Unifikasi: Jurnal Ilmu Hukum
Volume 12.2(2025): 104-119

Strengthening Justice and Accountability: The Role of Ombudsman in Monitoring Police Public Services

Dwiki Oktobrian, Juliana Dwi Natasya, Cece Wiranti, Tedi Sudrajat
Faculty of Law, Universitas Jenderal Soedirman, Indonesia
E-mail: dwiki.oktobrian@unsoed.ac.id

https://doi.org/10.25134/unifikasi.v12i02.1076

ARTICLE INFO

Article History

Received: June 24, 2025
Revised: July 03, 2025
Accepted: December 08, 2025

Keywords
Maladministration;
Ombudsman;
Police;
Public Services.

ABSTRACT

Public service delivery in police sector of Indonesia is facing a crisis of trust, fueled by widespread reports of maladministration. In this context, social movements such as *#PercumaLaporPolisi* (Reporting to Police Is Useless) and incidents of police brutality have reinforced perceptions that law enforcement lacks transparency, responsiveness, and accountability. Therefore, this research aims to 1) identify the forms and patterns of maladministration in police public services, and 2) evaluate the role and effectiveness of Indonesian Ombudsman, with a specific focus on West Java Regional Office, to address and prevent maladministration. Document analysis, literature review, and interviews were integrated with key informants using a socio-legal and qualitative method. The results showed that the most frequently reported problems included investigation and prosecution procedures, such as Notice of Investigation Progress, Notice of Investigation Commencement, and Notice of Investigation Completion (P21), as well as initial complaint handling. The issues were largely driven by rigid bureaucracy, resistance to external monitoring, and limited enforcement of Ombudsman recommendations. However, the illegally bound recommendations supported procedural reform. This was evident in the achievement of green zone status for compliance with service standards across all district police offices in West Java by 2024. The objectives of Goal 16 (Sustainable Development Goals/SDGs) were also supported to promote peace, justice, and strong institutions by emphasizing the importance of independent oversight in building accountable and humane police institutions based on public trust.

Introduction

Public security and order is a constitutional responsibility of the police in Indonesia[1]. This function is strategically essential in managing the complexities of societal dynamics. The roles include response to disturbances as well as preventive and repressive measures aimed at upholding the law and preserving social stability. Security functions relate to protecting citizens from tangible threats such as crime, violence, and physical disruptions[2]. Meanwhile, the function of maintaining order includes enforcing public compliance with legal and social norms[3]. This mandate is enshrined in Article 13 of Law Number 2 of 2002 concerning Indonesian National Police, which outlines the core duties of police as maintaining public

[1] Wildan Sena Utama, "Politics and Governance in Indonesia. The Police in the Era of Reformasi, Written by Muradi," *Bijdragen tot de taal-, land- en volkenkunde / Journal of the Humanities and Social Sciences of Southeast Asia* 171, no. 4 (2015): 593–595.
[2] Paul Reedy, "Interpol Review of Digital Evidence for 2019–2022," *Forensic Science International: Synergy* 6, no. January (2023): 100313, https://doi.org/10.1016/j.fsisyn.2022.100313.
[3] Erlan Wijatmoko, Armaidy Armawi, and Teuku Faisal Fathani, "Legal Effectiveness in Promoting Development Policies: A Case Study of North Aceh Indonesia," *Heliyon* 9, no. 11 (2023): e21280, https://doi.org/10.1016/j.heliyon.2023.e21280.

security and order.[4] In this context, the strategic function of police in enabling public security and order serves as a fundamental pillar in sustaining national stability and creating a conducive environment for civic life[5].

Police system of Indonesia is organized into multiple territorial levels, ensuring broad and coordinated coverage across the archipelago[6]. The system consists of Sector Police at the sub-district level, Resort Police at the regency or city level, Regional Police at the provincial level, and the National Police Headquarters at the national level.[7] Polsek handles minor cases and community services, while Polres oversees several Polseks and addresses more complex cases. Polda and Mabes Polri coordinate inter-regency matters and national-level policy.[8] At each level, the Integrated Police Service Center (Sentra Pelayanan Kepolisian Terpadu/SPKT) provides reports, assistance, and documents such as Loss Report Certificate (STLK) and Police Record Certificate.[9] The Professional and Security Division enforces internal discipline to maintain integrity and accountability in the institution. The Inspectorate of General Supervision (Itwasum) conducts oversight, supported by Itwasda and Siwas at the provincial and district levels, respectively.[10] This layered organizational structure reflects a system designed to ensure comprehensive reach and coordination across all regions of the country.

The quality assurance of police services is supported by external oversight bodies, such as Ombudsman. In academic discourse, Ombudsman is often conceptualized as a "Magistrature of Influence," which is an institution relying on moral authority and persuasive methods to promote improvements in public services rather than on coercive legal powers. Compared to other oversight bodies, such as the National Police Commission (Kompolnas) or the National Commission on Human Rights, the supervisory reach is more limited in terms of enforcing the results through legal sanctions against police personnel.[11] A key limitation lies in the absence of authority to impose direct legal penalties for proven cases of maladministration, which renders the effectiveness highly dependent on the willingness and institutional commitment of the agencies.[12] Therefore, the presence of external oversight institutions such as Ombudsman, Kompolnas, and Komnas HAM plays a crucial role in safeguarding the quality of police services, despite the differing supervisory models and

[4] Shadan Ahmad, Ruslan Renggong, and Baso Madiong, "Efektivitas Fungsi Intelijen Kepolisian Negara Republik Indonesia Dalam Mewujudkan Keamanan Dan Ketertiban Masyarakat Di Wilayah Hukum Polres Mamuju," *Indonesian Journal of Legality of Law* 2, no. 2 (June 2020): 66–72.
[5] Nebi Oktir, "Analisis Upaya Preventif Dan Represif Penegakan Hukum Pidana Terhadap Kekerasan Anak Di Wilayah Hukum Kepolisian Sektor Kota Jambi," *Parlementer: Jurnal Studi Hukum dan Administrasi Publik* 1, no. 3 (2024): 206–217.
[6] Ridwan Arifin, Margaretha Hanita, and Arthur Josias Simon Runturambi, "Maritime Border Formalities, Facilitation and Security Nexus: Reconstructing Immigration Clearance in Indonesia," *Marine Policy* 163, no. December 2023 (2024): 106101, https://doi.org/10.1016/j.marpol.2024.106101.
[7] Haryadi Mukhtas and Sutiyo Sutiyo, "Analisis Struktur Organisasi Markas Besar Kepolisian Negara Republik Indonesia: Kompleksitas, Sentralisasi Dan Formalisasi," *Jurnal Keamanan Nasional* 5, no. 1 (July 2019): 1–20.
[8] Sugiri Sugiri, "Pemahaman Kedudukan Dan Fungsi Polri Dalam Struktur Organisasi Sistem Kenegaraanpemahaman Kedudukan Dan Fungsi Polri Dalam Struktur Organisasi Sistem Kenegaraan," *Jurnal Ilmu Kepolisian* 17, no. 3 (2023): 21.
[9] Imam Zharkasi Rachmad and Sapto Pramono, "Analisis Pelayanan Publik Di Sentra Pelayanan Kepolisian Terpadu (SPKT) Polres Kota Mojokerto," *Soetomo Magister Ilmu Administras* 2, no. 1 (2024): 105–114.
[10] Dian Trisusilowaty, Anggita Doramia Lumbanraja, and Suteki Suteki, "Fungsi Pengawasan Oleh Inspektorat Pengawasan Daerah Berbasis Pengaduan Masyarakat Dalam Perspektif Hukum Progresif," *Law Reform* 15, no. 1 (May 2019): 25–41.
[11] Enny Agustina, "Peran Ombudsman Repbulik Indonesia Dalam Penyelesaian Maladministrasi Di Indonesia," *Rechtsregel : Jurnal Ilmu Hukum* 1, no. 2 (January 2019): 360–377.
[12] Regina Angelita Br Sebayang and Hartati Hartati, "Peran Ombudsman Sebagai Lembaga Pengawas Pelayanan Publik Di Indonesia," *Mendapo: Journal of Administrative Law* 2, no. 2 (June 2021): 63–75.

mandates. Public service sector managed by Indonesian National Police, particularly in the area of law enforcement, has come under increasing scrutiny following an increase in public complaints[13]. Criticism has intensified with the development of concrete incidents, such as the shooting of a vocational high school student by a police officer in Semarang. This event raised a critical public question on the extent to which the incident represents an isolated act of misconduct or reflects deeper systemic issues in police institution[14]. Social phenomena such as *#PercumaLaporPolisi* (Reporting to Police Is Useless) and *#NoViralNoJustice* have become symbols of public distrust in the integrity and responsiveness of law enforcement agencies.[15] In several public statements, Mahfud MD has asserted that reforms in police force have largely been superficial and failed to address essential structural problems since the onset of the era. A 2022 survey conducted by the Katadata Insight Center reported that 54.6% of respondents expressed satisfaction with police performance. This figure shows a significant trust deficit in law-based public services. The situation marks a critical juncture for law enforcement, demanding thorough evaluation and substantive reforms to restore public confidence.

A substantial literature of Indonesian research has examined the role of Ombudsman and police services. For instance, Solechan found that limited public understanding of the role led to low levels of public participation in service oversight, including in the policing sector.[16] Ahmad, Dzikrillah, and Sehati stated that Ombudsman's oversight of police was reactive and largely dependent on public complaints.[17] Yusuf showed that the implementation faces considerable challenges, such as limited ability to prevent abuses of power by rogue officers despite the existence of internal and external oversight mechanisms, such as Kompolnas and Ombudsman[18]. The relationship between Ombudsman and police as institutions emphasizes the importance of inter-agency synergy, the practical challenges of external oversight, and the effectiveness in enhancing the accountability of police services. This research contributes to a deeper understanding of the dynamics and interactions between oversight bodies and law enforcement institutions in the context of public service supervision. Improving public services managed by police is a pressing need for Indonesian society due to global commitments to achieving Sustainable Development Goals (SDGs). In this context, Goal 16 emphasizes the importance of promoting peaceful and inclusive societies, ensuring access to justice, and building effective, accountable, and inclusive institutions. This goal shows the urgency of enhancing transparency, responsiveness, and fairness in police services. Strengthening external oversight through Indonesian Ombudsman is essential for addressing systemic maladministration and restoring public trust in policing. The focus of this research is West Java Regional Office of Indonesian Ombudsman. As the

[13] Saesario Putra, Ruth M. Morgan, and Sherry Nakhaeizadeh, "An Evaluation of the ACE-V Latent Fingerprint Examination Process in the Indonesian National Police," *Science and Justice* 65, no. 5 (2025): 101316, https://doi.org/10.1016/j.scijus.2025.101316.
[14] Endro Sulaksono, "Pengaruh Fasilitas Kerja Terhadap Kualitas Pelayanan Publik," *Jurnal Litbang Polri* 24, no. 1 (2021): 82–92.
[15] Yusuf Yusuf and Harmoko Harmoko, "Aktualisasi Komisi Kepolisian Nasional Dalam Mewujudkan Reformasi Kepolisian Negara Republik Indonesia," *JUSTISI* 10, no. 1 (2024): 138–158.
[16] Solechan, "Memahami Peran Ombudsman Sebagai Badan Pengawas Penyelenggaraan Pelayanan Publik Di Indonesia," *Adminitrative Law & Governance Journal* 1, no. 2 (2018): 2621–2781.
[17] Sehati, Ahmad, Dzikrillah, "Efektifitas Ombudsman Dalam Pengawasan Kepolisian PadaPenanganan Maladministrasi" 9, no. 12 (2023): 1–23, https://doi.org/https://doi.org/10.5281/zenodo.8079218.
[18] Mohd. Yusuf Daeng, "Analisis Terhadap Pembatasan Dan Pengawasan Kewenangan Kepolisian Di Indonesia," *Milthree Law Journal* 1, no. 2 (2024): 149–180.

most populous province with over 50 million residents, West Java faces exceptionally high demand for public services, including those provided by police.[19] Based on the description, this research 1) analyzes the forms and patterns of maladministration in police-related public services, and 2) evaluates the effectiveness of the interventions in preventing and resolving maladministration as part of a broader effort to promote justice and institutional accountability in line with Goal 16.

Research Methods

This research was grounded in a socio-legal method, which viewed law as a set of written rules and a living social phenomenon embedded in society. The method was particularly suited to the objective of 1) understanding the patterns of maladministration in police-related public services, and 2) examining the institution's role in conducting oversight functions. Primary data were collected through semi-structured interviews with key informants from Ombudsman's office, particularly assistants or investigators directly part of the case handling and preventive measures. These were supplemented by secondary sources, including Ombudsman Law, the Public Service Law, and annual reports from Indonesian Ombudsman. Data analysis was conducted using content analysis, through the identification and categorization of key themes related to forms of maladministration, external oversight patterns, and the effectiveness of policies implemented by the institution.

Results and Discussion

1. Forms and Patterns of Maladministration in Public Services in Police Sector

National data compiled by Indonesian Ombudsman, as published in the Annual Reports for 2021, 2022, and 2023, consistently place police among the top institutions most frequently reported by the public. The reports show a recurring trend in which police were often the subject of complaints regarding the quality and integrity of services. Table 1 shows the annual review for each respective year.

Table 1. Level of complaints from police institutions to Ombudsman in 2021-2024

		2024	**2023**	**2022**	**2021**
Most Frequently Reported Substantive Issues		7	4	5	3
Most Frequently Reported Institutional Categories		5	3	3	3
Institutional Categories Most Frequently Investigated through the RCO Mechanism		-	14	-	-
Institutional Categories Most Frequently Investigated on Ombudsman's Own Initiative		-	7	-	3
Most Frequently Consulted Substantive Issues		8	6		5
The case mentioned	**2024**	1. The abuse of a juvenile detainee in a police detention cell in Penajam Paser Utara, in connection with the murder of his family. 2. The detention of 50 protesters by West Jakarta Metro Police during a demonstration against the revision of the Regional Election Law.			
	2023	1. The prevalence of illegal brokers in the issuance of driver's licenses (SIM). 2. Irregularities in the management of criminal evidence;			
	2022	The Kanjuruhan Stadium tragedy in Malang			
	2021	The failure to provide reasonable accommodation for persons with disabilities during criminal investigations.			

Source: Ombudsman Annual Report[20]

[19] Badan Pusat Statistik, "Penduduk, Laju Pertumbuhan Penduduk, Distribusi Persentase Penduduk, Kepadatan Penduduk, Rasio Jenis Kelamin Penduduk Menurut Provinsi, 2025."
[20] Ombudsman Republik Indonesia, *Produk Ombudsman: Laporan*, 2025.

Each annual report presented statistical information with varying formats, and certain data points, such as the ranking of institutional categories most frequently examined through Ombudsman's Rapid Response Mechanism (RCO). However, a common trend across the four reports was a gradual decline in police ranking in three key categories, namely most frequently reported service issues, most frequently reported institutional groups, and most frequently consulted service matters. In the 2024 Annual Report, Indonesian Ombudsman provided a more detailed breakdown of complaints related to police services.

Table 2. Distribution of Complaints Against Police Institution in 2024

Substance of Complaint	**amount**
Investigation processes (including suspect designation, wanted list status, medical examination reports, forensic analysis, SP2HP, SPDP, P21)	353
etc	106
Report reception procedures (including criminal investigation units, special crime units, internal affairs/Propam)	85
Integrated Police Service Center (SPKT) services (including driver's licenses, police records, vehicle registration documents, public event permits)	36
Ethics and Human Resources (including police recruitment, training, education, career development, and retirement)	19
Coercive measures, including shootings, arrests, seizures, searches, and acts of violence.	12
Traffic law enforcement	11
Crowd control measures	1
Total	**623**

Source: Ombudsman Annual Report 2024

The presentation of the data shows certain issues, particularly the inclusion of a broad "miscellaneous" category comprising 106 complaints. This accounts for 17% and 30% of the total and frequently reported complaint types, respectively. Among the identified categories, complaints related to law enforcement services in police remain the most prevalent. On May 27, 2025, a survey titled *"Public Trust in the Performance of State Institutions and Anti-Corruption Efforts"* was released. Based on responses from a sample of 2,286 individuals, 13.3%, 28.9%, 3%, and 5.1% of respondents expressed strong trust, trust, distrust, complete distrust, and did not respond, respectively. [21] The results suggested that the decline in complaint numbers did not necessarily correspond with an increase in public satisfaction. This was because 41% of respondents expressed a positive perception.

The highly hierarchical and bureaucratic structure of Indonesian National Police frequently generates resistance to efforts aimed at promoting institutional transparency and accountability. In a closed environment, procedural violations were inadequately addressed due to structural loyalty and internal solidarity, leading to ineffectiveness of internal oversight mechanisms. The 2023 Annual Report of the National Commission on Human Rights showed that many cases of violence and misconduct were not handled transparently due to a deeply rooted culture of impunity. Article 13 of Law No. 2 of 2002 on Indonesian National Police mandates that police duties and powers must be subjected to internal and external oversight to uphold the principle of accountability. However, the internal division responsible for oversight lacks independence since the concept remains under the same command hierarchy. External bodies such as the National Police Commission possess

[21] Indikator Politik Indonesia, "Rilis Temuan Survei Nasional Indikator Politik Indonesia 27 Mei 2025: Tingkat Kepercayaan Publik Atas Kinerja Lembaga-Lembaga Negara Dan Pemberantasan Korupsi."

recommendatory authority without coercive power.[22] This institutional design reinforces internal resistance in police to transparent and accountable public scrutiny. [23] Therefore, reforming the structural design of police institution is important in reducing institutional resistance, promoting transparency and accountability, and ensuring an independent, effective oversight mechanism[24].

Oversight bodies such as Kompolnas and Indonesian Ombudsman lack the legal authority to enforce corrective measures. Law No. 37 of 2008 on Ombudsman grants powers to receive complaints, conduct investigations, and issue recommendations, but does not include enforcement mechanisms. Even though Article 38(1) stipulates that Ombudsman recommendations are final and binding, the law fails to provide clear sanctions against institutions. A similar issue arises under Presidential Decree No. 17 of 2005 on Kompolnas, which limits the role to monitoring without the authority to intervene in internal disciplinary processes[25]. Therefore, the effectiveness of oversight depends on the willingness of the institution under scrutiny to comply. In the absence of legal consequences, maladministration tends to become systemic and difficult to eliminate.[26]

Cases of extortion in report filing, victim criminalization, or delayed responses to citizen complaints have generated significant public dissatisfaction. Law No. 2 of 2002 explicitly states that police are obligated to provide high-quality service, protection, and public assistance. Violations of duties shows failure to adhere to fundamental principles of police administration, including professionalism, accountability, and legal certainty, as reported in Articles 2 and 3 of the law. Furthermore, Chief of Police Regulation No. 14 of 2011 on Police Code of Ethics requires officers to uphold honor and dignity in carrying out duties and prohibiting actions affecting the public. Practices such as extortion and abuse of authority also contravene the general principles of good governance as stipulated in Article 10 of Law No. 30 of 2014 on Government Administration. Public trust in police erodes when violations persist without consistent disciplinary action, leading to a decline in moral legitimacy.[27]

Maladministration transforms public services into transactional exchanges, where swift access or legal protection is more accessible to individuals with financial means or political connections. Article 27(1) of the 1945 Constitution of Indonesia affirms that all citizens are equal before the law and government, with no exceptions. The principle of equality before the law becomes meaningless when access to public services is determined by money or relationships. Law No. 25 of 2009 on Public Services affirms the right of every citizen to fair, non-discriminatory services grounded in legal certainty. Moreover, Article 17 of Law No. 30 of 2014 prohibits government officials from abusing the authority for personal or third-party

[22] Maria Margareth Manik, Achmad Irwan Hamzani, and Kus Rizkianto, "Problematika Penegakan Hukum Pelanggaran Kode Etik Di Kepolisian Republik Indonesia," *SALAM: Jurnal Sosial dan Budaya Syar-i* 10, no. 1 (2023): 135–144.
[23] Ali Maksum, "Penegakan Kode Etik Profesi Polri Di Internal Polri Dalam Rangka Mewujudkan Kepolisian Negara Republik Indonesia Yang Bersih Dan Berwibawa," *Jurnal Iustita Omnibus*, 2021.
[24] Ratna Ani Lestari and Agus Santoso, "Pelayanan Publik Dalam Good Governance," *Jurnal Ilmu Sosial dan Ilmu Politik (Juispol)* 2, no. 1 (2022): 43–55.
[25] Winni Ahatri et al., "Peran Etika Administrasi Publik Dalam Mencegah Maladministrasi Di Indonesia," *Jurnal Ilmu Komunikasi Dan Sosial Politik* 02, no. 02 (2024): 402–408.
[26] Carol Harlow, "Accountability and Constitutional Law," in *The Oxford Handbook of Public Accountability* (United Kingdom: Oxford Academic, 2014), 195–120.
[27] Elvi Alfian, "Tugas Dan Fungsi Kepolisian Untuk Meningkatkan Kepercayaan Publik Terhadap Penegak Hukum," *Legalitas: Jurnal Hukum* 12, no. 1 (2020): 27–37.

gain. Maladministration continues to deepen inequality and distance justice from individuals when the principles and legal provisions are not applied consistently[28].

Systemic maladministration erodes public trust, obstructs access to justice, and perpetuates inequality in public services. This serves as a hallmark of white collar crime, but structurally corrosive to institutions. The practices often thrive in bureaucracies that lack oversight and accountability.[29] The impact extends beyond individual cases, undermining the legitimacy of public service institutions.[30] The normalization of maladministration through repetition erodes the ethical foundations of governance and legitimizes institutional deviance.[31] Over time, this accumulation of dysfunction damages institutional credibility and deepens the gap in public service delivery.[32]

Maladministration prospers in opaque and unaccountable organizations that are hierarchical, closed, and resistant to external monitoring. Opportunities for the misuse of authority multiply when internal controls are ineffective[33]. In these environments, a culture that prioritizes vertical loyalty over public accountability reinforces harmful practices. Institutional interests often take precedence over public service, creating resistance to structural reform and distancing decision-makers from service recipients.[34]

Transforming the perception of police from rulers to public servants aims to embed the values of servant leadership and eliminate the culture of superiority over the citizenry. This method emphasizes that police authority is derived from public mandate. Ethical conduct, empathy, and a commitment to the public good form the basis for a more equitable relationship between law enforcement and society.[35] Under this framework, every police action must reflect respect for human dignity and the principles of justice. Ethical reform in policing is directed toward building responsive and transparent institutions grounded in integrity.[36]

Public participation in oversight and education about service rights is essential to empowering citizens to report misconduct and strengthen social control. Active citizen participation enables the creation of feedback mechanisms that drive continuous institutional improvement. A shared awareness of equitable service standards becomes the foundation for public accountability.[37] The likelihood of violations by authorities can be significantly reduced when the public is well-informed. This collaborative model supports functional

[28] Bayu Purnama and Hadi Tuasikal, "Membedah Konsep Pelayanan Publik Dan Good Governance Dalam Perspektif Hukum Administrasi," *Justisi* 5, no. 1 (2019): 8–20.
[29] Sandi Aprianto, M Arafat Hermana, and Dewa Jois Francisco, "Analysis Of Maladministration In The Online Licensing System In Indonesia Analisis Maladministrasi Dalam Sistem Perizinan Online Di Indonesia" 11, no. 1 (2025): 209–214.
[30] Michael Lynch, "Book Review: Trusted Criminals: White Collar Crime in Contemporary Society," *Criminal Justice Review* 21, no. 1 (1996).
[31] Muhammad Qudrat Wisnu Aji, "Bureaucratic Reform: A Case Study in Secretariat General of the Ministry of Education and Culture," *Jurnal Ilmiah Ilmu Administrasi Publik* 9, no. 2 (2020): 203–212.
[32] Melissa L. Rorie, *The Handbook of White-Collar Crime*, *The Handbook of White-Collar Crime*, 2019.
[33] Ahatri et al., "Peran Etika Administrasi Publik Dalam Mencegah Maladministrasi Di Indonesia."
[34] Harlow, "Accountability and Constitutional Law."
[35] Hijrah Lahaling et al., "Perspektif Masyarakat Terhadap Perilaku Oknum Polisi Mempengaruhi Kualitas Pelayanan Publik Di Wilayah Kepolisian Daerah Gorontalo," *Al Daulah : Jurnal Hukum Pidana dan Ketatanegaraan* 12, no. 1 (2023): 78–89.
[36] Imas Fauzyah and Dina Afriani Sirait, "Pengaruh Model Kepemimpinan Servant Leadership Dan Budaya Organisasi Terhadap Kinerja Anggota Polisi Di Polres Metro Jaya Jakarta Selatan," *Jurnal Psikologi Insight* 7, no. 2 (2023): 117–124.
[37] Cindy Destiani et al., "Etika Profesi Polisi Republik Indonesia Sebagai Perangkat Penegak Hukum Dan Pelayanan Publik," *Jurnal Pengabdian West Science* 2, no. 6 (June 2023): 427–441.

relationship between the public and law enforcement, built on mutual trust and shared responsibility.[38]

2. The Role and Effectiveness of Ombudsman in Addressing and Preventing Maladministration in Police Sector

Indonesian Ombudsman in West Java Regional Office holds a strategic role in addressing and preventing maladministration in police sector. This role is consistent with international efforts to promote just, accountable, and inclusive institutions, as emphasized in Goal 16 of SDGs. As an external oversight body, Ombudsman receives and resolves individual complaints as well as undertakes more comprehensive interventions by improving service standards and strengthening institutional responsiveness. A more transparent and citizen-centered law enforcement institution is created through the function. According to informants, "For Ombudsman, performance is measured by the number of complaints received and proactive engagement in systemic reform." These interventions include public service standard mentoring and coordination with police institutions to enhance procedural and service quality. In exercising the role, Ombudsman focuses on case-by-case resolution and also seeks to identify and address the root causes of recurring maladministration. As informant stated, "Ombudsman must adopt a holistic perspective to understand the resurfacing of certain issues." These changes demand long-term commitment since the process often confronts deeply entrenched organizational cultures and complex regulatory frameworks. Tangible outcomes of the reforms are evident in the improved compliance with public service standards since all police resorts in West Java achieved "green zone" status in 2024, reflecting the positive impact of Ombudsman's interventions.

Despite the efforts, the effectiveness of Ombudsman's oversight faces considerable challenges due to the prevailing bureaucratic culture in police force. As reported by an informant, "Many police officers are percieved as superior to the public, which affects the commitment to quality public service." This cultural barrier remains a major obstacle to the optimal implementation of oversight, even though coordination and data access with Ombudsman are functioning smoothly. Ombudsman shows the importance of improving interdepartmental coordination and shifting paradigms in complaint management. An informant stated, "Managing complaints must become routine, specifically in the digital age. Service providers must be prepared to receive feedback from diverse segments of society." This perspective emphasizes that the effectiveness of the oversight depends on formal mechanisms as well as willingness and mental readiness of police service providers to engage constructively with public complaints.

Based on data compiled by West Java Ombudsman from 2023 to 2025, a total of 14 complaints were recorded regarding alleged maladministration in police public services. Approximately 12 cases remain under active investigation, while 2 were resolved and officially closed. All complaints were processed with the results showing elements of maladministration, including prolonged delays, neglect of legal obligations, and failure to provide services. Table 3 shows the distribution of complaints and the developments in the resolution.

[38] Icha Annisa Aprilia, "Peran Komunikasi Pemerintah Untuk Mewujudkan Good Governance Melalui Pelayanan Publik," *Communication* 13, no. 1 (2022): 70–85.

Table 3. Breakdown of Ongoing Reports (2023–2025) at West Java Ombudsman Office

Category	Subcategory	Number of Cases
Year of Report	2023 (2); 2024 (4); 2025 (4)	10
Maladministration	Prolonged delays	6
	Failure to provide services	1
	Neglect of legal obligations	3
Type of Issue	Alleged overpricing in Rutilahu housing program	1
	Fraud case handling	1
	Lack of response to complaint letters	2
	Excessive duration in the investigation processes	1
	Special case review requests are not followed up on	1
	No progress in preliminary investigations	1
	Lack of transparency in case handling	1
	Ambiguity in the complaint report status	2

Source: Interview with an Ombudsman Assistant

Table 4. Breakdown of Closed Reports (2023–2024) at West Java Ombudsman Office

Category	Subcategory	Number of Cases
Year of Report	2023 (1); 2024 (1)	2
Maladministration	Prolonged delays	2
	Failure to provide services	1
Type of Issue	Request for report withdrawal and submission of a new police report	1
	Follow-up to police reports regarding immoral crimes	1

Source: Interview with an Ombudsman Assistant

As an external oversight institution, Ombudsman is mandated to resolve individual cases and prevent repeated maladministration through proactive and systemic method[39]. These efforts include analyzing complaint patterns to uncover underlying problems and advocating for procedural reforms and improved service standards. Moreover, Ombudsman actively enhances synergy with other oversight bodies to improve the effectiveness of monitoring.[40] Collaboration with institutions such as the National Police Commission (Kompolnas) and the Ministry for Administrative and Bureaucratic Reform (Kemenpan RB) serves as a key strategy to build shared awareness and accountability. The goal is to ensure that public services are delivered in a sustainable, fair, and accountable manner, without relying on public complaints as a trigger for reform.

Even though Ombudsman has the authority to propose systemic improvements to public service delivery, the external oversight is constrained by an entrenched bureaucratic culture that resists change. The institutional rigidity presents a significant challenge in realizing the broader objectives of Goal 16. This includes building effective and accountable institutions capable of responding to public needs. The hierarchical and closed nature of bureaucracy supports resistance to criticism and external reform initiatives.[41] Many officials

[39] Cucuk Endratno and Adi Purnomo Santoso, "Tinjauan Hukum Kinerja Ombudsman Republik Indonesia Dan Pelayanan Publik (Studi Kasus Analisis Putusan Rekomendasi Ombusdman RI)," *National Journal of Law* 2, no. 1 (2020): 139–152.
[40] Azhar Abbas and Karol Teovani Lodan, "Peran Pengawasan Ombudsman Dalam Penyelenggaraan Pelayanan Publik," *Dialektika Publik : Jurnal Administrasi Negara Universitas Putera Batam* 5, no. 1 (August 2020): 17–23.
[41] Nurfaika Ishak, "Efektivitas Pengawasan Pelayanan Publik Oleh Ombudsman Republik Indonesia," *Mulawarman Law Review* (June 2022): 71–88.

are figures of authority rather than public servants committed to meeting societal needs. However, Ombudsman's oversight is not intended to be punitive, but corrective.[42] In practice, collaboration plays a critical role in facilitating change. The recommendations are accepted and implemented when trust and openness are present. These collaborative efforts embody the spirit of Goal 16 by enhancing participatory oversight and ensuring that law enforcement institutions serve the public with integrity and transparency.

The fulfillment of public service standards plays a critical role in shaping a positive perception of police services. This directly contributes to increased public trust in law enforcement institutions. Citizens who perceive fair and efficient service comply with regulations and cooperate with legal processes.[43] Ombudsman views compliance with service standards as an administrative obligation and reflection of the relationship between the state and citizens.[44] In West Java, the guidance across all district police offices has led to tangible improvements, as evidenced by the achievement of "green zone" status across the region. Therefore, meaningful reform in police services is attainable through consistent and collaborative efforts. A cultural transformation in service delivery is essential for establishing humane, accountable, and professional police institution.

Recurrent complaints are prevented when police institution provides Ombudsman with sufficient space to intervene and contribute to systemic service improvements. Concrete and context-specific recommendations are offered through close collaboration, such as mentoring on public service standards and identifying areas vulnerable to maladministration.[45] In 2024, all district police offices had reached green zone status, reflecting a significant improvement in adherence to public service standards.[46] These results show the strategic importance of granting a more prominent role in reforming public service delivery in police force. Therefore, Ombudsman contributes to procedural improvements as well as global mission of advancing peace, justice, and strong institutions outlined in Goal 16 of SDGs.

Maladministration in police sector often arises from abuse or misapplication of authority through procedural negligence or improper discretionary practices. As an external oversight body, Ombudsman holds attributive authority, a mandate granted by statutory law, to review and correct administrative actions that exceed or deviate from lawful authority.[47] This authority empowers Ombudsman to conduct examinations, investigations, and enforcement actions in response to suspected maladministration in public services.[48] The

[42] Hendrikus Deo Peso and Edi Pranoto, "Fungsi Pengawasan Ombudsman Terhadap Penyelenggaraan Pelayanan Publik," *Jurnal Juristic* 3, no. 01 (May 2022): 59–70.
[43] Uliviana Restu Handaningtias, Puspita Asri Praceka, and Ika Arinia Indriyany, "Kepercayaan Publik (Public Trust) Terhadap Polisi: Studi Mengenai Wacana Public Dalam #Percumalaporpolisi Dengan Pendekatan Big Data Analysis," *International Journal of Demos* 4, no. 3 (2022): 940–953.
[44] Sukma Nurmala and Thoyyibatus Sarirah, "Peran Kepribadian Dan Lokus-Kendali Terhadap Perilaku Inovatif Individual: Studi Pada Pegawai Ombudsman Republik Indonesia," *Jurnal Psikologi Sosial* 21, no. 2 (2023): 144–156.
[45] Yasmine Fauzia Dienul Haq, Yogi Suprayogi, and Mas Halimah, "Tindakan Korektif Dalam Penanganan Maladministrasi Oleh Ombudsman Republik Indonesia Perwakilan Provinsi Jawa Barat," *JANE - Jurnal Administrasi Negara* 13, no. 1 (2021): 23–26.
[46] Andi Setyo Pambudi and Rahmat Hidayat, "Kinerja Pengawasan Pelayanan Publik Dalam Prioritas Nasional," *Bappenas Working Papers* 5, no. 2 (July 2022): 270–289.
[47] Amir Imbaruddin, Asrini A. Saeni, and Muttaqin, "The Role of Ombudsman in Improving Accountability of Government Public Services," in *Proceedings of the 2nd International Conference on Administration Science 2020 (ICAS 2020)*, vol. 564, 2021, 195–197.
[48] Ni Nyoman et al., "Eksistensi Ombudsman Republik Indonesia Dalam Pengawasan Terhadap Lembaga Pelayanan Publik," *Jurnal Analogi Hukum* 3, no. 3 (2021): 369–375.

exercise of discretion by public officials adheres to general principles of good governance through the mandate[49].

The function of Ombudsman plays an important role in reinforcing the legitimacy of state actions by ensuring that police authority is exercised following the principles of good governance. As an external oversight body, transparency and accountability are promoted in the delivery of public services.[50] A channel is provided for the public to report instances of maladministration committed by law enforcement officers through complaint intake, investigation, and the issuance of recommendations.[51] The recommendations are not legally binding but serve as a powerful moral instrument to pressure institutional reform and improve the quality of public service delivery.[52] In this context, synergy with other oversight bodies, such as the National Commission on Human Rights and the National Police Commission, is essential to ensure a more effective and comprehensive monitoring system of police conduct. [53] Therefore, strengthening the role of Ombudsman contributes to rebuilding public trust and enhancing the legitimacy of the state.

Legal recognition should be embedded in future revisions of the Law on the National Police to institutionalize the oversight. Integrating Ombudsman into the regulatory framework governing police conduct reports the importance of external public service and shows greater accountability. Formal recognition of the role enhances the position as an independent and credible body required to promote greater responsiveness by police to the recommendations and advancing public service standards grounded in transparency and accountability[54]. Codifying this oversight function in law facilitates the creation of a more effective and integrated monitoring mechanism that combines internal and external supervision.[55] Moreover, legal certainty is ensured in the follow-up to the recommendations, transitioning from dependence on the discretionary goodwill of the monitored institution.[56] This reform enhances a more professional and equitable public service culture and restores public confidence in police force.

A cultural shift in police institutions, toward viewing the public as service users promotes a more service-oriented method and reduces public complaints. A service-driven institutional culture allows police personnel to be more attuned and responsive to community needs, rather than executing duties procedurally. [57] Therefore, interactions

[49] Richard Kirkham and Anita Stuhmcke, "The Common Law Theory and Practice of the Ombudsman/Judiciary Relationship," *Common Law World Review* 49, no. 1 (2020): 56–74.
[50] Madeleine Yeza Titania, "Kualitas Dan Kepatuhan Pelayanan Publik Oleh Pemerintah Di Indonesia Berdasarkan Undang-Undang Nomor 25 Tahun 2009 Tentang Pelayanan Publik," *JISIP (Jurnal Ilmu Sosial dan Pendidikan)* 7, no. 1 (2023): 281–293.
[51] Intan Meitasari, Shinta Hadiyantina, and Indah Dwi Qurbani, "Urgensi Ajudikasi Khusus Ombudsman Republik Indonesia Dalam Penyelesaian Sengketa Pelayanan Publik," *Jurnal Bina Mulia Hukum* 5, no. 1 (2020): 103–118.
[52] Riska Chyntia Dewi and Suparno Suparno, "Mewujudkan Good Governance Melalui Pelayanan Publik," *Jurnal Media Administrasi* 7, no. 1 (2022): 78–90.
[53] Ayni Suwarni Herry and Bima Guntara, "Terwujudnya Good Governance Melalui Eksistensi Kedudukan Dan Kewenangan Ombudsman Republik Indonesia Berdasarkan Undang-Undang Nomor 37 Tahun 2008 Tentang Ombudsman Republik Indonesia," *Jurnal Pendidikan Dan Konseling (JPDK)* 4, no. 5 (2022).
[54] Kiki Endah and Endah Vestikowati, "Birokrasi Pemerintahan Dalam Penyelenggaraan Pelayanan Publik," *Jurnal MODERAT* 7, no. 3 (2021): 643–656.
[55] Yusnani Hasjimzoem, "Eksistensi Ombudsman Republik Indonesia," *FIAT JUSTISIA:Jurnal Ilmu Hukum* 8, no. 2 (2015): 192–207.
[56] Zildan Muhammad, "Kualitas Manajemen Penanganan Pengaduan Di Indonesia" 2, no. 01 (2024): 1–9.
[57] Hesri Mintawati, "Pengembangan Model Kualitas Hidup Kerja, Budaya Organisasi, Kepuasan Kerja, Dan Kinerja Pekerjaan Terhadap Organisasi Pelayanan Masyarakat," *Jurnal Pengabdian Kepada Masyarakat Abdi Putra* 3, no. 2 (2023): 65–77.

between officers and citizens are marked by greater empathy, open communication, and respect for individuals' rights as recipients of public services[58]. This paradigm shift is also expected to reduce maladministration, such as unlawful fees or abuse of authority, which remain prevalent public grievances. Cultural transformation reinforces the institutional legitimacy of police since the services rendered increasingly reflect the principles of fairness and equality[59]. The enhancement of service quality through a user-oriented method constitutes a strategic pathway to restore and strengthen public trust in law enforcement agencies.

Conclusion

In conclusion, maladministration in police public services at the national level is most commonly manifested in the form of excessive delays, denial of service, and procedural deviations, particularly in processes related to investigation, inquiry, and the handling of public complaints. These recurring issues indicate that maladministration is caused by isolated errors, structural weaknesses and a bureaucratic culture affecting access to justice and undermining public trust. Lack of procedural clarity, transparency, and effective internal control contributes to a resistant and exclusionary system of service delivery. In this context, West Java Regional Office of Indonesian Ombudsman plays a crucial role in promoting institutional accountability through complaint resolution, service evaluation, and policy recommendations. The interventions have shown a tangible impact in improving compliance, particularly at the level of investigation procedures and police front-line services. However, the limitations posed by the non-binding nature of the recommendations and the lack of integration with internal police accountability systems reduce the long-term transformative capacity. Strengthening external oversight, supported by legal enforcement and cultural reform ensures that justice, integrity, and accountability are embedded in public service practices.

Suggestion

Based on the results, improvements in public service delivery in police sector should be pursued simultaneously through internal reform and the strengthening of external oversight. Internally, Indonesian National Police must shift from a hierarchical and opaque bureaucratic culture to human-centered, transparent, and accountable type, recognizing the public as rightful service users. This shows that internal oversight mechanisms must be enhanced and structured independently from the command hierarchy to avoid conflicts of interest. Externally, strengthening the role of Ombudsman is essential by ensuring the recognition in police regulatory frameworks. The recommendations carry moral authority and legal certainty for enforcement. Greater synergy between Ombudsman, internal police oversight bodies, and public should be cultivated through public education, service mentoring, and inter-institutional collaboration, establishing an effective and sustainable oversight system.

[58] Agung - Himawan, "Kedekatan Emosional Polri Terhadap Masyarakat Dalam Merespons Program Prioritas Kapolri Terkait Pemantapan Komunikasi Publik, Perspektif Ilmu Psikologi," *Jurnal Litbang Polri* 26, no. 3 (2023): 108–117.

[59] Alifianissa Puspaningtyas Nugroho, "Restorative Justice: Terwujudnya Asas Keadilan Dan Asas Kepastian Hukum Pada Instansi Kepolisian," *Recidive : Jurnal Hukum Pidana dan Penanggulangan Kejahatan* 12, no. 2 (2023): 218–229.

These measures are expected to reduce systemic maladministration and restore public trust in police institution.

References

Abbas, Azhar, and Karol Teovani Lodan. "Peran Pengawasan Ombudsman Dalam Penyelenggaraan Pelayanan Publik." *Dialektika Publik : Jurnal Administrasi Negara Universitas Putera Batam* 5, no. 1 (August 2020): 17–23.

Agustina, Enny. "Peran Ombudsman Repbulik Indonesia Dalam Penyelesaian Maladministrasi Di Indonesia." *Rechtsregel : Jurnal Ilmu Hukum* 1, no. 2 (January 2019): 360–377.

Ahatri, Winni, Agung Ramadhan, Suci Rahmadini, Sindi Rahma, and Yulia Hanoselina. "Peran Etika Administrasi Publik Dalam Mencegah Maladministrasi Di Indonesia." *Jurnal Ilmu Komunikasi Dan Sosial Politik* 02, no. 02 (2024): 402–408.

Ahmad, Dzikrillah, Sehati. "Efektifitas Ombudsman Dalam Pengawasan Kepolisian PadaPenanganan Maladministrasi" 9, no. 12 (2023): 1–23.

Ahmad, Shadan, Ruslan Renggong, and Baso Madiong. "Efektivitas Fungsi Intelijen Kepolisian Negara Republik Indonesia Dalam Mewujudkan Keamanan Dan Ketertiban Masyarakat Di Wilayah Hukum Polres Mamuju." *Indonesian Journal of Legality of Law* 2, no. 2 (June 2020): 66–72.

Aji, Muhammad Qudrat Wisnu. "Bureaucratic Reform: A Case Study in Secretariat General of the Ministry of Education and Culture." *Jurnal Ilmiah Ilmu Administrasi Publik* 9, no. 2 (2020): 203–212.

Alfian, Elvi. "Tugas Dan Fungsi Kepolisian Untuk Meningkatkan Kepercayaan Publik Terhadap Penegak Hukum." *Legalitas: Jurnal Hukum* 12, no. 1 (2020): 27–37.

Aprianto, Sandi, M Arafat Hermana, and Dewa Jois Francisco. "Analysis Of Maladministration In The Online Licensing System In Indonesia Analisis Maladministrasi Dalam Sistem Perizinan Online Di Indonesia" 11, no. 1 (2025): 209–214.

Aprilia, Icha Annisa. "Peran Komunikasi Pemerintah Untuk Mewujudkan Good Governance Melalui Pelayanan Publik." *Communication* 13, no. 1 (2022): 70–85.

Arifin, Ridwan, Margaretha Hanita, and Arthur Josias Simon Runturambi. "Maritime Border Formalities, Facilitation and Security Nexus: Reconstructing Immigration Clearance in Indonesia." *Marine Policy* 163, no. December 2023 (2024): 106101. https://doi.org/10.1016/j.marpol.2024.106101.

Badan Pusat Statistik. "Penduduk, Laju Pertumbuhan Penduduk, Distribusi Persentase Penduduk, Kepadatan Penduduk, Rasio Jenis Kelamin Penduduk Menurut Provinsi, 2025."

Br Sebayang, Regina Angelita, and Hartati Hartati. "Peran Ombudsman Sebagai Lembaga Pengawas Pelayanan Publik Di Indonesia." *Mendapo: Journal of Administrative Law* 2, no. 2 (June 2021): 63–75.

Daeng, Mohd. Yusuf. "Analisis Terhadap Pembatasan Dan Pengawasan Kewenangan Kepolisian Di Indonesia." *Milthree Law Journal* 1, no. 2 (2024): 149–180.

Destiani, Cindy, Angella Floistan Lumba, Aksel Stefan Wenur, Michael Antonio Halim, Michael Enron Effendi, and Raden Ayu Rani Mutiara Dewi. "Etika Profesi Polisi Republik Indonesia Sebagai Perangkat Penegak Hukum Dan Pelayanan Publik." *Jurnal Pengabdian West Science* 2, no. 6 (June 2023): 427–441.

Dienul Haq, Yasmine Fauzia, Yogi Suprayogi, and Mas Halimah. "Tindakan Korektif Dalam Penanganan Maladministrasi Oleh Ombudsman Republik Indonesia Perwakilan Provinsi Jawa Barat." *JANE - Jurnal Administrasi Negara* 13, no. 1 (2021): 23–26.

Endah, Kiki, and Endah Vestikowati. "Birokrasi Pemerintahan Dalam Penyelenggaraan Pelayanan Publik." *Jurnal MODERAT* 7, no. 3 (2021): 643–656.

Endratno, Cucuk, and Adi Purnomo Santoso. "Tinjauan Hukum Kinerja Ombudsman Republik Indonesia Dan Pelayanan Publik (Studi Kasus Analisis Putusan Rekomendasi Ombusdman RI)." *National Journal of Law* 2, no. 1 (2020): 139–152.

Fauzyah, Imas, and Dina Afriani Sirait. "Pengaruh Model Kepemimpinan Servant Leadership Dan Budaya Organisasi Terhadap Kinerja Anggota Polisi Di Polres Metro Jaya Jakarta Selatan." *Jurnal Psikologi Insight* 7, no. 2 (2023): 117–124.

Handaningtias, Uliviana Restu, Puspita Asri Praceka, and Ika Arinia Indriyany. "Kepercayaan Publik (Public Trust) Terhadap Polisi: Studi Mengenai Wacana Public Dalam #Percumalaporpolisi Dengan Pendekatan Big Data Analysis." *International Journal of Demos* 4, no. 3 (2022): 940–953.

Harlow, Carol. "Accountability and Constitutional Law." In *The Oxford Handbook of Public Accountability*, 195–120. United Kingdom: Oxford Academic, 2014.

Hasjimzoem, Yusnani. "Eksistensi Ombudsman Republik Indonesia." *FIAT JUSTISIA:Jurnal Ilmu Hukum* 8, no. 2 (2015): 192–207.

Herry, Ayni Suwarni, and Bima Guntara. "Terwujudnya Good Governance Melalui Eksistensi Kedudukan Dan Kewenangan Ombudsman Republik Indonesia Berdasarkan Undang-Undang Nomor 37 Tahun 2008 Tentang Ombudsman Republik Indonesia." *Jurnal Pendidikan dan Konseling (JPDK)* 4, no. 5 (2022): 1–12.

Himawan, Agung -. "Kedekatan Emosional Polri Terhadap Masyarakat Dalam Merespons Program Prioritas Kapolri Terkait Pemantapan Komunikasi Publik, Perspektif Ilmu Psikologi." *Jurnal Litbang Polri* 26, no. 3 (2023): 108–117.

Imbaruddin, Amir, Asrini A. Saeni, and Muttaqin. "The Role of Ombudsman in Improving Accountability of Government Public Services." In *Proceedings of the 2nd International Conference on Administration Science 2020 (ICAS 2020)*, 564:195–197, 2021.

Indikator Politik Indonesia. "Rilis Temuan Survei Nasional Indikator Politik Indonesia 27 Mei 2025: Tingkat Kepercayaan Publik Atas Kinerja Lembaga-Lembaga Negara Dan Pemberantasan Korupsi."

Ishak, Nurfaika. "Efektivitas Pengawasan Pelayanan Publik Oleh Ombudsman Republik Indonesia." *Mulawarman Law Review* (June 2022): 71–88.

Kirkham, Richard, and Anita Stuhmcke. "The Common Law Theory and Practice of the Ombudsman/Judiciary Relationship." *Common Law World Review* 49, no. 1 (2020): 56–74.

Lahaling, Hijrah, Kindom Makkulawuzar, Rahmawati Rahmawati, Rafika Nur, Darmawati Darmawati, and Nur Insani. "Perspektif Masyarakat Terhadap Perilaku Oknum Polisi Mempengaruhi Kualitas Pelayanan Publik Di Wilayah Kepolisian Daerah Gorontalo." *Al Daulah : Jurnal Hukum Pidana dan Ketatanegaraan* 12, no. 1 (2023): 78–89.

Lestari, Ratna Ani, and Agus Santoso. "Pelayanan Publik Dalam Good Governance." *Jurnal Ilmu Sosial dan Ilmu Politik (Juispol)* 2, no. 1 (2022): 43–55.

Lynch, Michael. "Book Review: Trusted Criminals: White Collar Crime in Contemporary Society." *Criminal Justice Review* 21, no. 1 (1996).

Maksum, Ali. "Penegakan Kode Etik Profesi Polri Di Internal Polri Dalam Rangka Mewujudkan Kepolisian Negara Republik Indonesia Yang Bersih Dan Berwibawa." *Jurnal Iustita Omnibus*, 2021.

Manik, Maria Margareth, Achmad Irwan Hamzani, and Kus Rizkianto. "Problematika Penegakan Hukum Pelanggaran Kode Etik Di Kepolisian Republik Indonesia." *SALAM: Jurnal Sosial dan Budaya Syar-i* 10, no. 1 (2023): 135–144.

Meitasari, Intan, Shinta Hadiyantina, and Indah Dwi Qurbani. "Urgensi Ajudikasi Khusus Ombudsman Republik Indonesia Dalam Penyelesaian Sengketa Pelayanan Publik." *Jurnal Bina Mulia Hukum* 5, no. 1 (2020): 103–118.

Mintawati, Hesri. "Pengembangan Model Kualitas Hidup Kerja, Budaya Organisasi, Kepuasan Kerja, Dan Kinerja Pekerjaan Terhadap Organisasi Pelayanan Masyarakat." *Jurnal Pengabdian Kepada Masyarakat Abdi Putra* 3, no. 2 (2023): 65–77.

Muhammad, Zildan. "Kualitas Manajemen Penanganan Pengaduan Di Indonesia" 2, no. 01 (2024): 1–9.

Mukhtas, Haryadi, and Sutiyo Sutiyo. "Analisis Struktur Organisasi Markas Besar Kepolisian Negara Republik Indonesia: Kompleksitas, Sentralisasi Dan Formalisasi." *Jurnal Keamanan Nasional* 5, no. 1 (July 2019): 1–20.

Nugroho, Alifianissa Puspaningtyas. "Restorative Justice: Terwujudnya Asas Keadilan Dan Asas Kepastian Hukum Pada Instansi Kepolisian." *Recidive : Jurnal Hukum Pidana dan Penanggulangan Kejahatan* 12, no. 2 (2023): 218–229.

Nurmala, Sukma, and Thoyyibatus Sarirah. "Peran Kepribadian Dan Lokus-Kendali Terhadap Perilaku Inovatif Individual: Studi Pada Pegawai Ombudsman Republik Indonesia." *Jurnal Psikologi Sosial* 21, no. 2 (2023): 144–156.

Nyoman, Ni, Wulan Prasintya Putri, I Nyoman, Putu Budiartha, Dan Luh, and Putu Suryani. "Eksistensi Ombudsman Republik Indonesia Dalam Pengawasan Terhadap Lembaga Pelayanan Publik." *Jurnal Analogi Hukum* 3, no. 3 (2021): 369–375.

Oktir, Nebi. "Analisis Upaya Preventif Dan Represif Penegakan Hukum Pidana Terhadap Kekerasan Anak Di Wilayah Hukum Kepolisian Sektor Kota Jambi." *Parlementer: Jurnal Studi Hukum dan Administrasi Publik* 1, no. 3 (2024): 206–217.

Ombudsman Republik Indonesia. *Produk Ombudsman: Laporan*, 2025.

Pambudi, Andi Setyo, and Rahmat Hidayat. "Kinerja Pengawasan Pelayanan Publik Dalam Prioritas Nasional." *Bappenas Working Papers* 5, no. 2 (July 2022): 270–289.

Peso, Hendrikus Deo, and Edi Pranoto. "Fungsi Pengawasan Ombudsman Terhadap Penyelenggaraan Pelayanan Publik." *Jurnal Juristic* 3, no. 01 (May 2022): 59–70.

Purnama, Bayu, and Hadi Tuasikal. "Membedah Konsep Pelayanan Publik Dan Good Governance Dalam Perspektif Hukum Administrasi." *Justisi* 5, no. 1 (2019): 8–20.

Putra, Saesario, Ruth M. Morgan, and Sherry Nakhaeizadeh. "An Evaluation of the ACE-V Latent Fingerprint Examination Process in the Indonesian National Police." *Science and Justice* 65, no. 5 (2025): 101316. https://doi.org/10.1016/j.scijus.2025.101316.

Reedy, Paul. "Interpol Review of Digital Evidence for 2019–2022." *Forensic Science International: Synergy* 6, no. January (2023): 100313. https://doi.org/10.1016/j.fsisyn.2022.100313.

Riska Chyntia Dewi, and Suparno Suparno. "Mewujudkan Good Governance Melalui Pelayanan Publik." *Jurnal Media Administrasi* 7, no. 1 (2022): 78–90.

Rorie, Melissa L. *The Handbook of White-Collar Crime*. *The Handbook of White-Collar Crime*,

2019.

Sena Utama, Wildan. "Politics and Governance in Indonesia. The Police in the Era of Reformasi, Written by Muradi." *Bijdragen tot de taal-, land- en volkenkunde / Journal of the Humanities and Social Sciences of Southeast Asia* 171, no. 4 (2015): 593–595.

Solechan. "Memahami Peran Ombudsman Sebagai Badan Pengawas Penyelenggaraan Pelayanan Publik Di Indonesia." *Adminitrative Law & Governance Journal* 1, no. 2 (2018): 2621–2781.

Sugiri, Sugiri. "Pemahaman Kedudukan Dan Fungsi Polri Dalam Struktur Organisasi Sistem Kenegaraanpemahaman Kedudukan Dan Fungsi Polri Dalam Struktur Organisasi Sistem Kenegaraan." *Jurnal Ilmu Kepolisian* 17, no. 3 (2023): 21.

Sulaksono, Endro. "Pengaruh Fasilitas Kerja Terhadap Kualitas Pelayanan Publik." *Jurnal Litbang Polri* 24, no. 1 (2021): 82–92.

Titania, Madeleine Yeza. "Kualitas Dan Kepatuhan Pelayanan Publik Oleh Pemerintah Di Indonesia Berdasarkan Undang-Undang Nomor 25 Tahun 2009 Tentang Pelayanan Publik." *JISIP (Jurnal Ilmu Sosial dan Pendidikan)* 7, no. 1 (2023): 281–293.

Trisusilowaty, Dian, Anggita Doramia Lumbanraja, and Suteki Suteki. "Fungsi Pengawasan Oleh Inspektorat Pengawasan Daerah Berbasis Pengaduan Masyarakat Dalam Perspektif Hukum Progresif." *Law Reform* 15, no. 1 (May 2019): 25–41.

Wijatmoko, Erlan, Armaidy Armawi, and Teuku Faisal Fathani. "Legal Effectiveness in Promoting Development Policies: A Case Study of North Aceh Indonesia." *Heliyon* 9, no. 11 (2023): e21280. https://doi.org/10.1016/j.heliyon.2023.e21280.

Yusuf, Yusuf, and Harmoko Harmoko. "Aktualisasi Komisi Kepolisian Nasional Dalam Mewujudkan Reformasi Kepolisian Negara Republik Indonesia." *JUSTISI* 10, no. 1 (2024): 138–158.

Zharkasi Rachmad, Imam, and Sapto Pramono. "Analisis Pelayanan Publik Di Sentra Pelayanan Kepolisian Terpadu (SPKT) Polres Kota Mojokerto." *Soetomo Magister Ilmu Administras* 2, no. 1 (2024): 105–114.

How to Cite :
Oktobrian, Dwiki, Juliana Dwi Natasya, Cece Wiranti, and Tedi Sudrajat. "Strengthening Justice and Accountability: The Role of Ombudsman in Monitoring Police Public Services". *Unifikasi : Jurnal Ilmu Hukum* 12, no. 02 (December 31, 2025): 104-119