

Effectiveness of The Ombudsman Institution of The Republic of Indonesia, Central Java Representative in Efforts to Improve Public Service Performance (Case Study of Regional Device Organization of Magelang City)

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Abstract. *This study aims to analyze the effectiveness of the Ombudsman of the Republic of Indonesia, Central Java Representative Office, in improving public service performance in Magelang City, as well as to identify the strategies implemented to maintain or enhance the compliance of the Magelang City Government with Law Number 25 of 2009 on Public Services. This research adopts a qualitative approach using a case study method, where data were collected through in-depth interviews with selected informants from the Ombudsman, the Magelang City Government, and the public as service users. Purposive sampling was employed to select informants relevant to the research topic. Data analysis was conducted using SWOT analysis and QSPM. The research findings indicate that the recommended strategies include: strengthening community participation through public service monitoring groups; expanding and equalizing access to services, including optimizing online service channels; enhancing the internal capacity of the Ombudsman; implementing evaluative and preventive approaches to reduce maladministration; and increasing public education and accountability through outreach and satisfaction surveys. This study has limitations in terms of geographical scope, number of respondents, and the relatively short research period, making the findings non-generalizable to other regions. Future research is advised to focus on the direct impact of the Ombudsman's presence on public satisfaction, as well as a comprehensive evaluation of the effectiveness of online service channels within government agencies, including challenges and potential innovations in public complaint mechanisms.*

Keywords: *Effectiveness; Ombudsman; Oversight Strategy; Public Service.*

1. Introduction

Public service is a form of government obligation to meet the needs of the community. Public services can take the form of goods, services, or administrative services. Public service providers include all state institutions, both central and regional governments, corporations, independent institutions established by law for public service activities, and other legal entities established solely for public service activities.(Ardiyanti & Triputro, 2022; Dwiyanto, 2008; Sahuri, 2009)Law Number 25 of 2009 concerning Public Services provides certainty regarding the relationship between public service providers and the community.

Oversight plays a crucial role in ensuring good governance.(Tantri et al., 2024)The Ombudsman of the Republic of Indonesia plays an important role in carrying out its supervisory function over government activities to ensure that public services provided by government agencies are in accordance with established standards.(Tantri et al., 2024). In addition, the Ombudsman is also tasked with following up on public complaints and grievances regarding inadequate service quality or indications of maladministration, such as prolonged delays, discrimination, incompetence, ethical violations, procedural irregularities, abuse of authority, and conflicts of interest.(Nggandung, 2024)In carrying out its duties, the Ombudsman of the Republic of Indonesia and its representative offices have a major responsibility to assist people who experience injustice in obtaining public services.

Indonesia is a country with various institutions and components responsible for regulating public services. However, the quality of public services is still considered suboptimal.(Marsuki et al., 2024). Various forms of maladministration still frequently occur, such as abuse of authority, prolonged delays, neglect of legal obligations, violations of procedures, negligence, discrimination, extortion, unprofessionalism, unclear information, arbitrary actions, legal uncertainty, and mismanagement.(Nggandung, 2024).

Good governance will be realized with the strong desire (political will) of state administrators who adhere to laws and regulations and compliance and the willingness of these state administrators to have their performance monitored both internally and externally.(Karsono, 2023)The presence of the Indonesian Ombudsman is a solution to the weak supervision carried out by internal government parties, resulting in less than optimal public service delivery due to its structural position which tends to be non-independent and unable to accommodate public participation.(Pambudi, 2023), so it is hoped that the presence of the Indonesian Ombudsman can monitor and receive public complaints regarding public services so that maladministration does not occur in the programs that have been created.

Magelang City is a city in Central Java Province that is committed to realizing the principles of good governance, namely honesty, cleanliness, and transparency in providing public services to the community. In 2021, Magelang City was in the yellow zone with a score of 61.24 in the Public Service Delivery Compliance Assessment conducted by the Indonesian Ombudsman. However, in 2022, its score increased to 95.10, moving into the green zone.

Compliance Score of Magelang City's Public Service Delivery for 2021-2024

No.	Year	Mark	Zone	Category	Opinion
1.	2021	61.24	Yellow	Currently	Medium Quality
2.	2022	95.10	Green	Tall	Highest Quality
3.	2023	98.17	Green	Tall	Highest Quality
4.	2024	99.61	Green	Tall	Highest Quality

Source: Results of the Compliance Assessment of Public Service Delivery 2021-2024, processed

Based on the data in the table above, it can be seen that the value of the Public Service Implementation of the Magelang City Government against Law Number 25 of 2009 concerning Public Services has increased every year. This is due to the efforts of the Regional Head of Magelang City in emphasizing the Heads of Regional Apparatus Organizations to meet public service standards as mandated by Law Number 25 of 2009 concerning Public Services. There are 3 (three) important aspects that are the key to its success, namely; i) the commitment and encouragement of the Regional Head in providing services to the community, ii) the Organizational Section of the Regional Secretariat of Magelang City plays an active role in encouraging Regional Apparatus Organizations to fulfill public service standards, and iii) agents of change for Bureaucratic Reform in each agency play an active role in fulfilling public service standards.

The compliance score for Public Service Delivery with Law Number 25 of 2009 concerning Public Services achieved by Magelang City over the past three years is categorized as the highest level of compliance. However, further study is needed to determine whether this achievement reflects the performance of the Indonesian Ombudsman Representative Office of Central Java Province in realizing good regional governance or whether it is purely the performance of the Magelang City Government, which continues to be committed to providing optimal public services.

Since Law Number 25 of 2009 concerning Public Services was enacted, the effectiveness of its implementation needs to be reviewed based on the philosophy of its formation, namely: 1) Public services are still faced with conditions that are not in accordance with the needs and changes that exist in various areas of community, national and state life. 2) The concept of a public service system that contains values, perceptions, and behavioral references that are able to realize human rights has not been able to be implemented so that the community has not received public services that are in accordance with national expectations and goals.

Between 2020 and 2025, eleven reports of alleged maladministration were filed against various agencies within the Magelang City Government. These reports covered various forms of alleged violations, such as procedural irregularities, abuse of authority, failure to provide services, neglect of legal obligations, prolonged delays, and actions deemed inappropriate. However, all of these reports were closed, either due to failure to meet formal requirements or due to the completion of the audit process.

The agencies most frequently reported were the Magelang City Water Company (PDAM) and the Magelang City Education and Culture Office, with three reports each. Furthermore,

the Goods and Services Procurement Work Unit (UKPBJ) was also reported twice for alleged abuse of authority. The most common type of maladministration was procedural irregularities, followed by alleged abuse of authority and failure to provide services. This indicates that procedural issues and the quality of public services are the primary concerns of the public in their complaints.

Of the eleven reports, five were closed due to failure to meet formal requirements, while the remaining six were dismissed after undergoing an investigation. The absence of any reports progressing to the recommendation stage or further follow-up indicates that the majority likely lacked sufficient evidence or administrative documentation. This may also reflect a lack of public understanding of the procedures for formally reporting suspected maladministration.

Judging from the time trend, the distribution of reports is fairly even each year, but 2023 recorded the highest number of reports, at three. This could reflect increased public awareness of the quality of public services or the emergence of more prominent administrative issues that year. Overall, this situation emphasizes the importance of increasing public education regarding proper reporting mechanisms, while simultaneously encouraging improvements in public service governance within the Magelang City Government to minimize the potential for maladministration.

2. Research Methods

The researchers conducted the study using a qualitative research methodology. This methodology was chosen to obtain more comprehensive and comprehensive data, reflecting actual conditions on the ground. The approach used in this study was a case study. This approach allows researchers to gain a thorough and comprehensive understanding. Assyakurrohim et al (2022) explains that data in a case study can be obtained from various parties involved, meaning that the information in this study is collected from various sources. As a case study, the data collected comes from various sources, and the findings of this study only apply to the case being investigated.

3. Results and Discussion

3.1. Internal Analysis

Strengths, Weaknesses, Opportunities, Threats (SWOT) analysis is a descriptive analysis that identifies various strengths and opportunities to minimize weaknesses and threats. This analysis is used as a policy-making step based on the recommendations provided. SWOT analysis is divided into an internal environmental analysis consisting of strengths (S) and weaknesses (W) and an external environmental analysis consisting of opportunities (O) and threats (T).

Internal Analysis conducted to identify and evaluate factors originating from within the organization that influence the performance and achievement of institutional goals. This analysis of the Central Java Representative Office of the Republic of Indonesia Ombudsman

aims to understand the extent to which the institution's internal capacity, including organizational structure, human resources, work systems, organizational culture, and technology and information support, can support the effective implementation of public service oversight functions.

Through internal analysis, strengths that need to be maintained and developed can be identified, such as human resource competency, leadership commitment, and an integrated complaints system. Furthermore, this analysis also helps identify weaknesses that need to be addressed, such as limited personnel, lack of ongoing training, barriers to inter-unit coordination, or low technology utilization in processing and reporting complaints data.

The results of this internal analysis are an important basis in formulating strategies to improve organizational performance, so that the Central Java Representative of the Indonesian Ombudsman can more optimally carry out its role as an independent, objective, and responsive public service supervisor to the needs of the community.

1) Strength (Strength-S)

- a) Ombudsman of the Republic of Indonesia, Central Java Representative Office have standard standards for assessing public service performance
- b) Ombudsman of the Republic of Indonesia, Central Java Representative Office establish intense communication with OPD
- c) Ombudsman of the Republic of Indonesia, Central Java Representative Office contribute to the preparation and implementation of OPD SOPs
- d) Ombudsman of the Republic of Indonesia, Central Java Representative Office not willing to be intervened in work (be objective and independent)
- e) Ombudsman of the Republic of Indonesia, Central Java Representative Office committed to maintaining the confidentiality and security of the reporter if needed
- f) Ombudsman of the Republic of Indonesia, Central Java Representative Office have various types of complaint reporting online and offline
- g) Assistant Ombudsman Assistant to the Ombudsman of the Republic of Indonesia, Central Java Representative have good competence and abilities related to service standards
- h) Assistant Ombudsman Assistant to the Ombudsman of the Republic of Indonesia, Central Java Representative have a professional appearance at work

2) Weakness (Weakness-W)

- a) Limited human resources
- b) Limited supervision facilities and infrastructure due to budget constraints
- c) There are still people who feel Ombudsman of the Republic of Indonesia, Central Java Representative Office less going down to the field
- d) Assistant Ombudsman Republic of Indonesia Central Java Representative Office not yet able to implement equipment in real time

- e) Server and storage media limitations
- f) The monitoring carried out is not yet routine
- g) Assistant Ombudsman Republic of Indonesia Central Java Representative Office do not yet have special competence in receiving group reports vulnerable in conditions of deafness, speech impairment and also blindness.

3.1.1. External Analysis

External analysis is a crucial step in the strategy formulation process, aiming to understand the various factors outside the organization that can influence performance and policy direction. External analysis is conducted to identify opportunities and threats arising from the external environment, including social, political, legal, economic, and technological aspects. Ombudsman Republic of Indonesia, Central Java Representative Office. This analysis includes mapping the dynamics of public service regulations, public complaint trends, information technology developments, and stakeholder expectations regarding transparency and accountability in public services.

In addition, the analysis also takes into account the conditions of cooperation with local government agencies, non-governmental organizations, and public perception of supervisory performance. Ombudsman Republic of Indonesia, Central Java Representative Office. By understanding these external factors, Ombudsman The Republic of Indonesia Representative Office for Central Java can design adaptive, responsive, and relevant strategies to increase the effectiveness of public service supervision in its work area.

1) Opportunities (O)

- a) Formation of Community Group Concerned about Maladministration and Ombudsman's Friends Republic of Indonesia Central Java Representative Office
- b) There is an innovation in Call Center 137
- c) Ombudsman Republic of Indonesia Central Java Representative Office has a positive value in carrying out supervision of the service compared to supervision carried out by other institutions
- d) User satisfaction with the service is quite good
- e) Many activities require an Ombudsman Republic of Indonesia Central Java Representative Office as a resource person
- f) There is collaboration with related OPDs in solving problems

2) Threats (Threats-T)

- a) There are reports that are cross-sectoral in nature (not related to public services)
- b) The effectiveness of service time is quite long for certain cases
- c) The service conditions implemented by several OPDs do not meet standards.

3.2. Internal and External Factor Evaluation Analysis

3.2.1. Internal Factor Evaluation (IFE) Matrix

Internal factor analysis can be done using the IFE (Internal Factor Evaluation) matrix. The IFE Matrix uses weights and ratings for each factor within the strengths and weaknesses to obtain a specific score. Each factor is weighted based on its importance, with a maximum score of 1.00. The next step is to assign a rating between 1 (very weak) and 5 (very strong), taking into account the influence of each factor on organizational performance.

The weights obtained initially are then multiplied by the rating for each factor. Add up the total scores for each strength and weakness factor to determine which strengths outweigh the weaknesses.

Description: 1 = Very Unimportant; 2 = Unimportant; 3 = Quite Important; 4 = Important; 5 = Very Important

The calculation results yield a weight and rating for each factor. Ratings are given on a scale from Very Unimportant (1) to Very Important (5). The weight value is generated by multiplying the weight by the rating. The sum of all factors yields the IFE score.

Based on table, it can be seen that the assessment standards applied by the Ombudsman Republic of Indonesia Central Java Representative Office. This is an important point for OPDs whose public service performance is being evaluated. In addition, the performance of the Ombudsman Republic of Indonesia Central Java Representative Office. Being independent and objective in assessments is an added value for all parties. The capabilities of the Assistant Ombudsman Republic of Indonesia Central Java Representative Office who is considered superior in understanding public service standards makes the Ombudsman Republic of Indonesia Central Java Representative Office as a supervisory institution that is of good value in the eyes of the community and OPD.

3.2.2. External Factor Evaluation (EFE) Matrix

External factor analysis can be done using the EFE (External Factor Evaluation) matrix. The EFE Matrix uses the weights and ratings of each factor within opportunities and threats to obtain a specific score. Each factor is weighted based on its importance, with a maximum score of 1.00. The next step is to assign a rating between 1 (very weak) and 5 (very strong), taking into account the influence of each factor on organizational performance.

The weights obtained initially are then multiplied by the rating for each factor. Add up the total scores for each opportunity and threat factor to determine which opportunities outweigh the threats.

Description: 1 = Very Unimportant; 2 = Unimportant; 3 = Quite Important; 4 = Important; 5 = Very Important

The calculation results yield a weight and rating for each factor. The rating is given on a scale from Very Unimportant (1) to Very Important (5). The weight value is generated by multiplying the weight by the rating. The sum of all factors indicates the EFE score. The table above shows the Ombudsman's points. Republic of Indonesia Central Java Representative

Office has a positive value in supervising the service compared to supervision carried out by institutions that have the greatest weight compared to other factors. Supervision carried out by the Ombudsman Republic of Indonesia Central Java Representative Office is considered very objective and independent, so that the public feels that the complaints they receive can be resolved well.

3.2.3. SWOT Diagram Matching Stage

To determine the strategic approach used based on the assessment of internal and external factors, a reduction is made between the number of strengths and weaknesses on the (X) axis, and a reduction between the number of opportunities and threats for the (Y) axis as follows:

a) Coordinates X = S - W = 2.163 – 1.097 = 1.066

b) Coordinate Y = O - T = 2.427 – 0.729 = 1.698

The X-axis coordinates are obtained from the difference between total strengths and total weaknesses, while the Y-axis coordinates are obtained from the difference between total opportunities and total threats. Based on the calculation results, the X-axis coordinate value is 1.066 (S - W = 2.163 - 1.097) and the Y-axis coordinate is 1.698 (O - T = 2.427 - 0.729). These values indicate the organization's position in a particular quadrant of the SWOT matrix, which is the basis for formulating an appropriate strategy.

Table EFAS/IFAS DIAGRAM

		Total Internal Factor Score (IFE)		
		Strong 3.00 – 4.00	Average 2.00 – 2.99	Weak 1.00 – 1.99
Total External Factor Score (EFE)	High 3.0 – 4.0	Growth and build	II Growth and build	III Hold and maintain
	Medium 2.0 – 2.9	IV Growth and build	V Hold and maintain	VI Harvest and divest
	Low 1.0 - 1.99	VII Hold and maintain	VIII. Harvest and divest	IX Harvest and divest
IFE		3,260		
EFE		3,156		

Thus, the numbers obtained on both axes (X and Y = 1.066 and 1.698) have positive values as shown in the following image.

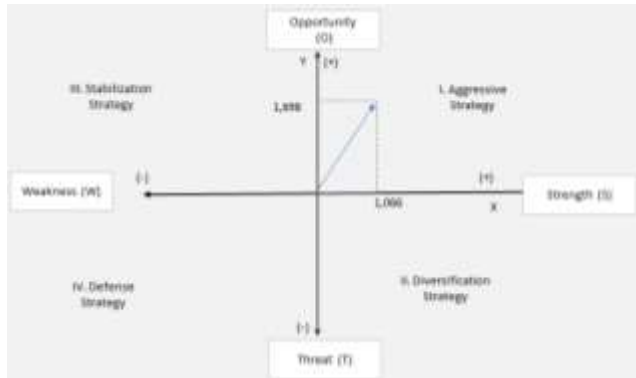


Figure SWOT DIAGRAM

Coordinates 1,066;1,698 are in quadrant I, indicating an Aggressive strategy. The strategy that should be implemented in this condition is to support an aggressive growth policy (growth-oriented strategy). This Aggressive strategy, or growth strategy, emphasizes maximizing the utilization of internal strengths and external opportunities to encourage organizational growth. By being in quadrant I, the Central Java Representative Office of the Indonesian Ombudsman has quite strong internal strengths and significant external opportunities.

3.2.4. SWOT Matrix

Based on the analysis conducted previously, several alternative strategies can be developed by optimizing strengths (S) and opportunities (O) to minimize existing weaknesses (W) and threats (T). The alternative strategies obtained are as follows.

1. SO Strategy

- a) Conducting outreach to the community regarding duties and functions Ombudsman Republic of Indonesia Central Java Representative Office more intensively (SO-1)
- b) Regularly conduct surveys regarding public satisfaction with services Ombudsman Republic of Indonesia Central Java Representative Office (SO-2)
- c) Replicating communities/community groups tasked with monitoring public services (SO-3)
- d) Increase the number of online services to make it easier for the public to make reports/complaints (SO-4)

2. WO Strategy

- a) Improving Assistant Competence Ombudsman Republic of Indonesia Central Java Representative Office especially to serve vulnerable groups (WO-1)
- b) Optimization of funding sources for the provision of operational facilities and infrastructure (WO-2)
- c) Improving services to the community in locations that have not yet been reached by services (WO-3)

d) Conduct routine monitoring after the assessment (WO-4)

3. ST Strategy

a) Developing SOPs for resolving cross-sectoral problems (ST-1)

b) Optimization of human resources and time in resolving certain cases (ST-2)

c) Increase mentoring/guidance for OPDs that have not yet provided optimal public services (ST-3)

4. WT Strategy

a) Providing understanding to OPDs that public services also require supporting facilities and infrastructure (WT-1)

b) Improve communication with OPDs regarding public services so as to prevent the emergence of reports from the public (WT-2).

3.2.5. Quantitative Strategic Planning Matrix (QSPM)

After the SWOT matrix has been compiled, the next step is to use the Quantitative Strategic Planning Matrix (QSPM) approach, which is the final stage of strategy formulation analysis, namely selecting the best alternative. The QSPM matrix can be used to determine the highest TAS (Total Attractiveness Score), which represents the most suitable strategic alternative to implement in developing a performance improvement strategy.

The QSPM begins by identifying the critical success factors relevant to the organization. These factors can include both internal and external aspects that influence company performance. Next, a weight is assigned to each success factor, reflecting its relative importance to the strategy's success. Previously identified strategic alternatives are evaluated based on the weighted critical success factors. Each alternative is assigned a feasibility score based on the extent to which the strategy addresses or leverages each success factor. These scores are reflected in the QSPM matrix.

4. Conclusion

Based on the SWOT analysis that has been carried out on the assessment of the effectiveness of the Ombudsman of the Republic of Indonesia Representative Office for Central Java in efforts to improve the performance of public services of OPDs in Magelang City, several important points can be obtained as follows: 1) The Indonesian Ombudsman Representative Office for Central Java has conducted an assessment of public service performance at OPDs in Magelang City with high assessment standards and is independent/objective. 2) The Assistant to the Indonesian Ombudsman for Central Java has good competence in understanding public services and is able to encourage improvements in the performance of OPDs in providing public services to the community. 3) The people of Magelang City believe that with the Ombudsman, the public services they receive have improved, both in terms of quality and quantity, so it can be said that the people give good marks to the Ombudsman's performance. 4) The oversight carried out by the Central Java Representative Office of the Indonesian Ombudsman is considered superior to that of other

oversight bodies. This is because the Ombudsman is committed to independent performance, refusing to be interfered with by any party, and steadfastly maintaining the confidentiality of the complainant, thus ensuring their safety.

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