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Improving the Compliance of Makassar City Government to Public Service Standards: Analysis of Strengths and Weaknesses of the Ombudsman Republic of Indonesia Representative of South Sulawesi

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ABSTRACT

This study aims to determine the strengths and weaknesses of the Ombudsman Republic of Indonesia Representative of South Sulawesi in improving the Makassar City Government's compliance with public service standards. This is based on the Makassar City Government's compliance assessment which continues to be in the Yellow Zone. Qualitative research methods were chosen to facilitate the presentation of research results. Research data were obtained from interviews, observations, and document studies. The results of the study indicate that the main strength of the Ombudsman of the Republic of Indonesia Representative of South Sulawesi is having the political will of the organizers of public and community services, and the weakness of the human resources is only 17 people is not proportional to the breadth and magnitude of the supervisory task that must be carried out.

Keywords: Ombudsman; Weaknesses; Strengths; Compliance

INTRODUCTION

Makassar City is one of the cities that continues to innovate public services (Musa¹⁷ et al., 2020; Putra et al., 2017; D. P. Sari et al., 2013). In 2020, Makassar City received the top public service innovation award from the Ministry of Administrative Reform and Bureaucratic Reform (Hidayat, 2020). However, this does not make public services in Makassar City run effectively (Alfiansyah et al., 2021; Amirullah et al., 2022).

Based on the executive summary report of the Ombudsman of the Republic of Indonesia, from 2016 until now, Makassar City is still classified as a city that has not complied with public service standards. According to the data in the report, Makassar City continues to be in the Yellow Zone. Although almost all services in Makassar City have been based online with innovations carried out, according to observations it was found that in several service providers in Makassar City, it still takes a long time to provide services to the community. This indicates that the Makassar City Government in providing services does not comply with service standards in the aspect of completion⁸ time.

Regarding the Makassar City government's non-compliance with the implementation of public services, the public put the spotlight on the performance of the Ombudsman of the Republic of Indonesia Representative of South Sulawesi as a public service supervisory agency. Since its presence in Makassar City in 2012, the implementation of public services has not changed significantly. The same problem is still being found today.

The presence of this study aims to determine the strengths and weaknesses of the Ombudsman of the Republic of Indonesia Representative of South Sulawesi in improving the

compliance of the Makassar City Government to public service standards. This research can provide recommendations for the Ombudsman of the Republic of Indonesia Representative of South Sulawesi to take advantage of their strengths and overcome weaknesses to carry out their duties and functions so that public services in Makassar City can be carried out excellently (according to the needs of the community).

METHOD

To analyze the strengths and weaknesses of the South Sulawesi Representative Ombudsman in improving the Makassar City government's compliance with public service standards, a qualitative method is used. The method was chosen with consideration, through this method researchers can present research data by the views and perceptions of the author based on phenomena in the field.

This study uses secondary data and primary data obtained from observations, interviews, and analysis of several articles that are relevant to the problem. The existing data was then analyzed using the analysis method from (Miles et al., 2018) namely interactive model analysis, including data reduction, data presentation, and conclusion drawing.

RESULTS AND DISCUSSION

The Strength of the Ombudsman Republic of Indonesia in Improving the Compliance of the Makassar City Government to Public Service Standards

Strength is a positive thing in the organization. Strength helps the organization in achieving its goals. Strengths in the organization consist of the benefits of programs or activities, technological capabilities, and so on. The purpose of research on organizational strengths, namely to determine the organization's advantages in overcoming weaknesses and preventing threats that can make the organization experience obstacles in achieving goals.

Ombudsman of the Republic of Indonesia Representative for South Sulawesi in accordance with Law no. 37/2008, serves as the implementation of state and government functions related to the supervision of public services. In carrying out supervision, the RI Ombudsman Representative for South Sulawesi has the aim that all Makassar City governments can carry out services in accordance with applicable regulations, adapt to community needs, and avoid maladministration in public services. This is in line with the information obtained in the field that the supervision carried out by the Ombudsman has the aim of ensuring that 1) all public service delivery agencies in Makassar City carry out them in accordance with Law no. 25/2009 on public services, 2) the public has received quality, cheap, equitable and affordable public services. 3) there are no maladministration practices that have the potential to harm the service user community in Makassar City. 4) ensure that all government officials provide services to the community referring to the SOPs that have been made".

Findings in the field also show that, in carrying out the task of supervising public services, the Ombudsman coordinates with the City or district government. In addition, from the data obtained, it is also known that the supervision of public services carried out by the RI Ombudsman Representative of South Sulawesi, has provided benefits not only to the community but also to public service providers in Makassar City.

Furthermore, based on the results of research in the field, also shows that the Indonesian Ombudsman Representative for South Sulawesi has carried out several activities to maximize the implementation of public services in Makassar City to comply with existing regulatory provisions, such as holding outlets in an agency and providing an online complaint system.

The implementation of the On the Spot Receipt and Verification Report (PVL) by the Ombudsman Representative of South Sulawesi is intended to increase public participation in supporting the implementation of public service supervision. Through this outlet, the public is educated regarding their rights and obligations as recipients of public services. From this education, it is hoped that the community will be more open to submitting complaints they get while receiving services from government officials. In 2019, the booth was held at the Makassar City Land Office, and in 2021 it was held at the Makassar City Police Station. The form of the PVL Ombudsman representative for South Sulawesi at the Land Office can be seen in the following picture:



Figure 1. Implementation of the PVL Outlets

Source: ombudsman.go.id.

The online complaint system provided by the ombudsman will come into effect in 2021. Complaints can be submitted via telephone or WhatsApp message at the number provided, namely 08112363737. Complaints can also be submitted via the ombudsman's email, namely complaints.sulse1@ombudsman.go.id.

In addition to the two things mentioned above, the South Sulawesi Representative ombudsman also continues to provide education, especially to public service providers in Makassar City, so that they can provide quality services as has been done by several other big cities in Indonesia. The existence of the RI Ombudsman Representative of South Sulawesi in carrying out supervisory duties in Makassar City so far cannot be separated from the support from the community, a clear legal basis, namely the Law. No. 37/2008 and support from the government as a political force.

This study did not find the power of the Ombudsman in terms of law, as found by (Nurdin, 2021). The results of his research indicate that every recommendation given by the Ombudsman to the agency providing public services has binding legal force so the agency must implement all

recommendations from the Ombudsman. Another difference found in this study with research conducted by (Nurdin, 2021) namely, this study found the fact that the ombudsman does not have the authority to impose sanctions on public service providers, but research conducted by (Nurdin, 2021) the ombudsman can provide recommendations for the provision of administrative sanctions to the agency providing public services if the agency does not implement the recommendations given by the Ombudsman..

Weaknesses of the Ombudsman Republic of Indonesia in Improving the Compliance of the Makassar City Government to Public Service Standards

Weaknesses are weaknesses possessed by an organization. Weaknesses generally come from the internal part of the organization. The weakness seen in this study is related to the shortcomings of the Indonesian Ombudsman Representative of South Sulawesi in supervising the Makassar City government's compliance with public service standards in Makassar City.

According to data found in the field, the RI Ombudsman Representative for South Sulawesi has 17 employees, consisting of 12 Assistants and 5 Civil Servants (PNS). Employment status at the Ombudsman has been regulated in Government Regulation No. 64/2012 concerning the Ombudsman Human Resource Management System of the Republic of Indonesia. The seventeen employees of the RI Ombudsman Representative for South Sulawesi have their respective duties and functions, which in principle have referred to the achievement of the objectives of implementing public service supervision by applicable regulations. However, in carrying out supervisory duties, the ombudsman himself feels that the existing human resources are still very lacking when compared to the size of the service area in Makassar City and the number of people served. This is because the implementation of supervision starting from handling complaints, reporting, and surveying complaints, is only carried out by Assistants, while PNS Ombudsman only carries out tasks related to the secretariat, such as administration, finance, and operations.

The results also show that the Ombudsman Representative for South Sulawesi has a limited budget, facilities, and infrastructure. According to informant 1 as the Investigation Assistant, the current condition of the Ombudsman's Office was still inadequate. There are also very few operational vehicles, only 1 unit. In addition, internet access at the Ombudsman Office is still not smooth.

Furthermore, based on the results of the study, the Indonesian Ombudsman Representative for South Sulawesi in carrying out monitoring of the Makassar City government's compliance with service standards also encountered obstacles, where when conducting an investigation, the ombudsman had to do it repeatedly due to limited personnel and limited facilities, and because of such circumstances, sometimes it was also The ombudsman does not repeat. Another obstacle experienced by the ombudsman is related to compliance. Where when the Ombudsman calls the party who must provide information, the party sometimes does not come, so this can make closing the report a bit longer."

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In addition to its strengths, the Ombudsman of the Republic of Indonesia Representative of South Sulawesi also has weaknesses in increasing the Makassar City Government's compliance with public service standards, which are related to human resources, budget and facilities, and infrastructure. As described in the results of the study, it is known that the number of employees owned is not proportional to the work that must be carried out in the entire province of South Sulawesi. So that what happens in the implementation of tasks is the delay in completing reports and doing repetitive work. As a supervisor, the Ombudsman of the Republic of Indonesia, a Representative of South Sulawesi, should set an example for public service providers. The Ombudsman should provide follow-up services for complaints and public reporting in accordance with public service standards, such as providing time certainty.

Another problem that is no less urgent than human resources is the budget problem. When this continues to happen, it can hamper all work processes of the Indonesian Ombudsman Representative for South Sulawesi in improving the Makassar City government's compliance with public service standards (Afrisal & Sahabuddin, 2022). According to the view (Mulyadi, 2002) based on its function, a budget is a tool for achieving the goals of an organization. So without an adequate budget, organizational goals will be difficult to achieve.

Related to the problem of the Ombudsman's weakness in improving government compliance with public service standards has also been disclosed by (Hakim, 2015; Suleman & Wance, 2020). The results of the study found weaknesses in the Ombudsman's policy aspects rather than in the management aspects as found in this study. Research from (Hakim, 2015) shows that the Ombudsman in encouraging compliance with public service standards does not yet have the power as other state institutions that have been listed in the 1945 Constitution of the Republic of Indonesia, this is because the Ombudsman has not obtained a basic constitution. In addition, the Ombudsman only receives, examines and follows up reports from the public and conducts investigations into allegations of maladministration in the administration of public services (Juharni & Congge, 2021; P. A. Sari et al., 2019). The Ombudsman does not have the authority to judge public service providers who do not comply with service standards (F. K. Sari & Karay, 2020).

In summary, the strengths and weaknesses of the Indonesian Ombudsman Representative for South Sulawesi in improving the Makassar City Government's compliance with public service standards are presented in the form of an EFI matrix table. This is done to provide a summary and evaluation as follows:

Table 1. Matriks EFI

Internal Strategic Factors	Weight	Rating	Total
STRENGTH			
A. Procurement of On the Spot Receipt and Verification Report (PJV) outlets	0,196	3,3	0,647
B. Procurement of an online complaint or reporting system	0,176	3	0,528

C. The existence of political will from the organizers of public services and the community.	0,216	3,7	0,799
D. Establishing Vocal Points/PIC (Person in Cas) as a forum for coordination between City/Regency government officials.	0,206	3,5	0,721
E. The implementation of a cooperative relationship with the Inspectorate.	0,206	3,5	0,721
	1	17	3,416
WEAKNESS			
A. Lack of Human Resources	0,231	2	0,462
B. Does not have the authority to execute the decisions issued.	0,192	1,7	0,326
C. The investigation process is sometimes repeated and not even carried out due to limited personnel and facilities.	0,154	1,3	0,200
D. The closing of the report often takes a long time because sometimes the called party does not come.	0,192	1,7	0,326
E. Lack of operational budget.	0,231	2	0,462
			1,776

Source : (Afrisal & Sahabuddin, 2022)

According to the table above, it can be seen that the Ombudsman of the Republic of Indonesia Representative of South Sulawesi has the main strength, namely the existence of political will from public service providers and the community in increasing the compliance of the Makassar City Government towards public services, and the main weakness is the lack of human resources to carry out the functions supervisor of the implementation of public services.

CONCLUSION

The Ombudsman of the Republic of Indonesia Representative of South Sulawesi in improving the Makassar City Government's compliance with public service standards has carried out an online system and opened complaint outlets in crowded places, to make it easier for the public to report or complain related to maladministration by the government. In addition, the Ombudsman has also carried out cooperation and gained the trust of the Makassar City

government and the community to carry out supervision of public services. Collaboration in the implementation of supervision is optimized through Vocal Points/PIC (Person in Cas). The lack of human and budgetary resources as well as facilities and infrastructure is the main obstacle for the Ombudsman of the Republic of Indonesia, the Representative of South Sulawesi, in carrying out its supervisory function optimally at this time.

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