of recommendations, continue to hinder optimal performance. Strengthening the Ombudsman's institutional capacity and coordination mechanisms is therefore necessary to ensure more effective and sustainable public service governance.

This is an open access article under the [CC BY-NC](#) license.



Corresponding Author:

Muhamad Abdul Razak
Faculty of Law, Universitas Bhayangkara
Jl. Ahmad Yani Frontage Road Ahmad Yani No.114, Ketintang, Kec. Gayungan, Surabaya, Jawa Timur
Email: razak@ubhara.ac.id

1. INTRODUCTION

Public service delivery constitutes one of the most tangible manifestations of the state's presence in fulfilling its obligations to society. The existence of the state itself can be understood as the result of a social contract process, in which society collectively agrees to grant authority to the state in exchange for protection, order, and welfare (Sembiring et al., 2025). Within this theoretical framework, the state assumes responsibility for ensuring that public needs are met through the provision of accessible, fair, and high-quality public services (Angelia & Royadi, 2023). One of the concrete forms of this agreement is the organization and implementation of public services for the benefit of citizens (Robert, 1996).

In Indonesia, the obligation of the state to provide public services is constitutionally mandated in the 1945 Constitution, particularly in Article 34 paragraph (3) and Article 28C paragraph (1), which emphasize the state's responsibility to promote public welfare and ensure equal access to development and services. To ensure that public services are delivered effectively and in accordance with legal and administrative standards, the government has introduced institutional mechanisms aimed at strengthening oversight and accountability. One of the most important initiatives is the establishment of the Ombudsman as an independent supervisory body (Ishak, 2022).

Universally, the Ombudsman functions as an institution that represents the public in voicing concerns regarding government services and safeguarding citizens' rights in administrative processes (Zain et al., 2025). In Indonesia, the Ombudsman carries two primary functions: preventing maladministration and resolving public complaints related to public service delivery (Rizki & Khumaidi, 2025). The Ombudsman of the Republic of Indonesia operates through representative offices in 34 provinces, including the East Java Provincial Representative Office, which plays an essential role in monitoring service implementation at the regional level.

Data from the Ombudsman indicate that public complaints regarding government services remain significant. In 2024, a total of 10,837 public reports were recorded Ombudsman RI, 2024 (Ombudsman RI, 2024). Local governments consistently rank as the most frequently reported institutions, with 4,008 complaints recorded in 2022 and 3,772 complaints in 2023 (Ombudsman RI, 2022, 2023). Specifically, the East Java Representative Office received 983 reports in 2023, consisting of 581 Non-Report Consultations (KNL), 30 Rapid Response Ombudsman Reports (RCO), 371 Public Complaints (LM), and one investigation initiated by the Ombudsman. These figures demonstrate that problems in public service delivery remain prevalent and require serious attention.

Many of these problems are categorized as maladministration, which refers to actions that violate the law, harm public interests, and contradict the fundamental principles of good governance (Sudrajat & Wijaya, 2020). In administrative law, maladministration is closely related to the misuse of authority, arbitrary actions, and decisions that lack rational justification. Such conduct not only undermines public trust but may also constitute unlawful acts that result in personal liability for public officials. In this context, discussions on the legality of government actions are closely linked to the exercise of state power and the responsibility attached to it (Sudrajat & Wijaya, 2020).

Various forms of maladministration, particularly those involving abuse of authority and irrational decision-making, demonstrate the presence of unlawful elements and deviations from administrative ethics. These actions ultimately place personal responsibility on the individuals involved (Aulia et al., 2025). Considering the persistent occurrence of maladministration and its legal consequences, the role of the Ombudsman in maintaining and improving the quality of public services becomes increasingly important.

Improving the quality of public services is not only intended to meet public expectations but also to reduce the occurrence of legal violations committed by service providers. Strengthening the supervisory function of the Ombudsman is therefore essential in encouraging professional conduct, preventing deviant behavior, and minimizing potential legal infractions, including corruption by public officials (Pratiwi, 2022).

2. METHOD

In an increasingly modern system of state governance, public awareness of rights has grown significantly, including the right to obtain proper public services (Agus, 2023). Public service lies at

the intersection of two dimensions, namely as an institutional effort and as a professional responsibility. As an effort, public service is directed toward achieving public objectives and meeting collective societal needs (Lestari & Santoso, 2022). As a profession, public service represents a dedicated calling oriented toward the public interest and is commonly understood within the domain of public administration (Guy & Ely, 2022). Public officials who play a central role in the operation of government are therefore required to prioritize their obligation to provide services and enhance citizens' capacities through public institutions. In the formulation and implementation of policies and decisions, community participation is essential. Public services perform their function by transforming government plans and programs into tangible services that can be directly utilized by society.

Public service is also a consequence of the rule of law principle (Ahdar et al., 2024). Conceptually, the rule of law emphasizes the existence of a system that ensures legal certainty, protects citizens' rights, and promotes public welfare (Laritmas & Rosidi, 2024). Legal theory places law as the supreme authority, requiring all government administrators to comply with its provisions. In essence, the rule of law demands that every action or behavior of state officials must have a clear legal basis or legitimacy (Huda, 2015). Such legal foundations may take both written and unwritten forms.

In the context of supervising public services, many countries have established Ombudsman institutions. The term "Ombudsman" originates from Scandinavian languages and refers to a person who represents a group, commonly understood in Swedish as a mediator (Masthuri, 2005). This institution developed in Scandinavian countries as a mechanism for the public to submit complaints against government actions. In Indonesia, the Ombudsman is regulated under Law Number 37 of 2008 concerning the Ombudsman of the Republic of Indonesia. Article 1 paragraph (1) defines the Ombudsman as a state institution authorized to supervise the implementation of public services conducted by state and government administrators, including services provided by State-Owned Enterprises, Regionally-Owned Enterprises, State-Owned Legal Entities, as well as private institutions or individuals assigned to carry out certain public services, partially or wholly funded by the national or regional state budget Undang-Undang (UU) No. 37 Tahun 2008 Tentang Ombudsman Republik Indonesia (2008).

The implementation of quality public services can be achieved when supported by good governance. Good governance may be understood both as a condition and as an aspiration. It is considered an aspiration because it reflects the expectation of clean governance, meaning the absence of actions that deviate from established norms and regulations and that may cause harm to the nation. It is also considered a condition when the actions of state administrators align with the principles and concepts of good governance and are consistently reflected in daily administrative practices, resulting in an orderly, well-regulated, clean, credible, and authoritative system of governance (Sadjijono, 2008). Several principles of good governance serve as key references in improving the quality of public services, including public participation, rule of law, transparency, accountability, responsiveness, consensus orientation, equity, effectiveness and efficiency, and strategic vision. These principles should be applied as fundamental guidelines to ensure that public service delivery operates properly and sustainably.

This study employed an empirical juridical research design, examining law not only from its normative dimension but also from the perspective of its practical implementation in society (Suyanto, 2022). This research was conducted at the Ombudsman of the Republic of Indonesia, East Java Provincial Representative Office, located in Surabaya, East Java. Primary data were collected through structured observation of complaint-handling activities and in-depth interviews. Informants were selected using purposive sampling, based on their direct involvement in the implementation of the Ombudsman's supervisory functions. A total of five key informants were interviewed, comprising the Head of the East Java Representative Office, two Ombudsman Assistants responsible for complaint handling and prevention, the Head of Administration, and one complaint-handling staff member. The selection of five informants was based on the principle of purposive sampling, whereby each informant was chosen for their direct and substantive role in the Ombudsman's supervisory mandate. The Head of the Representative Office provides strategic and institutional perspectives; the two Ombudsman Assistants offer operational insights from both complaint handling and prevention functions; the Head of Administration contributes knowledge of institutional governance and resource management; and the complaint-handling staff member provides frontline experience of daily supervisory practice. This combination ensures representativeness across hierarchical levels

and functional areas, enabling a comprehensive and triangulated understanding of the Ombudsman's supervisory mechanisms. Observations were conducted by attending complaint-handling sessions and internal coordination meetings to document the actual supervisory processes in practice. Secondary data were collected through library research, encompassing legislation, Ombudsman annual reports and recommendations, academic publications, and relevant books on administrative law and public service governance. Data validity was ensured through source triangulation, cross-checking information obtained from interviews, observation, and documentary sources. Data were analyzed using the interactive model proposed by (Miles et al., 2014), consisting of three concurrent stages: data reduction, data display, and conclusion drawing and verification. This analytical approach allowed for an iterative and systematic interpretation of the findings in relation to the Ombudsman's supervisory role.

3. RESULTS AND DISCUSSION

3.1 The Role of the Ombudsman of the Republic of Indonesia, East Java Provincial Representative Office in Supervising Public Services by State Apparatus

The Ombudsman of the Republic of Indonesia, East Java Provincial Representative Office, is an integral part of the national Ombudsman institution. In carrying out its mandate to supervise public services, the Ombudsman is authorized to establish representative offices in regional areas. This mandate is clearly regulated in Undang-Undang (UU) No. 25 Tahun 2009 Tentang Pelayanan Publik (2009) Article 43 of Law Number 37 of 2008 concerning the Ombudsman of the Republic of Indonesia, as well as Article 46 paragraphs (3) and (4) of Law Number 25 of 2009 concerning Public Services. While Law Number 37 of 2008 grants the Ombudsman the authority to issue recommendations, a critical question arises as to whether these recommendations are legally binding. Under Article 38 of the Ombudsman Law, reported institutions are obligated to implement Ombudsman recommendations; however, the law does not stipulate meaningful sanctions for non-compliance, rendering the enforcement mechanism largely dependent on political will and institutional culture. This regulatory weakness is a significant structural limitation: without binding enforcement mechanisms, compliance with Ombudsman recommendations remains voluntary in practice. Consequently, agencies with low institutional accountability tend to disregard or delay implementation of recommendations, undermining the supervisory effectiveness of the Ombudsman and perpetuating cycles of maladministration. Strengthening the legal enforceability of Ombudsman recommendations, such as through mandatory parliamentary or presidential review of non-compliant agencies, is therefore a necessary reform to translate supervisory authority into genuine accountability outcomes.

The East Java Representative Office performs its supervisory duties in accordance with the provisions stipulated in the Ombudsman Law, based on the principle that representative offices possess duties, functions, and authorities that are *mutatis mutandis* equivalent to those of the national Ombudsman.

In practice, the supervisory function of the Ombudsman of the Republic of Indonesia, East Java Provincial Representative Office, is carried out through two primary mechanisms: the receipt and resolution of public complaints and the prevention of maladministration. In the complaint-handling function, the Ombudsman receives reports from the public concerning government actions that are alleged to violate the law, human rights, or societal norms of propriety (Asmara, 2012).

In the context of public services, supervision of the performance of state apparatus constitutes an essential factor. Human resources serve as the primary driving force in the operation of government and play a critical role in ensuring the successful implementation of policies, programs, and public services. The quality of public service delivery is significantly influenced by the competence and professionalism of personnel responsible for providing such services. P. Nicolai states that authority granted to the government must be exercised through state organs. These organs are represented by public officials appointed to carry out governmental functions, through whom rights and obligations are exercised (HR, 2018).

3.1.1 Consultation and Complaint Resolution

Supervision conducted by the Ombudsman of the Republic of Indonesia, East Java Provincial Representative Office, is primarily implemented through the receipt of public complaints related to

problems in public service delivery. In 2024, a total of 351 complaints were received. Source: Annual Reports 2020–2024

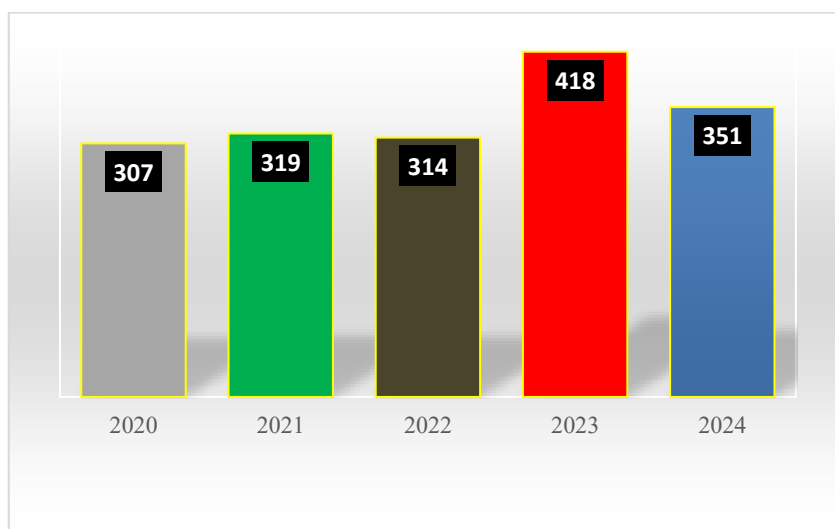


Figure 1. Annual Reports on Public Service Problems

In addition to formal complaints, the Ombudsman also provides space for the public to seek consultation regarding issues related to public services. If the substance of a reported issue falls outside the Ombudsman's authority, the institution provides guidance and recommendations regarding the appropriate steps that can be taken to resolve the matter. In 2024, the number of public consultations recorded was 248 cases, while in 2023 there were 577 consultations.

3.1.2 Investigations on the Ombudsman's Own Initiative

Beyond handling complaints, various maladministration phenomena often occur in society but are not always formally reported. Therefore, on its own initiative, the Ombudsman may proactively conduct investigations into suspected maladministration in public services even in the absence of public complaints. Investigations on the Ombudsman's own initiative represent efforts to establish evidence of maladministration that has occurred or is ongoing. As an institution responsible for supervising public services, the East Java Representative Office must remain sensitive to situations, events, or problems that have the potential to cause administrative errors in the delivery of public services.

3.1.3 Assessment of Maladministration

One preventive measure undertaken by the Ombudsman to avoid maladministration is through institutional assessments of public service providers, including state institutions, ministries, and local governments. These assessments aim to ensure that service providers comply with various standards, including service standards, availability of infrastructure, public satisfaction evaluation, and complaint management systems. In addition, the assessment seeks to ensure that officials responsible for public services possess adequate competence and understanding of service delivery principles so that the quality of public services can be improved.

3.1.4 Systemic Review (Policy Study)

Systemic review is one of the Ombudsman's preventive activities. Through systemic review, the Ombudsman conducts studies on recurring public service problems and subsequently provides recommendations to the President, regional heads, or leaders of other state institutions to improve and refine organizational structures and service procedures. The results of such reviews may also include recommendations for amendments to laws and regulations in order to prevent maladministration.

3.2 Strengthening Public Services by the Ombudsman of the Republic of Indonesia, East Java Provincial Representative Office to Prevent Legal Violations

The working mechanisms of the Ombudsman in supervising public services have contributed to preventing legal violations in service delivery processes. Consistent with the Ombudsman's persuasive and corrective approach, findings of maladministration are primarily addressed by ensuring that relevant institutions implement improvements to resolve identified service problems.

3.2.1 Innovation in Service Strengthening

In general, when following up on public complaints, the Ombudsman conducts examinations involving the complainant, the reported party, related stakeholders, and supporting documents. Based on the results of these examinations, the Ombudsman carries out analysis to formulate opinions and provide conclusions regarding the reported problems. Through this follow-up mechanism, the Ombudsman frequently interacts with the same institutions regarding similar public service issues. This occurs because public service problems often have a personal and case-specific nature experienced by individuals. Data from the East Java Representative Office indicate that many complaints submitted by the public contain similar substantive issues.

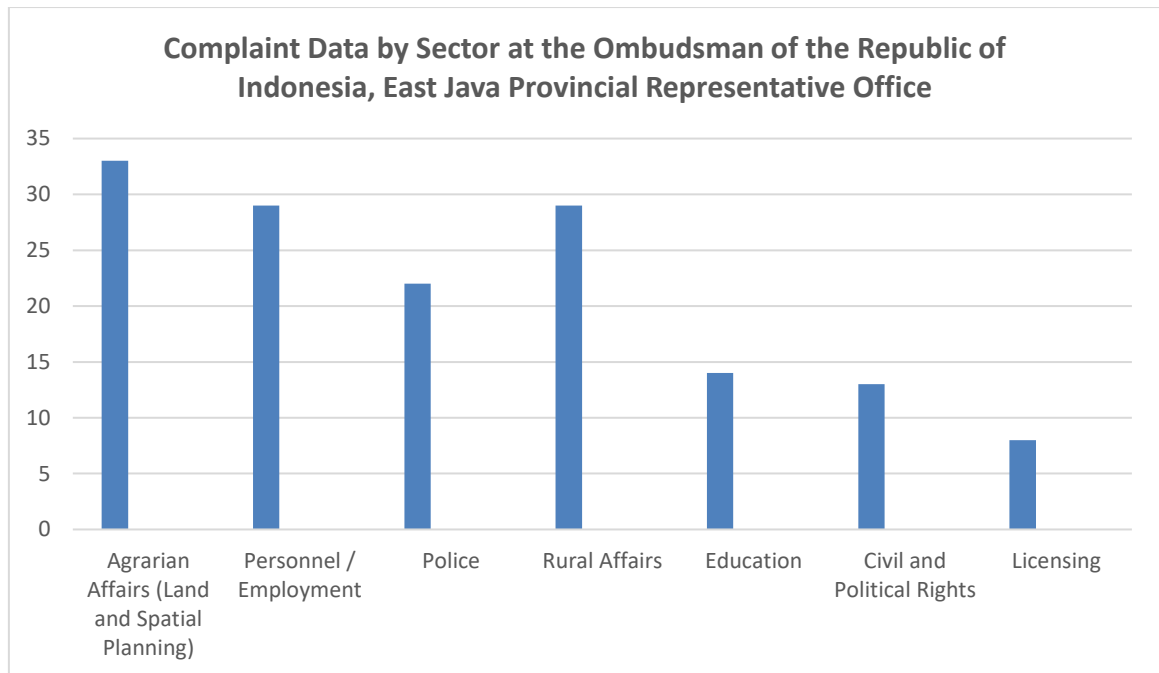


Figure 2. Complaint Data of the Ombudsman of the Republic of Indonesia, East Java Provincial Representative Office by Sector in 2025

Source: Ombudsman of the Republic of Indonesia, East Java Provincial Representative Office, 2025).

As part of strengthening public services, the Ombudsman may conduct routine and scheduled meetings with public service providers to discuss service problems based on complaint data. These meetings function as formal examination forums to follow up on public reports. Through this mechanism, it is expected that complaint handling and resolution can be accelerated, while simultaneously serving as an institutional learning process for service providers to improve their performance.

In addition to routine meetings, the Ombudsman also implements a mechanism known as the Rapid Response Ombudsman (RCO) in handling complaints. Through this mechanism, reports that meet certain criteria such as emergency situations, threats to life and safety, threats to basic rights, time-limited policy issues, and matters of significant public concern are followed up promptly according to specific procedural stages.

The RCO mechanism is conducted through direct communication with officials responsible for the relevant service sector. This mechanism is expected to accelerate the resolution of public service problems while simultaneously functioning as an early warning to service-providing institutions to immediately improve their services.

Furthermore, expanding public participation is essential to better understand societal problems and expectations regarding service quality. The Ombudsman of the Republic of Indonesia, East Java Provincial Representative Office, provides broad opportunities for public involvement in supervising public services. Through the establishment of networks, public service problems occurring in society can be quickly identified and addressed.

One form of community participation is the formation of community-based networks known as Community Groups Concerned with Maladministration. These groups serve as Ombudsman partners in monitoring public services. This initiative reflects the principle that every individual has the right to participate meaningfully in governance, public administration, and social life, either directly or through institutional mechanisms. The persistently high volume of complaints received by the East Java Representative Office 983 reports in 2023 alone is not merely a statistical indicator but carries significant legal implications. From a public law perspective, this volume reflects a structural deficit in the quality of public administration, suggesting that maladministration is systemic rather than incidental. The concentration of complaints in certain sectors indicates that institutional failures are recurring, which in administrative law theory constitutes evidence of an ongoing breach of the state's constitutional obligation to provide lawful, fair, and efficient public services as mandated by Article 28D (1) of the 1945 Constitution. Drawing on oversight theory, particularly the principal-agent framework, the Ombudsman functions as a corrective agent counterbalancing information asymmetry between the state apparatus and the public. The high complaint rate signals a failure of internal bureaucratic oversight, necessitating external intervention. This is consistent with Huda (2015) conception of the Ombudsman as a "magistrature of influence," whose supervisory legitimacy derives not from coercive authority but from its capacity to generate institutional accountability through transparency and public pressure. In this light, the Ombudsman's community participation mechanisms serve a dual function: empirically, they expand the institution's detection capacity by integrating civil society into the oversight ecosystem; normatively, they operationalize the democratic governance principle that public service accountability is a shared responsibility between state and society.

3.3 Constraints Faced by the Ombudsman

Institutionally, the organizational structure of the Ombudsman remains inadequate. Ombudsman Assistants, as functional organs responsible for substantive duties, do not have formally established structural positions. Their organizational arrangements are regulated only through internal decisions of the Ombudsman Chair. Such internal arrangements are considered insufficient as a legal basis for ministries and other authorized institutions to formally recognize structural positions within the Ombudsman organization. The absence of a strong structural framework indirectly affects the effectiveness of supervisory mechanisms and coordination with service-providing institutions.

As a state institution, the Ombudsman has not yet received sufficient institutional strengthening, as the status of the Chairperson, Deputy Chairperson, and Members of the Ombudsman has not been fully aligned with other state officials in terms of formal recognition. Psychologically, this situation affects the responsiveness of service-providing institutions toward the Ombudsman's examination processes and findings. In the Indonesian administrative system, the formal recognition of state officials plays an important role in inter-institutional relations. This condition also affects regional Ombudsman offices, which often face difficulties in supervising and examining regional leaders such as Governors and Regents Mayors.

In addition, as an extension of the national Ombudsman, the East Java Representative Office does not yet have full autonomy in planning and budgeting processes and remains dependent on central policies. The relatively limited institutional structure also affects the speed and flexibility of its supervisory activities.

On the other hand, budget constraints have prevented the provision of adequate office buildings for regional Ombudsman offices. The East Java Representative Office currently occupies a building borrowed from the East Java Provincial Education Office through a policy of the Governor. This situation is less than ideal, considering that the Provincial Education Office itself is frequently reported by the public, which may create negative perceptions regarding institutional independence.

3.4 Coordination Constraints with Government Institutions

The Ombudsman operates not through the threat of sanctions but through persuasion and the cultivation of responsibility and awareness. In this sense, the Ombudsman functions not as a "magistrature of sanction" but rather as a "magistrature of persuasion" (Huda, 2015).

However, this non-punitive approach is sometimes perceived as lacking urgency, resulting in service-providing institutions not taking Ombudsman recommendations seriously. In many cases, bureaucratic institutions at both central and regional levels still underestimate the importance of supervisory roles.

The final outcome of the Ombudsman's supervision takes the form of recommendations, the implementation of which depends on the reported institutions. In bureaucratic culture, without a strong commitment to public service improvement, the provision stating that institutions are "obliged to implement Ombudsman recommendations" is often viewed as weak and sometimes described metaphorically as a "paper tiger."

3.5 Analysis of the Strategic Role of the Ombudsman in Preventing Legal Violations by State Apparatus

As an institution that bridges the relationship between society and government, the Ombudsman carries significant responsibility in ensuring that the principles of good governance such as participation, transparency, accountability, and the rule of law are consistently implemented across public service sectors. In this position, supervision functions primarily as a preventive mechanism, aimed at preventing administrative errors, whether intentional or unintentional. In this context, several strategic steps are essential.

First, the Ombudsman must actively follow up on emerging public service issues within society. Currently, a social phenomenon known as "no viral, no justice" has developed, where some members of the public express dissatisfaction with government performance through social media. As an institution mandated to supervise public service delivery, the Ombudsman is required to be more responsive to public problems and expectations. Its presence serves as a channel that bridges the gap between service providers and public expectations, ensuring that citizens receive their rightful services while encouraging service providers to act in accordance with legal and administrative standards.

Second, the Ombudsman plays an important role in promoting transparency and accountability in public service delivery. In providing services, certain principles must be upheld to ensure quality, including openness and accessibility for all members of society. The East Java Representative Office encourages service-providing institutions to establish clear service standards for all types of services and to publish these standards openly. Information regarding requirements, systems, mechanisms, procedures, timeframes, and related provisions should be made accessible to the public. With the availability of transparent service standards, both service providers and users will have a shared reference framework. These standards function as an early safeguard to prevent maladministration that could potentially lead to legal violations by state officials.

Third, complaint resolution must be oriented toward institutional improvement. The existence of the Ombudsman reflects the principles and construction of a rule-of-law state, particularly the supremacy of law and the protection of human rights. In carrying out its duties and authority, the Ombudsman operates as a "magistrature of influence" rather than a "magistrature of sanction." Therefore, supervision is not limited to identifying problems in public services but also includes providing corrective actions aimed at improving service quality. The resolution of complaints within a framework of institutional improvement serves as a record for public officials that administrative errors have occurred and have been addressed through corrective measures. This mechanism is expected to prevent the recurrence of similar mistakes in the future and to contribute to the prevention of legal violations in public service administration.

4. Conclusion

Based on the Ombudsman's supervision of public service delivery by state apparatus across various aspects, including the fulfillment of citizens' rights and basic public needs, it can be concluded that the quality of services has not fully met public expectations and the interests of relevant stakeholders. This condition is reflected in the number of consultations and complaints handled, the findings of investigations conducted on the Ombudsman's own initiative, the results of maladministration assessments, and the outcomes of systemic reviews. The Ombudsman of the Republic of Indonesia holds a strategic role in strengthening public service delivery as a preventive effort to reduce legal violations committed by state officials, where supervisory measures have contributed to service improvements and encouraged institutional accountability. However, several institutional and operational constraints still hinder the effectiveness of the Ombudsman of the Republic of Indonesia, East Java Provincial Representative Office, resulting in its duties and functions not yet being carried out optimally. Therefore, it is necessary to strengthen coordination mechanisms and intensify socialization regarding the role and authority of the Ombudsman, both to

state apparatus as public service providers and to the wider community, so that a comprehensive understanding can be established. In addition, the Ombudsman of the Republic of Indonesia, East Java Provincial Representative Office, needs to take a more proactive role in encouraging public institutions to expand opportunities for community participation, as broader public involvement will support more effective supervision and contribute to the continuous improvement of public service quality.

ACKNOWLEDGMENT

The authors express their sincere gratitude to the Faculty of Law, Universitas Bhayangkara, and all parties who contributed to the completion of this research.

REFERENCES

- Agus, M. R. (2023). *Konstitusionalisme Pelayanan Publik di Era Digital di Negara Republik Indonesia*. <https://doi.org/10.31219/osf.io/x7mep>
- Ahdar, M. B., Rahman, S., & Razak, A. (2024). Analisis Pelayanan Publik Berdasarkan Undang-Undang Nomor 25 Tahun 2009 Sebagai Sarana Mewujudkan Tata Kelola Yang Baik. *Journal of Lex Philosophy (JLP)*, 5(1), 214–223.
- Angelia, A., & Royadi, K. F. (2023). KONTRAK SOSIAL SEBAGAI INSTRUMEN UNTUK MENCAPAI KETERTIBAN UMUM DALAM MASYARAKAT ANARKIS. *Mimbar Hukum*, 35(2), 244–266. <https://doi.org/10.22146/mh.v35i2.8134>
- Asmara, G. (2012). *Ombudsman Republik Indonesia dalam sistem ketatanegaraan Republik Indonesia*. Laks Bang Yustitia.
- Aulia, S. R., Putri, D. S., Azizah, A. K., & Mulyadi, P. F. (2025). Pertanggungjawaban Pejabat Publik dalam Keputusan Administratif yang Merugikan Masyarakat: Antara Unsur Maladministrasi dan Perdata. *CONSTITUO: Journal of State and Political Law Research*, 4(1), 54–67. <https://doi.org/10.47498/constituo.v4i1.4945>
- Guy, M. E., & Ely, T. L. (2022). *Essentials of Public Service* (2nd Editio). Melvin and Leigh Publishers.
- HR, R. (2018). *Hukum administrasi negara* (Cetakan ke). Rajawali Press.
- Huda, D. K. (2015). *Buku Pertanggungjawaban hukum maladministrasi*. Yudharta Press.
- Ishak, N. (2022). Efektivitas Pengawasan Pelayanan Publik oleh Ombudsman Republik Indonesia. *Mulawarman Law Review*, 71–88. <https://doi.org/10.30872/mulrev.v7i1.834>
- Laritmas, D. S., & Rosidi, D. A. (2024). *Teori-teori Negara Hukum: Perspektif Kewenangan Mahkamah Agung dalam Melakukan Pengujian Peraturan Peundang-undang di bawah Undang-Undang* (Edisi Pert). Kencana.
- Lestari, R. A., & Santoso, A. (2022). PELAYANAN PUBLIK DALAM GOOD GOVERNANCE. *JURNAL ILMU SOSIAL Dan ILMU POLITIK*, 2(1), 43. <https://doi.org/10.30742/juispol.v2i1.2134>
- Masthuri, B. (2005). *Mengenal Ombudsman Indonesia*. Pradnya Paramita.
- Miles, M. B., Huberman, A. M., & Saldana, J. (2014). *Qualitative Data Analysis: A Methods Sourcebook* (3rd ed.).
- Ombudsman RI. (2022). *Laporan Ombudsman Republik Indonesia Tahun 2022*.
- Ombudsman RI. (2023). *Laporan Ombudsman Republik Indonesia Tahun 2023*.
- Ombudsman RI. (2024). *Laporan Ombudsman Republik Indonesia Tahun 2024*.
- Pratiwi, A. A. (2022). *PENEGAKAN HUKUM TERHADAP REKOMENDASI OMBUDSMAN REPUBLIK INDONESIA DALAM PENYELENGGARAAN PELAYANAN PUBLIK*. Universitas Hasanuddin.
- Rizki, R., & Khumaidi, K. (2025). EFEKTIVITAS OMBUDSMAN RI PERWAKILAN JAWA TIMUR DALAM PENCEGAHAN MALADMINISTRASI DI KOTA PASURUAN. *JADMENT: Journal of Administration and Development*, 2(2), 243–249. <https://doi.org/10.62085/JADMENT.V2I2.32>
- Robert, R. (1996). *Pelayanan Publik*. PT. Gramedia Pustaka Utama.
- Sadjijono, S. (2008). *Memahami beberapa bab pokok hukum administrasi*. LaksBang PRESSindo.
- Sembiring, T. B., Raihani, S. N., Salam, Y. F., Hagatha, D., Ari, S., Ramadhani, T. N., Nasution, D. P., Sitorus, Y., & Barus, M. S. P. (2025). Peran Teori Perjanjian Negara Terhadap Terbentuk Negara. *Jurnal Pustaka Cendekia Hukum Dan Ilmu Sosial*, 2(3), 306–310. <https://doi.org/10.70292/pchukumsosial.v2i3.81>
- Sudrajat, T., & Wijaya, E. (2020). *Perlindungan hukum terhadap tindakan pemerintah* (Cetakan Pe). Sinar Grafika.
- Suyanto, D. S. (2022). *Metode Penelitian Hukum Pengantar Penelitian Normatif, Empiris dan Gabungan*. Unigress Press.
- Undang-Undang (UU) No. 25 Tahun 2009 Tentang Pelayanan Publik (2009).
- Undang-Undang (UU) No. 37 Tahun 2008 Tentang Ombudsman Republik Indonesia, Sekretariat Negara (2008).

Zain, A. N., Permana, A. A., Akbar, K. N., & Maulidina, M. A. (2025). Peran Ombudsman Republik Indonesia Dalam Menjamin Perlindungan Hukum Terhadap Masyarakat Atas Praktik Maladministrasi Dalam Pemerintahan. *CONSTITUO: Journal of State and Political Law Research*, 4(1), 80–98. <https://doi.org/10.47498/constituo.v4i1.4989>.