



The Role of the West Sumatra Ombudsman in Maladministration Oversight at the Padang City Environmental Agency

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Abstract. Maladministration in public service delivery can reduce service quality and public trust in government institutions. The Ombudsman of the Republic of Indonesia is authorized to oversee public services and handle complaints of maladministration. This study aims to analyze the role of the West Sumatra Representative Office of the Ombudsman in overseeing and handling maladministration at the Padang City Environmental Agency. This study employed a qualitative approach with a descriptive design. Data were collected through interviews and document analysis involving four informants, including the Head of the West Sumatra Ombudsman Representative Office, the Head of the Report Examination Division, and two Ombudsman Assistants involved in complaint handling and public service oversight. Data were analyzed through data reduction, data presentation, and conclusion drawing using the role theory of Jim Ife and Frank Tesoriero, covering facilitative, educational, representative, and technical roles. The findings show that seven complaints concerning the Padang City Environmental Agency were recorded in 2024, with five categorized as maladministration involving procedural deviations. The Ombudsman implemented the four roles through complaint handling, public service education, complainant facilitation and protection, verification, clarification, document review, and examination. However, implementation remains suboptimal due to limited human resources and budgets, low public awareness, delayed institutional responses, and limited authority. Strengthening institutional capacity, public outreach, coordination, and preventive oversight is needed.

Keywords: Maladministration; Ombudsman of The Republic of Indonesia; Padang City Environmental Agency; Public Service Oversight; Role of The Ombudsman.

1. INTRODUCTION

Public service is one of the primary functions of government in fulfilling the rights and needs of the public. The quality of public service is an indicator of the success of government administration because it reflects the level of accountability, transparency, effectiveness, and responsiveness of state administrators. Law Number 25 of 2009 concerning Public Services affirms that every citizen has the right to receive quality services in accordance with the principles of legal certainty, equality, professionalism, and the public interest. However, in practice, the provision of public services still faces various problems that hinder the fulfillment of public rights, one of which is maladministration. Maladministration is an action or behavior by public service providers that violates statutory provisions, such as abuse of authority, procedural deviations, prolonged delays, failure to provide services, discrimination, or other forms of administrative violations. Maladministration practices not only reduce the quality of public services but also undermine public trust in the government. Therefore, an oversight mechanism is needed to ensure that public service providers carry out their duties in accordance with service standards and the principles of good governance. In this context, the Ombudsman of the Republic of Indonesia holds the position of a state institution authorized to oversee the implementation of public services, as stipulated in Law Number 37 of 2008. The Ombudsman

carries out its oversight function by receiving public reports, investigating allegations of maladministration, providing recommendations, and taking preventative measures to continuously improve the quality of public services.

One of the public service delivery agencies focused on in this study is the Padang City Environmental Agency. This agency is responsible for providing various services to the public in the environmental sector, such as administrative services, waste management, sanitation, and environmental management. Based on the research results, allegations of maladministration in the form of deviations in service procedures still require oversight by the West Sumatra Representative Office of the Ombudsman of the Republic of Indonesia. This situation indicates that the implementation of public services has not fully complied with established procedures, making external oversight crucial to ensure the protection of public rights and encourage improvements in the quality of public services.

Previous studies have demonstrated the importance of the Ombudsman in public service oversight through complaint handling, public education, monitoring, coordination, and corrective action. Ni'amillah et al. (2023) found that the Ombudsman has performed facilitative, educational, representative, and technical roles in handling maladministration reports, although some roles remain suboptimal. Helpiastuti et al. (2023) showed that Ombudsman supervision can improve service transparency through compliance surveys and follow-up of public complaints, while Liswan et al. (2024) found that monitoring, evaluation, and corrective actions contribute to preventing maladministration. Tampubolon and Panungkunan (2025) and Abdullah et al. (2025) similarly demonstrated the contribution of Ombudsman oversight to complaint resolution, transparency, and accountability. However, previous studies have not sufficiently explained how the four roles operate simultaneously in the supervision and handling of procedural deviations, or how institutional capacity, public understanding, agency responsiveness, and limitations of authority influence their implementation

This gap is evident in the Padang City Environmental Agency. Based on the 2024 Annual Report of the Ombudsman of the Republic of Indonesia West Sumatra Representative Office, seven reports related to the Padang City Environmental Agency were recorded in 2024, with five categorized as maladministration in the form of procedural deviations. Preliminary interviews also indicated obstacles in the form of delayed responses from the reported agency and limitations of Ombudsman authority when administrative matters involved other institutions. The novelty of this study therefore lies in identifying how the four dimensions of Jim Ife and Frank Tesoriero's role theory are implemented in practice and how supporting and

inhibiting factors affect their optimal implementation. The study does not merely examine the existence of Ombudsman oversight, but identifies the empirical pattern that the four roles have been implemented while remaining suboptimal due to institutional and contextual constraints.

Based on this gap, the research question is: how does the Ombudsman of the Republic of Indonesia West Sumatra Representative Office perform its facilitative, educational, representative, and technical roles in supervising and handling maladministration, particularly procedural deviations, at the Padang City Environmental Agency, and what factors support and inhibit their implementation? This study aims to analyze the implementation of these four roles, the mechanism for handling maladministration reports, and the supporting and inhibiting factors affecting Ombudsman oversight.

2. LITERATURE REVIEW

A role refers to the set of tasks, functions, responsibilities, and behaviors performed by individuals or organizations according to their position and authority within a social system. In public organizations, the concept of role is important because it describes how an institution performs its functions and responds to the needs and problems of the community. The implementation of an organizational role can therefore be assessed not only from the formal duties assigned to an institution but also from how those duties are carried out in practice. In the context of public service oversight, the concept of role is particularly relevant because the effectiveness of an oversight institution depends on its ability to perform various functions in responding to public complaints, facilitating problem solving, providing information, representing public interests, and carrying out technical oversight activities.

This study employs the role perspective developed by Jim Ife and Frank Tesoriero as the analytical framework. According to Ife and Tesoriero, as cited in Ni'amillah et al. (2023), the implementation of a role can be examined through four dimensions, namely the facilitative role, educational role, representative role, and technical role. These four dimensions provide a comprehensive perspective for examining how an organization performs its functions in relation to the community. The facilitative role refers to the organization's ability to facilitate problem solving by utilizing available resources, building communication, and encouraging community participation. In the context of public service oversight, this role can be reflected in the ability of an institution to provide channels for public complaints and facilitate the resolution of problems experienced by the community. In the context of public service delivery in Indonesia, the oversight function is carried out by the Ombudsman of the Republic of Indonesia, a state institution established under Law Number 37 of 2008. The Ombudsman is

tasked with overseeing public service delivery performed by government agencies, state-owned enterprises, regional-owned enterprises, and other bodies or individuals authorized to provide public services. According to Solechan (2018), the Ombudsman represents a form of external oversight aimed at ensuring public service delivery that is transparent, accountable, and oriented toward the public interest. In carrying out its duties, the Ombudsman receives and examines public complaints, investigates allegations of maladministration, conducts mediation and conciliation, and issues recommendations to public service providers to improve service quality.

The Ombudsman's oversight function focuses on preventing and addressing maladministration in public services. Under Law Number 37 of 2008, maladministration encompasses any unlawful conduct or act, abuse of authority, exercise of authority beyond its intended purpose, negligence, or disregard for legal obligations in the provision of public services that results in material or non-material loss to the public. Setiawan (2023) explains that maladministration is a form of administrative deviation that contravenes legal norms and public service ethics. Putra Ilham Endriansyah and Ramahadi Muhammad Galih (2023) emphasize that maladministrative practices reflect an abuse of authority that hinders the realization of effective, fair, and accountable public services. Consequently, oversight regarding maladministration is not merely oriented toward resolving public complaints but also serves as a preventive measure to enhance the quality of public services and strengthen public trust in public service providers.

3. RESEARCH METHODS

This study employed a qualitative descriptive approach to examine the role of the West Sumatra Representative Office of the Ombudsman of the Republic of Indonesia in overseeing maladministration at the Padang City Environmental Agency. The research focused on four dimensions of role proposed by Jim Ife and Frank Tesoriero: facilitative, educational, representative, and technical roles. The study was conducted at the West Sumatra Representative Office of the Ombudsman of the Republic of Indonesia, located in Padang City, West Sumatra. The study involved four informants selected through purposive sampling based on their knowledge, experience, and involvement in public service oversight and maladministration handling. Snowball sampling was subsequently used by obtaining recommendations from initial informants to identify other relevant informants. The informants consisted of the Head of the West Sumatra Representative Office, the Head of the Report Investigation Division, an Ombudsman Assistant responsible for handling maladministration

reports involving the Padang City Environmental Agency, and another Ombudsman Assistant who understood report investigation and public service oversight mechanisms.

Data were collected through semi-structured interviews and document analysis. Interviews were conducted on July 8, July 13, and July 16, 2026, with each interview lasting approximately 5-40 minutes. Primary data were obtained from the four informants, while secondary data included annual reports, maladministration complaint records, case-handling documents, and other relevant documents. Prior to the interviews, the researcher submitted a research permit to the relevant institution and obtained the informants' agreement to participate. No direct observation was conducted in this study.

Data analysis follows the Miles and Huberman model, comprising data reduction, data presentation, and conclusion drawing. Data reduction involves selecting, categorizing, and simplifying data obtained from interviews and documentation based on the role theory indicators proposed by Jim Ife and Frank Tesoriero. Subsequently, the data is presented in a descriptive narrative, facilitating the researcher's understanding of the relationships between data points and the interpretation of research findings. The final stage involves drawing conclusions based on the analysis to explain how the West Sumatra Representative Office of the Ombudsman of the Republic of Indonesia carries out its role in overseeing maladministration at the Padang City Environmental Agency, as well as the factors influencing this process. Data validity is verified using the source triangulation technique comparing information obtained from various informants and documents thereby ensuring a higher level of credibility in the resulting data.

4. RESULTS AND DISCUSSION

The Role of the Ombudsman of the Republic of Indonesia West Sumatra Representative Office in Overseeing Maladministration at the Padang City Environmental Agency

Facilitative Role

The facilitative role refers to the Ombudsman's ability to provide access and assistance to the public in reporting and resolving alleged maladministration. The findings indicate that the West Sumatra Representative Office of the Ombudsman facilitates public complaints through a structured mechanism consisting of complaint receipt, formal and material verification, registration, and follow-up examination. This was confirmed by the Head of the Representative Office, who explained that the complaint process begins with consultation and submission, followed by verification of formal and material requirements before the report is officially registered and examined (Interview with Adel Wahidi, July 8, 2026).

The Ombudsman also provides several complaint channels, including direct submission and electronic media. The complaint verification team explained that the public may submit reports directly, through WhatsApp, letters, or social media, while the Ombudsman assists complainants in identifying the alleged form of maladministration based on the chronology and supporting documents (Interview with Syauqi Al Faruqi, July 8, 2026). This facilitation is reflected in the *Annual Report of the Ombudsman of the Republic of Indonesia West Sumatra Representative Office*, which recorded seven reports concerning the Padang City Environmental Agency in 2024, with five categorized as procedural deviations. These data indicate that the complaint mechanism provides an accessible channel for the public to report alleged maladministration. Nevertheless, the facilitative role has not been fully optimal. The interview findings indicate that some members of the public still have limited understanding of the Ombudsman's functions, authority, and types of maladministration. Therefore, although complaint channels and verification mechanisms are available, their effectiveness remains influenced by the public's ability to recognize and report maladministration. This finding demonstrates that the Ombudsman's facilitative role involves not only providing complaint access but also assisting the public in understanding and utilizing the available mechanisms.

The findings indicate that the facilitative role of the Ombudsman is realized primarily through the accessibility of complaint mechanisms and assistance in identifying and verifying alleged maladministration. This role is important because complainants do not always understand the classification or requirements of maladministration reports. The Ombudsman therefore acts not only as a recipient of complaints but also as a facilitator who helps translate public complaints into reports that can be examined according to applicable procedures. This finding reinforces the facilitative dimension of Jim Ife and Frank Tesoriero's role theory, in which facilitation involves optimizing available resources and enabling communities to access assistance in resolving problems. The finding is consistent with Firman et al. (2024), but extends the previous discussion by showing that facilitation in the context of procedural deviations also depends on the Ombudsman's capacity to guide complainants through the reporting and verification process. Practically, this implies that strengthening public outreach and complaint assistance is necessary so that the availability of reporting channels is accompanied by effective public utilization.

Educational Role

Edukasi merupakan proses memberikan pengetahuan, informasi, dan pembelajaran kepada individu dan kelompok agar mereka dapat lebih memahami suatu masalah dan mengambil tindakan yang tepat untuk menyelesaikannya. Dalam organisasi publik, edukasi

tidak hanya dilakukan melalui kegiatan penyuluhan atau pelatihan, tetapi juga melalui pemberian bimbingan, penyampaian informasi, pembinaan, dan pendampingan kepada penyedia layanan publik agar mereka dapat melaksanakan tugasnya sesuai dengan peraturan yang berlaku.

Research findings indicate that the West Sumatra Representative Office of the Indonesian Ombudsman functions not only as an institution that handles public complaints but also as a provider of guidance and insight to public service providers. The education delivered during inspections and through coordination forums demonstrates the Ombudsman's efforts to raise awareness among public service providers regarding the importance of implementing service standards and adhering to service procedures. Nevertheless, research findings indicate that the implementation of the educational role still faces several challenges. Interviews revealed that no specific outreach or training activities have been conducted for the Padang City Environmental Agency regarding the prevention of maladministration in the form of procedural irregularities. Educational efforts typically occur only when the Ombudsman handles public complaints or through coordination forums involving various local government agencies.

The results of this study align with research conducted by Armida Sari et al. (2022), which explains that the West Sumatra Representative Office of the Ombudsman of the Republic of Indonesia carries out its supervisory function not only by handling public complaints but also through preventive measures such as outreach, coordination, and the dissemination of information to the public and public service providers regarding the importance of delivering public services in accordance with statutory regulations. The similarity between that study and the present research lies in the Ombudsman's execution of an educational role encompassing information provision, guidance, and coordination as a form of preventive oversight. However, the distinction is that the study by Jayanti Armida Sari et al. addressed public service oversight in West Sumatra Province in general terms, whereas the present research specifically examines how the West Sumatra Representative Office of the Ombudsman of the Republic of Indonesia performs its educational role in overseeing maladministration specifically procedural irregularities within the Padang City Environmental Agency.

Representative Role

A representative role is one performed by an individual or organization to represent the interests of others through activities such as building relationships, fostering cooperation, coordinating, conveying aspirations, and advocating for problem resolution with the

authorities. In public organizations, this representative role is manifested not only through the ability to communicate with various stakeholders but also through efforts to bridge the interests of the public and public service providers, thereby enabling effective problem resolution.

Research findings indicate that the West Sumatra Representative Office of the Indonesian Ombudsman has acted as a liaison between the public and public service providers. Through coordination, requests for clarification, and the recommendation of corrective actions, the Ombudsman has not only represented the interests of complainants but also encouraged the Padang City Environment Agency to improve its public service delivery. This activity demonstrates the Ombudsman's role as an independent institution that maintains a balance between protecting the public's rights and providing guidance to public service providers. Nevertheless, research findings indicate that the effectiveness of the representative role remains contingent upon the response and commitment of the reported agency in following up on recommendations issued by the Ombudsman. Although the Padang City Environment Agency was cooperative during the investigation process, successfully resolving instances of maladministration requires commitment from all parties to ensure the optimal implementation of recommendations and corrective actions.

These findings align with the research conducted by Armida Sari et al. (2022), which explains that the West Sumatra Representative Office of the Indonesian Ombudsman carries out its supervisory function through coordination, communication, and cooperation with public service providers to improve service quality and prevent maladministration. The similarity between that study and the current one lies in the use of coordination and communication to represent the public interest in the delivery of public services. However, the difference is that the study by Jayanti Armida Sari et al. examined public service oversight in general across West Sumatra Province, whereas the current study specifically analyzes the Ombudsman's role in overseeing maladministration particularly procedural irregularities within the Padang City Environmental Agency.

Technical Role

A technical role involves the application of technical knowledge, capabilities, and skills to perform tasks or solve problems. This role is demonstrated through the ability to execute work procedures, gather and process data, conduct analyses, prepare reports, and employ the necessary methods to ensure tasks are carried out effectively and in compliance with applicable regulations. Research findings indicate that the West Sumatra Representative Office of the Ombudsman of the Republic of Indonesia has applied technical capabilities in line with its duties and authority regarding the oversight of maladministration. Each stage of complaint

handling is conducted systematically in accordance with applicable regulations, ensuring that the investigation process relies not only on public reports but is also supported by evidence gathering, the analysis of discovered facts, and the examination of relevant documents. The implementation of these procedures demonstrates that the Ombudsman's oversight is carried out in a professional, objective, and responsible manner.

Nevertheless, research findings indicate that the implementation of the technical role still faces several challenges. One such challenge is the need for ongoing coordination with the agencies subject to reporting to ensure more effective data collection and supporting documentation. Furthermore, the complexity of issues reported by the public requires careful analysis to ensure that any alleged administrative misconduct is resolved appropriately in accordance with applicable laws and regulations.

The results of this study align with the research conducted by Ni'amillah et al. (2023), which demonstrates that the Ombudsman carries out its technical role by implementing mechanisms for receiving, examining, and resolving public complaints in accordance with established procedures. The commonality between those studies and the current research lies in the systematic application of the examination process, involving data collection, clarification, and the analysis of alleged maladministration. The distinction is that the study by Hafizha Ni'amillah et al. addresses the implementation of the technical role in public service oversight in general, whereas the current study specifically analyzes how the West Sumatra Representative Office of the Ombudsman of the Republic of Indonesia applies this technical role in overseeing maladministration particularly procedural irregularities at the Padang City Environmental Agency Swastika et al. (2022).

The Implementation of the Role of the Ombudsman of the Republic of Indonesia West Sumatra Representative Office in Addressing Maladministration in the Form of Procedural Deviations at the Padang City Environmental Agency

Mechanism for Examining Reports of Alleged Maladministration

The complaint review mechanism consists of a series of steps undertaken by the Ombudsman to follow up on public reports regarding alleged maladministration. This mechanism serves as a guideline to ensure that every report is examined systematically, objectively, and in accordance with applicable regulations. Through a clear review process, the Ombudsman ensures that each received report is processed based on facts, evidence, and information obtained from relevant parties before determining whether maladministration has occurred in the provision of public services.

Research findings indicate that the examination mechanism employed by the Ombudsman of the Republic of Indonesia (West Sumatra Representative Office) reflects principles of prudence and objectivity in handling public complaints. Rather than immediately concluding that maladministration has occurred based on received reports, the Ombudsman first conducts a series of investigations to gather comprehensive facts from various sources. These investigations do not focus solely on the complainant's statements; they also provide the Padang City Environment Agency the party against whom the complaint was lodged the opportunity to submit explanations and necessary supporting documentation. Furthermore, information obtained from both parties undergoes re-analysis and verification to ensure that the examination findings are grounded in evidence that can be substantiated.

The results of that study align with research conducted by Dienul Haq et al. (2021), which explains that the Ombudsman's handling of maladministration encompasses stages such as the receipt and verification of reports, investigation, and the monitoring of investigation outcomes prior to the determination of corrective actions. The similarity between that study and the current research lies in the application of a phased investigation mechanism based on standard procedures to ensure the accountability of the investigation results. However, the difference is that the previous study focused on the implementation of corrective actions by the West Java Representative Office of the Ombudsman, whereas the current research examines the mechanism for investigating reports of alleged procedural irregularities at the Padang City Environmental Agency.

Conducting Clarification and Examination Regarding Alleged Procedural Irregularities at the Padang City Environmental Agency

Clarification and examination constitute the subsequent stages in the Ombudsman's complaint-handling mechanism, following the determination that a complaint meets the requisite formal and substantive criteria. These stages aim to gather comprehensive information, data, and evidence regarding the alleged maladministration, enabling the Ombudsman to assess whether the public service provider's actions align with applicable regulations. Through this process, the Ombudsman not only reviews information provided by the complainant but also seeks explanations from the party complained against and conducts examinations of documents and on-site facts, where necessary.

Research findings indicate that the clarification and examination processes conducted by the Ombudsman of the Republic of Indonesia (West Sumatra Representative Office) aim not only to verify the accuracy of public reports but also to ensure a comprehensive and objective assessment of alleged procedural irregularities. The examination does not rely solely

on information provided by the Padang City Environmental Agency; instead, details are cross-checked with the complainant and compared against relevant documents and regulations governing service procedures. This process demonstrates the Ombudsman's adherence to principles of independence and impartiality at every stage of the examination, ensuring that the resulting conclusions are firmly grounded in an analysis of all facts gathered during the inquiry.

The study's findings align with research by Swastika et al. (2022), which indicates that when handling public complaints, the Ombudsman conducts clarifications and comprehensive examinations involving inquiries with relevant parties, document reviews, and analysis of discovered facts prior to determining the outcome of the investigation. The study further explains that the clarification process is a crucial stage in ensuring that complaints are resolved objectively and in accordance with applicable regulations. The similarity between the previous study and the current one lies in the conduct of clarification and examination based on facts, evidence, and legal provisions before the Ombudsman determines whether or not maladministration has occurred. The difference is that the study by Swastika et al. (2022) examined the resolution of public service complaints in the education sector by the Central Java Provincial Representative Office of the Ombudsman of the Republic of Indonesia, whereas the current study focuses on the conduct of clarification and examination regarding alleged procedural irregularities at the Padang City Environmental Agency by the West Sumatra Provincial Representative Office of the Ombudsman of the Republic of Indonesia.

Preparation of Inspection Conclusions and Submission of Results to the Padang City Environmental Agency

Drafting the investigation conclusion is the final stage of the Ombudsman's investigation process, following the completion of all clarification, document review, and information-gathering activities. At this stage, the Ombudsman analyzes all facts and evidence obtained during the investigation to determine whether the alleged maladministration has been substantiated. The results of this analysis are then detailed in the Investigation Report (LHP), serving as an account of the investigation process and as the basis for determining follow-up actions regarding the public report. Research findings indicate that the formulation of examination conclusions by the Ombudsman of the Republic of Indonesia (West Sumatra Representative Office) is conducted systematically and is not based solely on the opinion of a single party. The resulting conclusions stem from an analysis of all information, documents, and statements obtained during the examination process, thereby resting on a justifiable basis. This mechanism also reflects the application of the principles of objectivity, transparency, and accountability in the Ombudsman's performance of its duties as a public service oversight body.

Furthermore, communicating the examination results to both the complainant and the reported party demonstrates transparency regarding the handling of the report and provides certainty concerning the resolution of public complaints.

These research findings align with the study conducted by Dienul Haq et al. (2021), which explains that Ombudsman examination results are documented in an examination report that serves as the basis for determining corrective actions for the agency under review. The similarity between the studies lies in the formulation of examination results based on an analysis of facts and legal provisions prior to their communication to the relevant parties. However, the difference is that the study by Dienul Haq et al. emphasized the implementation of corrective actions by the West Java Provincial Representative Office of the Indonesian Ombudsman, whereas the current study examines the formulation of examination conclusions and the communication of results regarding the handling of alleged procedural irregularities at the Padang City Environmental Agency.

Factors influencing the performance of the Ombudsman of the Republic of Indonesia West Sumatra Representative Office regarding the oversight and handling of maladministration at the Padang City Environmental Agency.

Supporting Factors

Research findings indicate that a key factor supporting the West Sumatra Representative Office of the Ombudsman of the Republic of Indonesia in overseeing and addressing maladministration at the Padang City Environmental Agency is the Agency's cooperative attitude during the complaint investigation process. This cooperation was demonstrated by the Agency's willingness to provide clarifications, fulfill requests for data and documents, and supply information required by the Ombudsman throughout the investigation. Such openness facilitated the Ombudsman's ability to gather necessary facts and evidence, thereby ensuring the investigation was conducted objectively, transparently, and in accordance with applicable regulations.

Another supporting factor was the effective communication and coordination between the Ombudsman of the Republic of Indonesia (West Sumatra Representative Office) and the Padang City Environmental Agency throughout the complaint-handling process. The research findings indicate that this communication encompassed requests for information, clarifications, the submission of documents, and coordination whenever additional information was required during the investigation. Furthermore, the existence of a clear legal basis and examination procedures serves as a supporting factor for the Ombudsman in carrying out its role. Research findings indicate that all stages of monitoring and handling reports are conducted in accordance

with Law Number 37 of 2008 concerning the Ombudsman of the Republic of Indonesia, Ombudsman Regulation Number 58 of 2023, and other technical provisions governing the procedures for examining public reports.

The research findings align with the study by Puspa Nagari et al. (2024), which indicates that the Ombudsman's oversight implementation is effective due to inter-agency cooperation among the supervised entities, good communication throughout the oversight process, and the execution of duties guided by applicable regulations and procedures.

Inhibiting Factors

Research findings indicate that the Ombudsman of the Republic of Indonesia (West Sumatra Representative Office) in its role of overseeing and addressing maladministration within the Padang City Environmental Agency still faces several factors affecting the effectiveness of its operations. These factors stem from both external and internal aspects of the institution, specifically: the public's limited understanding of the Ombudsman's functions and authority; constraints regarding human resources and budget; and the nature of public complaints, not all of which can be processed through to the formal investigation stage.

These findings align with the theory proposed by Sulmiah et al. (2023), which indicates that the execution of the Ombudsman's duties is influenced by the institution's capacity to respond to public complaints swiftly and accurately. The studies share a common finding: limitations in human resources and budget are factors affecting the Ombudsman's operational effectiveness. However, a distinction exists in that the research by Sulmiah et al. focused on the Ombudsman's responsiveness to complaints regarding maladministration in the New Student Admission (PPDB) process in South Sulawesi Province, whereas the current study examines the factors influencing the role of the Indonesian Ombudsman (West Sumatra Representative Office) in overseeing and addressing maladministration within the Padang City Environmental Agency.

5. CONCLUSIONS

This study concludes that the West Sumatra Representative Office of the Ombudsman of the Republic of Indonesia has implemented facilitative, educational, representative, and technical roles in overseeing and addressing maladministration at the Padang City Environmental Agency, but their implementation has not yet been optimal. The facilitative role is reflected in the provision of complaint channels and assistance in the reporting and verification process, while the educational role is implemented through information and guidance, although specific and continuous outreach remains limited. The representative role

is demonstrated through coordination, clarification, and assistance to complainants during the examination process, while the technical role is reflected in the verification, examination, document review, and analysis of reports in accordance with applicable procedures. The implementation of these roles is influenced by public understanding of the Ombudsman's functions and reporting mechanisms, cooperation from the reported agency, and limitations in human resources and budget. Although reports are handled through established procedures, including verification, clarification, document review, and analysis of facts and legal provisions, the findings indicate that oversight remains more responsive to reported cases than preventive and continuous efforts to prevent maladministration. Based on these findings, the Ombudsman of the Republic of Indonesia West Sumatra Representative Office is recommended to strengthen public outreach concerning its functions and reporting mechanisms, provide more continuous guidance to public service providers, and strengthen preventive oversight through improved human resource capacity and budgetary support. This study is limited to maladministration oversight at the Padang City Environmental Agency; therefore, its findings cannot be generalized to all public service agencies. Future research may examine the Ombudsman's role in other public service sectors or conduct comparative studies across agencies to obtain a broader understanding of maladministration oversight.

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