

Responsiveness of the Indonesian Ombudsman in Handling Complaints about Maladministration of Police Services of the Republic of Indonesia

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ABSTRACT

The background of this research is the maladministration of Makassar Polrestabes services which can be seen in public complaints to the Ombudsman. The research problem is how responsive the handling of public complaints is. This study aims to determine the responsiveness in handling complaints in accordance with the provisions of the regulations. The approach used is a qualitative method with a phenomenological type, data obtained from informants namely the head and assistants of the RI Ombudsman Representative for South Sulawesi, Makassar Police Chief and staff, and the reporting community. Collecting data through interviews, observation and document review. The Miles and Huberman model interactive data analysis through the process of data reduction, data presentation, and inference/verification. The results of the study found three aspects of service responsiveness, namely input responsiveness, process responsiveness, and output responsiveness. All three have been carried out well based on work patterns that refer to applicable regulations. In the aspect of input responsiveness, the reporting community still complains because it is constrained by administrative and substantive requirements so that the report is not processed to the case register stage. Settlement of public complaints regarding maladministration of Makassar Polrestabes services is resolved with recommendations for clarification, mediation or conciliation, by providing understanding to the public on the service process. To increase responsiveness, the Ombudsman needs to carry out intensive socialization and assistance to parties affected by maladministration.

Keywords: Service; responsiveness; maladministration; complaints.

INTRODUCTION

Public service is one of the strategic functions of the government in carrying out the constitutional mandate. To realize this, the regulation of public services in Indonesia is changed according to political dynamics and the demands of society. Now public services are regulated in Law No. 25 of 2009. This shows that the state really cares about the urgency of public services. The principle of public service is to reach all levels of society in a fair, equitable, non-discriminatory, easy, cheap and fast manner.

In an effort to guarantee the implementation of excellent public services, Law Number 37 of 2008 concerning the Indonesian Ombudsman (ORI) was made which is tasked with overseeing the implementation of public services carried out by state and government institutions or private and individual who are given the task of carrying out certain public services. This policy is the fruit of political reform that underlies a comprehensive bureaucratic reform to realize *good governance* (Dwiyanto, 2021). It is necessary to improve the implementation of public services

in a holistic manner so that the government can accommodate all the interests and needs of the community. The quality of good public services is positively correlated with public satisfaction (Duriat & Vaughan, 2020; Konte & Vincent, 2021).

The existence of a public service law along with other supporting policies such as the law on eradicating corruption, civil servant discipline and various other regulations. However, in the implementation of public services in Indonesia there are still deviations that indicate maladministration such as lack of transparency, high costs, uncertainty, and complicated procedures (Wahyudi, R., Malek, and Aziz, 2015; Hadi, 2016; Mahsyar, 2014; Anggraini & Rahayuningsih, 2015).

Based on the survey data from ORI Representatives of South Sulawesi regarding compliance with the public service law, it was found that the four service substances that were most frequently reported to ORI by the public were the Land Agency with 55 cases, the Police 29 cases, education 29 cases, and staffing 22 cases. At the Makassar Polrestabes agency, the work unit that is considered to be performing poorly is the Satlantas and the service for reporting complaints to the Criminal Investigation Unit which indicates a protracted delay and unclear certainty of completion time (ORI, 2020).

Several cases of maladministration of police services were reported by the community to the ORI Representative in South Sulawesi, it became very urgent for ORI to increase its responsiveness in helping communities affected by maladministration. ORI's responsiveness in serving the community is carried out normatively, namely checking the substance of the report, and following up on the report. Responsiveness is sometimes considered problematic for bureaucrats even though it is important for people who need services ((Vigoda, 2002). This study focuses on the responsiveness of ORI South Sulawesi Representatives in accommodating reports of maladministration of Makassar Polrestabes services to solving problems that are complained by the community.

Azizah's research results (2018) who reviewed the performance of the Indonesian Ombudsman in carrying out supervision of the handling of maladministration at the Surabaya City Police found that the handling of maladministration that occurred in police agencies was carried out by completing reports of alleged maladministration through assistance and explanations to the complainant regarding matters suspected of causing maladministration such as the slow completion of services. , protracted delays, or the absence of certainty of service time. Meanwhile, obstacles in the implementation of supervision come from internal and external organizations.

Research Putri and Sahuri (2017) who examined the effectiveness of the Ombudsman's performance in handling maladministration complaints in Pekanbaru City found that the performance of the RI Ombudsman Representative of the Riau Province still experienced obstacles in carrying out their duties, namely the lack of human resources, limited budget, and the lack of facilities that support the implementation of tasks so that it did not run optimally.

In line with this research, this study focuses on the responsiveness of the ORI Representatives of South Sulawesi in handling complaints of alleged maladministration of services by the Makassar Police. Agency responsiveness is important because it proves that the existence of the Ombudsman is beneficial for the community as a supervisory agency for the

implementation of public services (Persson, 2002) and can make people believe in the seriousness of the government in serving its citizens.

The importance of providing public services in a country because this is a form of political accountability to the people (Perry, 1996; Palma et al., 2021). In Indonesia, the issue of public services has become a strategic issue because there are still various shortcomings and obstacles in its implementation. The strategic position of public services because of its very wide reach in people's lives both politically, economically and socio-culturally (Mahsyar, 2011).

Service is an activity within an institution that provides benefits and offers satisfaction whose results are not in the form of certain physical products (Syahputra, 2019; Mahsyar, 2014; Konte & Vincent, 2021). On the basis of this understanding, public services are defined as products of the public bureaucracy that are accepted by user citizens and society at large (Dwiyanto, 2021). The implementation of excellent public services is shown by the responsiveness of bureaucrats in implementing them.

Responsiveness is the responsiveness of the organization which is shown in the ability to respond or respond to the demands of the citizens being served by taking action in accordance with procedures quickly and precisely (Dwiyanto, 2021; Meng & Su, 2021). The high responsiveness of public service providers is evidence of the ability of the government bureaucracy to provide what all the people demand in a country (Vigoda, 2002; Nasucha, 2004; Arshad & Khurram, 2020).

Smith (1985) explains that the responsiveness of the bureaucracy to the public interest has become a demand in decentralization and democracy. Even the explanations of some experts say that this responsiveness has been used as an indicator of public service products (Dwiyanto, 2021; Kumorotomo, 2005; Levine et al, 1990; Holweg, 2005).

The responsiveness of an organization in providing services is shown by the behavior of organizational members in responding to customer needs (Bernardes & Hanna, 2009) or in public administration called citizens (Denhardt & Denhardt, 2000). Forms of responsive organizational behavior such as being able to identify community needs, providing urgent service priorities (Gilens, 2005). In addition, responsiveness to community expectations, desires, as well as aspirations and demands of service users (Guerra & Zizzo, 2004). As for the apparatus, responsive behavior is seen in attention, empathy, motivation, sincerity, guidance, fair treatment, and quick action in serving. In some literature it is stated that responsiveness is a hallmark of *good governance* (Dwiyanto, 2021; Hardiyansyah, 2018; Silalahi & Syafri, 2015; Styawan, 2012; Weimer, 1994; Ansell & Gash, 2008). Often seen as controversial. Several research results are described by Rourke (in Vigoda, 2000) that responsiveness is addressed in two sides, namely on the one hand it is considered to damage professionalism because it forces *public servants* to satisfy the community, but on the other hand it is explained that democracy requires administrators who are responsive to public demands (Vigoda, 2001). 2000; Stivers, 2018).

Implementation of public services that indicate maladministration such as violations of law and ethics in the public service process, namely abuse of authority, negligence in action and decision making, neglect of legal obligations, protracted delays, discriminatory actions, requests for compensation, and others that can be assessed as quality with these errors (Nurtjahjo et al., 2013). The impact of maladministration is material and psychological loss.

The ORI institution functions to receive complaints from the public who experience maladministration incidents. Complaints are a form of expression of public dissatisfaction with

the quality of service received (Shelley et al., 2015), and are seen as negative for organizational life, including the government bureaucracy. Citizen complaints against public services are useful as evaluation material to correct existing mistakes (Suryadi, 2010). Complaints can actually be seen as a tool for quality improvement and efforts to improve the overall service performance of the organization (Dwiyanto, 2021).

Public complaints against service agencies internally can be made through suggestion boxes, complaint counters, call centers, hotlines. While other public complaints can be through print or *online*, radio, television, or popular online media such as *#PercumaLaporPolisi* (*trending twitter, tiktok, instagram*).

The focus in this study is the responsiveness of the Indonesian Ombudsman. Representatives of South Sulawesi in handling community reports related to service maladministration from Makassar Polresta. The focus of the study follows the model of the public complaint service system in accordance with the stages of the process of handling public reports carried out by the RI Ombudsman starting from receiving reports to completion including input responsiveness, process responsiveness, and output responsiveness.

METHOD

The research approach is qualitative with a phenomenological type, which is trying to uncover field facts based on information from the perpetrators, and gain an in-depth understanding of the phenomenon regarding ORI's responsiveness in handling reports of alleged maladministration of Makassar Polresta services. The research was carried out in the period from July to September 2021 located at the South Sulawesi ORI Office.

The types and sources of data consist of primary data obtained directly from the research scene through direct interviews with informants who were determined purposively according to the needs of the research data, consisting of the head and assistants of ORI Representatives of South Sulawesi, Makassar Police officers and staff, and reporting residents. Other data were obtained through direct observation of the service activities of the South Sulawesi Representative ORI in handling public complaints. The focus of observations on the behavior, attitudes, attention, actions, and motivation of service officers. Secondary data was obtained from a review of regulations related to the duties of the Ombudsman and the Indonesian National Police, documents in the form of records of public reports on ORI South Sulawesi, and media reports regarding ORI's performance. The main instrument of data collection is the researcher himself.

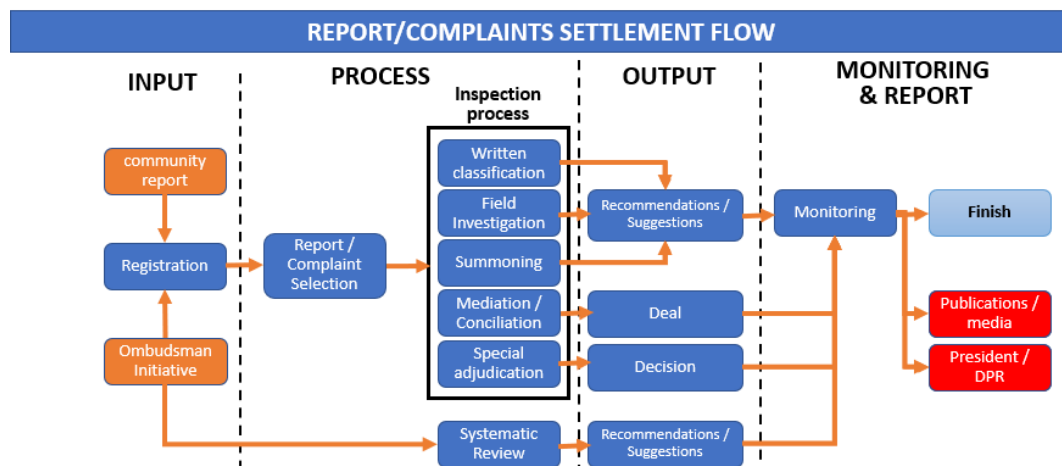
Data analysis used the analytical model developed by Miles et.al. (2014) the process consists of a series of activities that are carried out simultaneously at the time of data collection as well as analyzing data through the stages of condensation, data presentation, and drawing conclusions. Furthermore, the validation of research data is done through triangulation of sources, techniques, and time. The results of the next study were descriptive analysis presented in a narrative manner.

RESULT AND DISCUSSION

One of the objects of supervision carried out by ORI is the implementation of Indonesian Police services, in this case Polrestabes Makassar. Law Number 2 of 2002 concerning the National Police of the Republic of Indonesia, article 2 states that the functions of the police are the maintenance of public security and order, law enforcement, protection, shelter, and service to the community. Police services mandated by law include receiving reports and/or public complaints; help resolve community disputes that may disrupt public order; issue permits and/or certificates required in the context of community service. Police services are in direct contact with the daily life of all people.

Data released by the ORI Representative for South Sulawesi in 2021 regarding the services of the Makassar Polrestabes found several reports of alleged maladministration in its implementation. In 2020 the number of cases reported was 36 and in 2021 there were 27 reports (semester 1), this figure occupies the top five of all cases of alleged maladministration reported by the public. These cases include investigations, investigations, suspect determination, DPO, post-mortem, Labkrim, licensing services, and driving licenses. The maladministration that was complained of were protracted delays, not providing services, abuse of authority, requests for compensation, procedural irregularities, taking sides, and discrimination.

The provision of services by the Ombudsman to community members who submit reports of alleged maladministration from service providers is carried out by referring to existing laws and regulations through the mechanism for submitting community reports (see Figure 1).



Information:

- Reports can be declared completed by the Ombudsman at each stage based on the results of the examination and information from the complainant.
- The Ombudsman can stop the examination if the report is not under the authority of the Ombudsman and/or there is no element of mal-administration found in the selection process or examination process.

Source: RI Ombudsman Representative for South Sulawesi, July 2021

Figure 1. Flow of report/complaint submission to completion

Various dimensions are used as benchmarks in assessing the responsiveness carried out by the South Sulawesi Representative ORI, such as making service innovations, including service programs to the community to make it easier for residents to submit complaints about maladministration by public service providers. Figure 1 shows the flow of complaints/reports on the occurrence of service maladministration until its completion, there are three stages, namely input, process, and output.

The results of research on the responsiveness of the Indonesian Ombudsman. Representatives of South Sulawesi in serving the community who reported allegations of maladministration of services to the Makassar Police Station are described below.

Input responsiveness

This stage is the first step taken by ORI officers to receive maladministration complaints experienced by someone from a public service institution. Input can come from community reports, or the Ombudsman's own initiative. The input, which is an ORI initiative, is an examination of alleged maladministration based on the ORI initiative against a service provider agency suspected of maladministration.

Input from the community is a citizen report to the Ombudsman. Both directly and using information media such as *call centers*, *emails*, letters, and various official social media. The Ombudsman also opens *online* through the website <https://www.ombudsman.go.id>. Regarding the Ombudsman's responsiveness in receiving public complaints, the Head of the ORI South Sulawesi Representative Office explained as follows:

"The Ombudsman is open to all people who have *legal standing* report to the Ombudsman *to*. example, so we don't sort it out, the important thing is the *standing* legal or the lawsuit is that he is a direct victim or he is authorized by the direct victim, so we always respond if there are people who report related to police services, because this police has 3 main tasks, first to serve, protect, and protect in accordance with the law Number 20 of 2002, so that one of the dimensions of the police is service, so it is appropriate that each police party must always respond to every public complaint" (Interview: Informant 1, on July 23, 2021).

The explanation above informs that people who report incidents of maladministration from police services or other institutions are those who have *legal standing*, namely people who experience directly as victims of a service or who are authorized by the victim. The reporter must prove that he or she has experienced maladministration by the reported agency. Whistleblowers who complain about maladministration must meet the formal and material requirements regulated by Law Number 37 of 2008. The explanation from the informants above shows that all people who report the occurrence of maladministration from the services of the police agency are responded well without exception. Is the report submitted directly or indirectly. Reports submitted directly by visiting the Ombudsman RI Representative office in South Sulawesi complained about the maladministration experienced. Meanwhile, the indirect complaint is that the victim makes a complaint via email, letter, call center 137 or telephone/WhatsApp and online complaint through

the Ombudsman website. From a review of the documents available to the Ombudsman Representative for South Sulawesi, it can be seen that all complaints are well recorded.

Complaints submitted by people who are victims of maladministration as explained by the Head of the Report Admission and Verification Assistant (PVL) that:

"according to the provisions of the Ombudsman legislation it is emphasized that everyone who complains about maladministration experienced includes from the police service, whether it is a direct complaint from the victim or indirectly it is all received and recorded as a report. The only problem is that there are often reports from residents who do not meet the reporting requirements as stipulated in the existing legislation. Even if there is such a thing, our side provides consultation and assistance to victims to complete reporting requirements in accordance with existing requirements" (interview, Informant 2, July 23, 2021).

The results of observations at the reception of community complaints reports at the South Sulawesi Representative Office of ORI, it was seen that residents who reported cases of maladministration had not brought and had not completed the files or documents that were required to report a case. From the results of an interview with one of the residents related to the complaint that will be reported, it was told that:

"Actually I came here to file my report at the Polrestabes related to the motorcycle theft case that I experienced, but from my report a few months ago I have not received a response and have already received a response. often question the progress of my report, the officers there always say in the process, this is what I report here. But earlier, the officer (ORI Sulsel) only recorded the report and I was asked to bring files or evidence which he said had to be shown" (interview with Informant 5).

The information above illustrates that they do not know the requirements needed to report cases of maladministration, and there are still residents who do not understand the substance of a case that must be reported. However, ORI still responds by recording every report and providing assistance, instructions to the person who gave the complaint to complete the file.

The results of the review of related regulatory documents show that every citizen's complaint is processed if it meets the requirements as stated in Article 24 of Law Number 37 of 2008. These requirements are administrative (formal) requirements including reporting procedures and completeness of the reporter's personal data document. And the substantive (material) requirements related to the suitability of the report with the authority of ORI, reported events, and other requirements in accordance with the provisions of the ORI legislation.

The responsiveness of ORI Sulsel to prevent maladministration by public service providers is not only waiting for public reports, it is also carried out on its own initiative through investigative activities on its own initiative against institutions suspected of committing maladministration. ORI Sulsel's efforts in responding to reports or news from print, electronic, and social media related to Makassar Polrestabes services are by conducting compliance supervision and prevention. The steps taken by ORI Sulsel are to carry out socialization regarding procedures for reporting maladministration incidents in the form of brochures, brief cards, banners and installing PVL service outlets on the spot at several strategic service places including the Makassar Police.

Process Responsiveness

This responsiveness is interpreted as ORI Sulsel's step in processing community reports. The results of the observations show that the activities carried out by the ORI Sulsel staff in receiving reports are scheduling reports by giving agenda numbers, carrying out formal verification and material verification, if the results of both verification are considered complete, the next stage is the inspection action by registering the report.

Explanation of the RI Ombudsman Regulation Number 26 of 2017 concerning Procedures for Receiving, Examination, and Completion of Reports that if the results of formal verification do not meet the requirements, ORI provides an opportunity for the reporting citizen to fulfill the formal requirements, but if within 30 working days the reporting party does not immediately complete it and submit a report to ORI, then the report does not need to be followed up and the reporter is considered to have withdrawn his report file and closed the agenda.

Reports that have been verified and meet the requirements are then registered and further examined. At this stage the ORI's responsiveness is:

"When there are people who report, the action given by the ombudsman is to provide consulting services, this consulting service is provided by the receiving and verification report (PVL), after describing, hearing the description from the complainant that there was an initial suspicion the occurrence of maladministration can be escalated into a complaint, so from consultation it can be upgraded to a complaint, but in the consultation it turned out that there were no elements that could be the starting material for a complaint, so it usually stopped at the consultation" (Interview: Informant 2, July 23, 2021).).

The explanation above informs that not all public reports to South Sulawesi ORI related to allegations of maladministration at the Makassar Polresta are immediately processed to the examination stage or registered as maladministration complaints, but first the community is provided with consulting services by PVL staff. From ORI Sulsel's records, it can be seen that residents did not continue their reports because there were no elements that could be used as starting materials for complaints. As explained by the informant as follows:

"Essentially all people who report incidents and become victims of maladministration, including from the police service, all of their reports are responded to quickly, the only problem is that they have not brought evidence that can be formally verified, so if this happens we will respond by providing consultations. and later they are expected to meet the necessary requirements. But usually after consultation they do not proceed with the complaint, or because they do not complete the formal requirements by the specified deadline, they are deemed to have withdrawn the report" (Interview: Informant 1, July 22, 2021).

The Head of the South Sulawesi ORI Assistant for Prevention, related to the report of alleged maladministration to the Polresta that:

"Officers who handle maladministration reports must be careful in examining public reports. Whether the reporter brings documents related to the police, for example, evidence of reporting to the police, we will consider whether the reporter is in his name

or not, later we can verify that this reporter has *legal standing* or does not have *legal standing* armed with verification in the document. or proof of the report” (Interview: Informant 1, on July 23, 2021).

An important aspect that is the main concern of the Ombudsman from reports submitted by the public is the fulfillment of formal requirements and material requirements in accordance with the Indonesian Ombudsman's regulations. If these two conditions are met, then the document will be examined.

The results of the researchers' observations of people who came to report maladministration of public services received by PVL ORI South Sulawesi staff generally did not meet the administrative requirements for a maladministration report. This condition was also complained by one of the victims of maladministration as follows:

"I think if we come here (ORI Sulsel) to report a case of apparatus violation related to the service we received from the agency, it is immediately processed by the Ombudsman and the report is registered, but it turns out that there are many requirements that must be met, must be shown such as several documents as evidence of violations. I think it is difficult to fulfill the conditions as requested by the officers” (interview: Informant 6, August 10, 2021).

The information above shows that public expectations with the existence of this Ombudsman are very high as one of the institutions that can assist the community in solving public service problems they are experiencing. However, because of the administrative requirements that must be met by reporting residents, they must be complete as a first step in submitting reports to ORI, causing many maladministration reports to not be followed up in the examination process.

There are complaints submitted by the public regarding administrative requirements as a basis in the process of examining a case, which is considered burdensome and bureaucratic. This was explained by the Head of the South Sulawesi ORI Assistant for PVL as follows:

“We are here to work based on the laws and regulations governing the duties and functions of the Ombudsman. We are also aware of such public complaints, so we provide consultative assistance to victims, in the hope that they can fulfill the requirements for reporting a case of maladministration of public services experienced. However, if the tendency of a case of maladministration in an agency increases or is widely reported, we also do not silence public complaints. We will carry out an investigation on ORI's own initiative and then the results of the investigation are proven to be followed by a systemic review of the examination of a case” (Interview: Informant 2, August 15, 2021).

If the case is reported by the public, if it meets the formal and material requirements, the document examination by the team formed by the South Sulawesi ORI in handling a case includes a maladministration complaint to the Polrestabes by carrying out inspection steps, namely requesting data and information from the reported party, making clarifications, summoning the reported party or superiors, field inspections, mediation or conciliation, and termination of examinations. The final report on the results of the examination is that if it is not proven that there has been maladministration of a reported case, the report will be closed and judged to have completed. If an indication of maladministration is found, the next step is to take corrective action to the reported institution.

The results of the document review at the ORI Sulsel related to public complaints related to maladministration of the Makassar Polrestabes services showed several cases of public reports related to allegations of maladministration at the Makassar Polrestabes which had been registered and subsequently responded by ORI South Sulawesi by examining documents. If a report shows that the Indonesian Ombudsman is authorized to continue the investigation, the RI Ombudsman will carry out such things as clarification, field investigation, summons, mediation/conciliation, special adjudication and systemic review (this is done if ORI's own initiative). In the case of community reports related to maladministration at the Makassar Polrestabes, the steps taken by South Sulawesi ORI at the time this research was carried out were only at the stage of written clarification and field investigation. The results of the examination obtained were found to be indicative of maladministration and other reports were closed because no indications of maladministration were found. All inspection results are submitted to the complainant. However, if the reporting party is not satisfied with the findings of the Ombudsman RI Sulsel then mediation or conciliation is carried out.

3.3. Output responsiveness (output)

Output responsiveness is the end of the process of examining a reported case of public service maladministration, and declared completed according to the recommendations of the examination results. The final report of the examination that has been carried out by ORI Sulsel recommends that the maladministration of police services (Polrestabes Makassar) is proven or not proven. If it is not proven, the report will be closed automatically. However, if maladministration is found, the next step is to take corrective action by ORI or mediation between the reporting party and the reported agency.

The responsiveness of the ORI South Sulawesi Representative's output in acting on police reports in accordance with public complaints was explained by the informant (Assistant Ombudsman):

"In accordance with the results of the examination of community reports regarding maladministration of police services, especially the Makassar Polrestabes as reported by people who feel they are victims, in general, the investigation step by means of clarification, and field investigations. Based on these findings, the Ombudsman provides recommendations and suggestions for improving service quality. Meanwhile, several other reports that require mediation or conciliation are then agreed upon" (Interview: Informant 1, July 22, 2021).

The steps taken by the ORI Representative of South Sulawesi in resolving the maladministration case of the Makassar Polrestabes collaborated with the internal police supervision to ask for clarification regarding public reports. Meanwhile, several cases that received public reports were also clarified by the Makassar Polrestabes leader who explained:

"Police services that the community complains about certain criminal acts, such as persecution or defamation, for example. In cases like this, it is often reported to ORI Sulsel as an act of protracted delay or members are considered not to provide services. Even though there are procedures that must be passed in the investigation process by

members, usually the old one is to present witnesses, sometimes the reporter does not present witnesses for the reported case so we are also waiting. And there is a time limit for handling cases, if the deadline is over, the report is not continued or closed, this is sometimes not understood by the public so they feel they have not been served or have been delayed” (Interview: Informant 7, August 12, 2021).

The explanation above can be understood that in the implementation of public services there must be good cooperation between service providers and the parties served. Because the public service requires supporting documents for the implementation of services. If these requirements are not met, then the service provided by the apparatus will not be carried out and the service will not be completed.

The responsiveness of the output shown by ORI Sulsel in resolving public complaints against maladministration of the Makassar Polresta, if the examination has been completed whether the reported case is proven to have maladministration then it is submitted to the complainant regarding how to resolve the reported case, from the data in the ORI Sulsel document the resolution of more cases with provide recommendations or suggestions to the service provider, and mediation or conciliation steps are also carried out through an agreement between the reporting party and the reported party. While a case has been reported but there is no evidence of maladministration, ORI Sulsel closed the report. Even so, the complainant was still given the reasons why the case was not continued, this is a form of accountability so that the public gains understanding and continues to trust the RI Ombudsman, especially the South Sulawesi Representative in its role in guarding and supervising the implementation of public services.

CONCLUSION

Responsiveness of ORI South Sulawesi Representative in handling reports of alleged maladministration of Makassar Polresta services is carried out through the stages of handling complaints cases, namely firstly, input responsiveness, namely services provided to the public who include reports of incidents of maladministration of police services experienced directly by people who are victims. Or through investigations on ORI Sulsel's own initiative. Reporters still complain about the responsiveness of inputs because the administrative requirements are felt to be difficult to fulfill. Second, the responsiveness of the process, namely checking the report files that residents have complained about to find out the fulfillment of the formal and material requirements of the registered report, the examination can be done through clarification activities and field investigations. The results of the examination can reject the report or accept the report and provide recommendations. The third output responsiveness is the result of the examination of the report submitted to the maladministration reporter, if it is not proven, the reasons for rejecting the report are explained. If it is proven, a recommendation for settlement will be given to the reported agency, namely the Makassar Polresta. Output responsiveness in this case is carried out by providing recommendations to the reported agency and mediation or conciliation. The three stages have been carried out well, except for the community's complaints about the responsiveness of the input to receiving reports. This condition was interpreted in the study because of the lack of socialization regarding the requirements to report a case of maladministration. To improve service responsiveness, socialization and explanations are still needed to the public regarding the role of the Indonesian Ombudsman.

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