

## PERFORMANCE OF EAST JAVA OMBUDSMAN IN HANDLING COMMUNITY COMPLAINTS

**Hilmi Izaz Robbani,**

Public Administration Departement,

University of UPN "Veteran" Jawa Timur, Surabaya,

[hilmirobbani8@gmail.com](mailto:hilmirobbani8@gmail.com);

**Ananta Prathama,**

Public Administration Departement,

University of UPN "Veteran" Jawa Timur, Surabaya,

[prathama.ananta@gmail.com](mailto:prathama.ananta@gmail.com);

### ABSTRACT

The purpose of this research is to determine the performance of the Ombudsman Representative for East Java in handling public complaints, where East Java Province has the most cities and regencies in Indonesia. The method used in this research is descriptive qualitative and has a research focus in assessing the performance of the Ombudsman using Simanjuntak's theory which consists of organizational support, management ability and effectiveness, and the performance of everyone in the organization. The results of this study are that in terms of organizational support, it is quite supportive, in terms of the ability and effectiveness of the Ombudsman management to work well, and from the performance of everyone in the Ombudsman organization looks very good and has competence. the conclusion is that from the overall assessment it is quite good, it's just that there are problems in human resources and office printers.

**Keywords:** *Performance, East Java Representative Ombudsman, Handling community services*

### A. INTRODUCTION

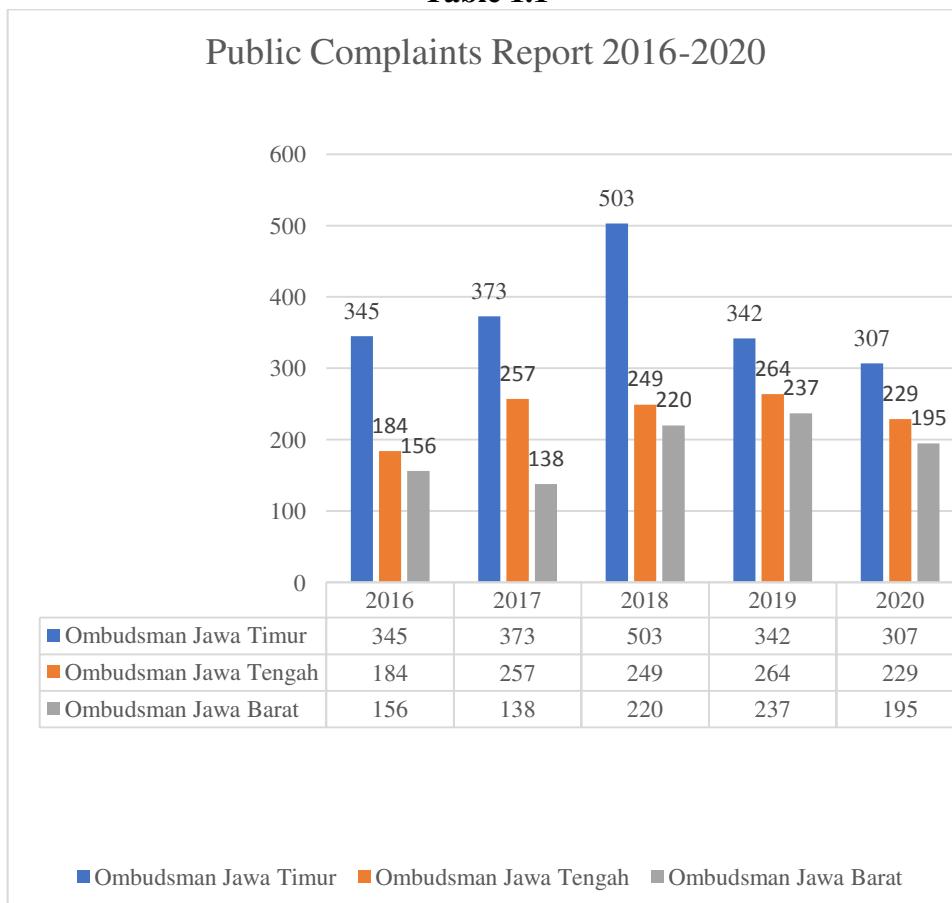
In providing public services to the community, it is necessary to supervise a public service to ensure the quality of the services provided. If a public service does not comply with the rules, it is called maladministration. The definition of maladministration is explained in the *Undang-Undang Nomor 37 Tahun 2008* concerning the Ombudsman of the Republic of Indonesia,, namely behavior or actions that are against the law, exceeding limits, using authority for purposes other than the stipulated authority, including negligence. or neglect of legal obligations in the implementation of public services carried out by state and government officials that cause material and/or immaterial losses to the community and individuals. In this case there are several types of general complaints about maladministration problems in public services. First, in protracted delays, or the provision of public services to the community, the authorities repeatedly delay the time, so that public services take longer than the time specified by the rules, resulting in uncertain public services. Second, abuse of authority is the act of exercising authority (rights and authority to act) outside

the applicable regulations. This should not be done by government agencies because it will damage public trust in government agencies. Third, in procedural deviations, there are stages of activities that are passed to get good service quality.

The government established a public service supervisory agency, namely the Ombudsman. The Ombudsman's own explanation is stated in Article 2 of the *Undang-Undang Republik Indonesia Nomor 37 Tahun 2008* concerning the Ombudsman of the Republic of Indonesia that "The Ombudsman is a State Institution that is independent and has no organic relationship with State Institutions and other government agencies, and in carrying out its duties and authorities is free from interference of other powers." The ombudsman also serves the public regarding service complaints that are not in accordance with regulations. The number of service complaints could be caused by two things, the first could be because the public's trust in the Ombudsman is high so that there are many reports received. Second, it could be because the area is large, for example, it consists of several regencies/cities which makes it vulnerable to violations in public services, including maladministration. The Ombudsman himself has a different task load in each province, especially the East Java Province which was reported in a news article explaining,

“East Java is a province that has the most regencies/cities in Indonesia. Based on data from the Ministry of Home Affairs, in East Java there are 38 districts/cities. In details, as many as 29 are regencies and 9 are cities.” [databoks.katadata.co.id](http://databoks.katadata.co.id), accessed 13 October 2021 (East Java has the Most National Regencies/Cities)

From the news above, that East Java is the largest district/city on the island of Java in particular, identical to the number of urban districts that occurred due to regional expansion, due to rapidly increasing population growth. This regional expansion will have an impact on increasing public services in accordance with the needs of an area where the number of public services is also improved. It is noted that having the most cities and regencies in Indonesia will certainly be a serious problem, especially in terms of monitoring public services and handling public service complaints addressed to the East Java Representative Ombudsman. This also happened to a government organization Ombudsman. When viewed from the performance of the East Java Ombudsman and compared to the West Java Ombudsman and Central Java Ombudsman, it can be seen through the following:

**Table 1.1**

Source: Ombudsman of the Republic of Indonesia

From the table, it can be seen that the East Java Ombudsman community reports received the first position because the number of reports was more than the Central Java Ombudsman and West Java Ombudsman. From 2016 to 2020, the number of public complaints received by the East Java Ombudsman was always higher than the Central Java Ombudsman and West Java Ombudsman, although there was a decrease in the number of community complaints. The East Java Ombudsman always received a higher number of complaints than the Central Java and West Java Ombudsman. The East Java Ombudsman itself has the highest number of public complaint reports reaching 503 reports in 2018 because public service providers are indeed bad and the level of public trust may increase. The minimum number will reach 307 in 2020. In this case, there is also the need for socialization on how to create good service quality and free of maladministration so that people feel comfortable when carrying out service activities to government agencies and later gain public trust. Even so, data on the completion of the 2016-2020 report by the East Java Ombudsman can be seen from the following table:

**Table 1.2 Completion of Public Complaint Reports 2016-2020**

Year	Login Report	Follow-up	Report Completed
2016	345	100%	345 (100%)
2017	373	100%	373 (100%)
2018	503	100%	503 (100%)
2019	342	100%	341 (99,7%)
2020	307	100%	298 (97%)

Source: East Java Representative Ombudsman

If you look at the table for the settlement of complaints reports from 2016 to 2020, the performance of the East Java Ombudsman is quite good, although there are reports that are still being processed for 2019 and 2020. Although there are reports that have not been completed due to one serious problem, usually this one problem involves several agencies. And when the community report was completed, there was indeed a target from the Central Ombudsman that was given to the Regional Representatives to be completed by a predetermined deadline. This number of complaints could be a factor in complex administrative problems in every area of East Java Province. From the above phenomenon that makes an agency work well, it is possible to form support from the organization which can create a good work environment, infrastructure, and things that support the organization's work level good management in work planning to achieve efficiency and effectiveness can also make an organization better in achieving work. The performance of every employee in the organization must also be competent in the specified field. Based on the above background, the researcher wants to examine how the "Performance of the East Java Ombudsman in Handling Public Complaints."

## B. LITERATURE REVIEW

### Organizational Performance

The definition of organizational performance in (Ezzah Nahrisah, 2019) According to Sobandi (2006) organizational performance is something that has been achieved by the organization within a certain period of time, both related to input, output, outcome, benefit, and impact. Organizational performance is the totality of the work achieved by an organization. The achievement of organizational goals means that the performance of an organization can be seen from the degree to which the organization can achieve goals based on predetermined goals. (Surjadi, 2009: 7) in (Tsauri, 2014). Therefore, organizational performance is a reference to the level of achievement in the work achievement of members of the organization.

### Performance Factors

In (Haryono, 2018) According to Simanjuntak (2011: 3), if you pay attention to its structure, the performance of an organization is influenced by three main factors, namely: (1) organizational support, in the form of: a compatible organizational structure, the application of work support technology, and the environment. or work atmosphere, (2) ability and effectiveness of management, including: planning, organizing, providing human resources, and good supervision. (3) the performance of everyone in the organization, including: healthy individual competence, organizational support and management support.

### **Complaint Service Management**

The management of these complaints is very important for public service providers. In (Firdaus, 2020) according to Soewarno (1997: 9) management can also be interpreted as organizing an activity. Management can be interpreted as management, which is a process of activities starting from planning, organizing, directing and supervising the efforts of organizational members and the use of other organizational resources in order to achieve predetermined organizational goals. In Kepmen PAN Nomor 25 Tahun 2004 what is meant by service is all service activities carried out by public service providers as an effort to fulfill the needs of service recipients, as well as in implementing the provisions of laws and regulations. So service management is management carried out in the service process for public service providers which must be in accordance with statutory regulations. mentioned by (Mursalim, 2018). According to Tjiptono (2009) there are several main components in complaint management, namely;

1. Commitment. The management and all other members of the organization have a high commitment to listen to and resolve complaints in order to improve the quality of products and services (in the sense here is public service).
2. Visible. Management clearly and accurately informs customers and employees about how to submit complaints and who can be contacted.
3. Accessible. The institution guarantees that customers can freely, easily, and cheaply submit complaints, for example by providing a toll-free telephone line or stamped envelopes.
4. Simplicity. The complaint procedure is simple and easy to understand by customers (community).
5. Speed. Every complaint is handled as quickly as possible. A realistic timeframe for resolution is informed to the customer. In addition, every development or progress in handling complaints that are being resolved is always communicated to the customer concerned.
6. Fairness. Every complaint gets equal or fair treatment, without discriminating against customers.
7. Confidential. The customer's desire for privacy and confidentiality is respected and guarded.
8. Records. Data regarding complaints are arranged in such a way as to facilitate any continuous improvement efforts.

### C. METHOD

This research uses descriptive qualitative. In (Sugiyono, 2018) Qualitative research methods are often called naturalistic research methods because their research is carried out in natural conditions (natural settings), while the location in this study was the Ombudsman Representative of East Java.

The focus on this research is to use the theory of Simanjuntak which consists of organizational support consisting of the work environment, organizational structure, and the application of work supporting technology. Management capabilities and effectiveness include planning, organizing, and supervision. The performance of each person in the organization in this case includes individual competencies and management of management.

Data sources in research are divided into two, according to (Pasolong, 2012), namely:

First, primary data is data obtained directly by data collectors (researchers) from the object of research. And the second is secondary data which is data obtained indirectly by the researcher. This data source can be in the form of processed words, obtained from other researchers, notes and so on.

Data collection techniques used are: Observation according to Nasution (1988) in (Sugiyono, 2018) states that, observation is the basis of all science. Interview according to (Pasolong, 2012) Interview is a question and answer between two or more people directly. The interviewer is called an interviewer, while the interviewee is called an interviewee. This study uses a planned-structured interview described according to (Yusuf, 2014), namely if the interviewer/researcher prepares a solid interview plan (schedule), but does not use a standard format and sequence. Documents according to (Yusuf, 2014) explain about the document, namely a note or work of someone about something that has passed. Documents can be written text, artefacts, images or photos.

### D. EXPLANATION

The Ombudsman is a public service supervisory agency which is established in every province in every region of Indonesia. East Java Province is no exception, which has the most cities and regencies of course this will have an impact on the quality of services provided by the community. The number of reports regarding public requests for fast and responsive services will certainly be large. Government agencies also in providing services do not always provide the best. The discussion in this study answers the problem formulation of the East Java Ombudsman, which is about performance. After describing the research results in accordance with the research guidelines, which were through interviews with resource persons, field observations, and documentation. based on simanjuntak theory which consists of organizational support, management ability and effectiveness, and the performance of everyone in the organization.

#### **Organizational Support**

Organizational support is one of the important things in influencing the success of achieving organizational performance. This will affect motivation rather than individual employee performance. If the organization provides maximum support, it can be ascertained that both the performance will be good

and increase the individual motivation of employees and accelerate the goals of the organization. Support for the organization itself, according to Simanjuntak (2011: 3), consists of the organizational structure, the application of technology at work, and the work environment.

The East Java Ombudsman Agency in resolving complaints reports from 2016 to 2020 had the most reports compared to West Java and Central Java. This is because East Java has the most cities and regencies. In 2016, the public reports received by the East Java Ombudsman amounted to 345, reaching the highest report in 2018 reaching 503. The workload of the East Java Ombudsman may be different from others, but in the completion report the Ombudsman can complete one hundred percent in follow-up and reports that completed only one that has not been completed, namely the report in 2019.

This will explain the structure of the East Java Ombudsman in accordance with what is in the center and in accordance with the *Surat Keputusan Kepala Ombudsman Republik Indonesia Wilayah Provinsi Jawa Timur Nomor: 002/15 Tahun 2020* concerning the Organizational Structure of the Ombudsman of the Republic of Indonesia for the East Java Representative. The structure in the East Java Ombudsman itself consists of a head of representative, 3 heads of assistantship, namely the head of assistant for inspection and report verification, head of inspection, head of prevention. In each field there are several assistants and those who accommodate only the field of inspection, in other fields experience a shortage of human resources when compared to what is in the center where the number is appropriate.

Then in the application of technology in the East Java Ombudsman itself, it is intended to facilitate public services, namely by providing reporting services via e-mail or whatssap which is to report violations committed by members of the government providing public services. The East Java Ombudsman also held online seminars and also online socialization to the public. Due to the COVID-19 pandemic, we sometimes hold online meetings using the Zoom application.

In addition, the work environment at the East Java Ombudsman, which is a branch agency consisting of 19 employees, creates a family-based work atmosphere which supports each other between employees and establishes good communication between superiors and subordinates. For completeness of work is also quite accommodating. If there are office activities that must be out of town, a car, severance pay, and lodging are provided if there is an old need. Even so, all offices are not always perfect in providing a good work environment, there are a few things that are lacking in infrastructure, namely a printer at the East Java Ombudsman, which amounts to one shared in all fields.

Based on the description of the discussion of the subfocus above, it can be concluded that the focus of organizational support can be said to be quite in accordance with the theory stated by Simanjuntak (2011: 3) in (Haryono, 2018) which is in an organizational structure that is in accordance with the rules but still has problems with the lack of human resources or employees. The application of technology in the Ombudsman itself is good in providing reporting services that make it easier for the public. And have a comfortable work environment for employees with the existence of kinship and adequate infrastructure facilities

where in this case there is only one shortage in the printer used in the East Java Ombudsman office.

### **Management Capability and Effectiveness**

The ability and effectiveness of management is one of the important factors in assessing the performance of an organization, this is related to the ability and effectiveness of management in completing tasks on time. In the settlement of public complaints in East Java, which is famous for its many cities and regencies, of course this will have an impact on the workload it carries out. Complaint report data from 2016 to 2020 when compared to Central Java and West Java, the most complaints were found in East Java Province, where the highest number was in 2018 to 503. However, in the settlement process all were achieved and have been followed up so that complaint reports can be resolved by good.

The East Java Representative Ombudsman carries out the work planning provided by the center in resolving public complaints. By providing a completion target each year that must be completed and providing additional report completion targets in the following years. In planning the ombudsman himself, he also makes a work plan at the ombudsman himself called the *K/L RENJA* (Ministry or Institutional Work Plan) where this work plan does not only discuss the settlement of public complaints, but also includes budget realization, BPK's opinion on the Audit of Financial Statements, value bureaucratic reform, index of community satisfaction with ombudsman services, percentage of infrastructure fulfillment according to employee needs. There is also a 2020-2024 strategic plan regarding report completion, in which the report settlement mechanism is regulated in the *Undang-Undang Nomor 37 Tahun 2008* concerning the Ombudsman of the Republic of Indonesia and the *Undang-Undang Nomor 25 Tahun 2009* concerning Public Services. The specific implementing regulations regarding Report Completion are regulated in the *Peraturan Ombudsman Nomor 26 Tahun 2017* concerning Receipt, Examination, and Completion of Reports. In this regulation, it is known that report completion using a 'conveyor belt' mechanism, which is a flow that clearly separates 3 (three) processes in the field of Report Completion: receipt and verification of reports, inspection, and resolution and monitoring processes. With this mechanism, the responsibility for completing reports is not only on one officer or on one team, but the completion of reports is carried out by several teams/assistant units.

In addition, in organizing the settlement of public complaints reports at the Ombudsman Representative for East Java, they analyze problems according to their fields, such as reports relating to police agencies. So those who carry out the analysis must have experience in cases related to the agency. Then a meeting is held twice a year to determine which reports are difficult and take a long time to complete. The Ombudsman also has an internal system called *SIMPel*, this application can see how many reports have been completed by each representative. In addition, at the East Java Representative Ombudsman, superiors and subordinates remind each other if someone has not completed the report by the specified deadline.

The East Java Representative Ombudsman in supervising public services is indeed based on community reports which can be called repressive supervision,

then there is also general supervision, namely by assessing compliance in carrying out public services in accordance with the *Undang-Undang Nomor 25 Tahun 2009* in every East Java Province agency. To overcome so as not to repeat violations, an agency provides seminars on public services as a form of prevention.

Based on the description of the discussion that has been explained above, it can be said that according to Simanjuntak's theory (2011: 3) in (Haryono, 2018) regarding the ability and effectiveness of management where the performance of the East Java Ombudsman for planning in work is carried out properly, the work plan of the Ministry or Institution and the 2020-2024 strategic plan on the completion of the report. Then the organization at the East Java Ombudsman was also carried out well, especially in the completion of reports, which gave report assignments in accordance with their field expertise and held meetings twice a year to comb through reports that took a long time to complete. And there is an online application system that can find out how many complaint reports have been resolved. The performance of the Ombudsman in conducting supervision is also good, where repressive supervision is based on public reports and general supervision of the quality of compliance and provides public service seminars for agencies as a form of prevention.

### **Performance of Everyone in Organization**

The success of an organization in achieving good performance is also determined by the performance of the individual employees themselves. This is because the organization is a collection of two or more people who have a common goal. If each individual can work well then the specified goals will be achieved, and the individual is working less than optimally then to achieve the predetermined goals will be difficult to achieve. The East Java Representative Ombudsman is no exception, which in terms of individual performance can be seen through individual competence. If you look at the settlement of complaints from the East Java Ombudsman, which is famous for its many cities and regencies, it can be handled well. When compared to complaints reports with the West Java Ombudsman and Central Java Ombudsman, the majority of community complaints are in East Java Province. Therefore, if employees do not have good quality. This will have an impact on the timely completion of the report.

The East Java Representative Ombudsman in the individual competence of employees is very good, because they know their expertise in carrying out the assigned tasks and provide good analytical results for completion of reports. Not only related to report analysis, but the section on receipt and verification of reports is also very professional in dealing with various reports that were complained by the public. Then in the field of prevention also often give seminars both online via zoom and offline, namely by coming directly to the location. Good individual competence is formed on the basis of responsibility at work.

In addition, there is management support in the East Java Representative Ombudsman organization, namely by providing debriefing training, investigative training, and collaborating with the Australian Ombudsman. And internally, they share their knowledge, which if there are friends who are studying in the Netherlands about the Ombudsman and when they return, the knowledge they

gain will be presented. And for self-appreciation, in this case, there is no form of appreciation other than salary and allowances. But the appreciation is obtained in the form of praise for a job well done.

Based on the description of the discussion of the subfocus above, it can be concluded that the focus of the performance of everyone in the organization has been carried out well in accordance with Simanjuntak's theory (2011: 3) in (Haryono, 2018) which includes individual competencies, the Ombudsman in this case each field has different competencies. good and from management support which in improving the quality of their employees provides training and forms cooperation with overseas ombudsmen to share knowledge in realizing good service quality.

## E. CONCLUSION

The performance of the East Java Representative Ombudsman related to the delays in handling public complaints through the support of the East Java Representative Ombudsman organization looks quite supportive. This is because in the organizational structure it is indeed in accordance with applicable rules but there are deficiencies in human resources that have an impact on the effectiveness of work as well as in the infrastructure of the work environment all of them accommodate only the lack of printers that are nicknamed one are used for all fields. On the ability and effectiveness of the performance management of the Ombudsman Organization Representative of East Java in the completion of the Annual Report. Due to good and systematic planning. There is a sealing of which reports are old in completion, as well as an online application system that can find out how many reports have been completed. In addition, the supervision carried out by the East Java Representative Ombudsman is also good, namely by conducting general supervision and recession. Providing a service seminar in the context of preventing the occurrence of maladministration. In the performance of every person in the organization, the Ombudsman Representative of East Java can also be considered good. Because in individual competencies they know the expertise in working to complete their duties, professionalism at work, and employees work based on their sense of responsibility in completing their tasks. In addition, for management support in the form of debriefing training, cooperation with foreign Ombudsman in order to realize the quality of good service. So it can be concluded in handling complaints from the Ombudsman community representative of East Java is quite good. Although it has shortcomings of human resources and printers to work. However this does not reduce the quality of performance in handling public complaints.

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