



PRIORITY ANALYSIS OF BIG DATA-BASED PUBLIC SERVICE MALADMINISTRATION SUPERVISION

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ABSTRACT

Public service supervision in Indonesia is supported by two crucial regulations: Law Number 25 of 2009 and Law Number 37 of 2008. The determination of public service supervision priorities must be quick because of the high public demand for transparency and accountability, along with increasing access to information and public participation in supervision. Although the quality of public service providers has improved, the resolution of public complaints remains unprioritized due to budget constraints. Therefore, establishing clear oversight priorities is essential to enable the Ombudsman to operate more optimally, effectively, and efficiently within the limits of its available capacity and resources. This study aims to analyze the top issues of public complaint substance related to public services through 2 (two) approaches: manual analysis based on data from the Indonesian Ombudsman and big data with Intelligence Media Analytics (IMA). The method used is descriptive-explorative analysis based on literature studies by comparing complaint data from the Indonesian Ombudsman Annual Report and the results of the IMA analysis. The study results show that agrarian, personnel, education, and police are the 4 (four) main substances most often reported in both approaches. The alignment of these findings reinforces the urgency of using a big data-based approach so that its use becomes essential in determining real-time and evidence-based supervision priorities to increase the effectiveness of supervision of public service maladministration in the future.

Keywords; Big Data, Indonesian Ombudsman, Maladministration, Public Service Supervision

A. INTRODUCTION

Quality public services are the primary pillar of good governance (Chevalier, 2019; Government of Indonesia, 2009). An effective government must be able to provide services that are responsive, efficient, and free from administrative irregularities. In its implementation, maladministration often occurs in various forms, such as abuse of authority, prolonged delays, discrimination, and petty corruption practices that harm the community (Agustina, 2018). Maladministration reduces public

trust in the government but also hinders bureaucratic efficiency and the effectiveness of public policies (Sampara, 2014; Government of Indonesia, 2008).

The maladministration supervisory institution is the Ombudsman (Ambala, 2015; Government of Indonesia, 2008). The Ombudsman of the Republic of Indonesia (ORI) has a strategic role in ensuring transparency and accountability in implementing public services, especially in national development planning (Pambudi & Hidayat, 2022). As an external supervisory institution, the Ombudsman is tasked with supervising and following up on various forms of maladministration that occur in the public service sector, especially those related to national priorities in the 2025–2029 National Medium-Term Development Plan (RPJMN). This supervision aims to identify potential deviations, assess the effectiveness of policies, and provide recommendations to improve the quality of public services.

The effectiveness of supervision carried out by the Ombudsman has various positive impacts on national development (OECD, 2022). With strict supervision, the potential for public losses due to maladministration can be minimized so that the quality of public services increases. The sustainability of these efforts also contributes to increasing public satisfaction with the services by the government while ensuring that people's rights are well protected (Pambudi, 2024; Agustina, 2019). Furthermore, national economic stability can be maintained, as a more conducive and accountable public service system can create a better climate for investment and economic growth (Woolford, 2023). From a development planning perspective, the involvement of the Ombudsman ensures that development programs related to public services remain on track, thereby supporting the improvement of sustainable community welfare.

As the complexity of public services and public expectations for transparency increase, supervision of maladministration becomes increasingly significant. In addition, the expectation of development planners to obtain rapid analysis results in determining supervision priorities becomes urgent. Conventional supervision that relies on manual reports and limited investigations is often insufficient to detect and prevent violations in real time. Limited resources and reactive supervision mechanisms prevent various cases of maladministration from being handled optimally. Therefore, a technology-based approach, especially Big Data, is an innovative solution to increase the effectiveness of maladministration supervision.

Big data is a term that refers to immense and complex data sets that are difficult or impractical to process using traditional data processing methods (Dumbill, 2012).

Data in the "big data" category usually has a massive volume, high generation speed, and wide variation in type or format (Liu, 2020; Boyd & Crawford, 2012). The development of internet technology has given birth to a system, namely big data. The concept of big data involves analyzing large datasets to extract valuable insights, enabling decision-making, predictions, and the discovery of hidden patterns. Technologies like distributed data processing techniques, fast data analysis, and large-scale data storage are used to manage, store, and analyze big data.

Big data is data that exceeds the capacity process of existing database system conventions, so to get value from the data, alternative ways must be chosen to process it (Dumbill, 2012). One of the benefits of big data in the field of government is to collect feedback and public responses from government service information systems as well as from mass media and social media, as a basis for formulating policies improving public services and finding solutions to existing problems based on data (Pambudi et al., 2022; Solihin, 2021). The development of media and all its substances is required to adapt to social trends and become a crucial part of big data analysis (Liu, 2020).

Big data offers great potential in surveillance analysis by collecting, processing, and analyzing large amounts of data from various sources, including public complaints, social media, media reports, and internal bureaucratic data (Pambudi et al., 2022; Solihin, 2021; Liu, 2020). Advanced analytical technologies, such as sentiment analysis, enable faster and more accurate identification of deviation patterns. By leveraging big data, public service supervisors can determine supervision priorities based on objective indicators, such as complaint volume, public sentiment, and trends of repeated administrative violations. This approach improves supervision efficiency and allows the government to take faster and more effective preventive measures.

In the modern era, prioritizing supervision must be done quickly due to the public's high demands for government transparency and accountability (Chevalier, 2019; Bovens et al., 2014). With increasing access to information and public involvement in supervising public services, the government has to respond to maladministration problems more quickly and effectively. Therefore, Big Data usage is essential in determining supervision priorities in real-time and based on evidence. In the context of development, a different approach is needed in planning to be able to develop a big data-based maladministration supervision priority of analysis model that can overcome various challenges related to public demands for rapid resolution

of maladministration problems and state demands to produce efficient and optimal impactful planning based on priority scales.

The empirical gap in this research lies in the limited effectiveness of conventional oversight methods currently employed by the Ombudsman of the Republic of Indonesia (ORI), which tend to be reactive, slow, and inadequate in capturing maladministration phenomena in real time amidst growing demands for transparency and accountability in public service delivery. Previous studies such as those by Agustina (2018), Ambala (2015), and Pambudi & Hidayat (2022) have extensively examined the conceptual role of ORI and the various challenges surrounding maladministration.

However, few have comprehensively integrated modern technological approaches, such as big data analytics, to enhance supervisory effectiveness. Therefore, the scientific position of this research is that of a pioneering study offering the integration of big data analytics as an innovative solution to address the limitations of maladministration oversight in Indonesia. It also contributes theoretically and methodologically to the development of an adaptive supervision priority analysis model that responds to the challenges of digital transformation and the rising public expectations for high-quality government services.

This study aims to: 1) Find out the description of the top issues of the substance of public complaints related to public services manually (data from related agencies received by the Ombudsman); 2) Find out the description of the top issues of the substance of public complaints related to public services using big data; 3) Analyze the information gap based on public reports and big data as a basis for modeling priorities for supervision of public service maladministration in the future that is more effective and identify the factors causing the substance of public complaints as a basis for considering the priority of supervision from the perspective of development planners. This study is expected to be able to provide improvements in the methodology for determining the priority of supervision of public service maladministration in the modern digital era while developing a data-based analysis approach that can increase the speed and accuracy of supervision in public services so that the government can be more adaptive in dealing with various challenges of maladministration.

This research has both theoretical and practical benefits. From a theoretical perspective, this research contributes to developing literature on maladministration

supervision and big data application in governance. By integrating theories on maladministration, good governance, and big data analysis, this research can be a reference for academics interested in further studies on this topic. In addition, this research also contributes to the development of data-based analysis models applicable to public administration supervision studies in various countries.

This research benefits various stakeholders, including the government, supervisory institutions, and civil society. For the government, the priority analysis model developed in this study can be used to improve the effectiveness of maladministration supervision and accelerate data-based decision-making. Thus, the government can be more responsive in handling various forms of deviations in public services. This research can guide supervisory institutions in adopting big data technology to improve their supervisory capacity. Meanwhile, for civil society, increased transparency and accountability resulting from Big Data-based supervision can strengthen public trust in the bureaucratic system and increase public participation in supervising the public services process.

Considering the various aspects discussed, this research is expected to serve as a foundation for developing a more effective maladministration supervision system in the digital era. The big data technology in public service supervision will increase efficiency in detecting and preventing maladministration and create a more transparent, accountable, and responsive government system to the community's needs.

B. METHODS

This study uses a qualitative approach with a descriptive-exploratory design based on literature studies. Qualitative research methods focus on collecting and analyzing non-numerical data to understand phenomena, which can be in the form of literature studies (government agency reports, books, journals, and other sources) or direct observations in the field (Denzin & Lincoln, 2017; Creswell, 2014; Bogdan & Taylor, 1992). In supporting the analysis, big data analysis using the Intelligence Media Analytics (IMA) tool.

Big data involves analyzing data processes to obtain valuable insights and information, which can be applied in decision-making, predictions, and identifying hidden patterns. Big Data refers to an immense and complex data set that is difficult or impossible to process with traditional data processing methods. Data in the "big

data" category usually has a massive volume, high generation speed, and wide variations in type or format (Liu, 2020; Boyd & Crawford, 2012). The key difference between big data and conventional datasets lies in the processing mechanism, as traditional relational database systems cannot effectively handle the complexity of big data. One of the benefits of big data in the government sector is to collect feedback and public responses from public service information systems and media coverage, which are used as a basis for formulating policies, improving public services, and finding solutions to problems based on data (Solihin, 2020).

Intelligence Media Analytics (IMA) is an application managed by the Center for Data and Information for Development Planning (Pusdatinrenbang) of the Ministry of PPN/Bappenas which is very suitable for use in processing big data (Pambudi et al., 2022). This application is a system that operates 24 hours in real-time and automatically, with robots that monitor the media to collect news content from various sources. In its use, IMA provides various complete studies from different media sources, both online and offline. The data collection process with IMA begins with the creation of a dashboard on IMA using the taxonomy of the words ("Ombudsman of the Republic of Indonesia" or "Ombudsman RI" or "ORI") and ("Public service" or "community service" or "public complaints" or "public complaints") and "representative office" and "2024"). IMA processes relevant news from IMA into qualitative and quantitative data, which is then interpreted visually in graphs. Furthermore, news sorting and filtering are carried out according to the objectives of the analysis. As the scope limit of the study, Big Data monitoring is with a news coverage period between January 1, 2021, to September 30, 2024.

C. RESULT AND DISCUSSION

Public service supervision in Indonesia is supported by 2 (two) crucial regulations, namely Law 25 of 2009 and Law 37 of 2008. These two regulations complement each other, including the mandate regarding guidance towards better public services (Pambudi & Hidayat, 2022). Service quality can be a benchmark for service delivery, and service quality assessment is a commitment of the organizer to the community that is quality, fast, easy, and affordable (Government of Indonesia, 2009). The role and popularity of the Ombudsman, both at the center and regions, in carrying out public services is interesting to review in more depth. As users of public

services, the public naturally expects to get services that are easy, fast, accurate, and free from corruption, collusion, and nepotism.

Effectiveness of the Indonesian Ombudsman Institution in Supervising Public Services

Public service is an activity or series of activities to fulfil service needs following laws and regulations for every citizen and resident for goods, services, and/or administrative services by public service providers. In its implementation, public service supervision is by internal and external supervisors. By laws and regulations, internal supervision of public service implementation is carried out through direct superiors and functional supervisors. External supervision is carried out through supervision by the public in the form of reports or complaints from the public regarding the implementation of public services, supervision by the Ombudsman by laws and regulations, and supervision by the People's Representative Council, Provincial People's Representative Council, Regency/City Representative Council (Government of Indonesia, 2009). As an independent external public service supervisory institution, the Ombudsman has different characteristics from other public service supervisors. It is because the Ombudsman functions as an influencer (magistrature of influence), not a sanctioner (magistrature of sanction), as a judicial institution. For example, when examining public reports/complaints, the Ombudsman uses more persuasive measures even though it is not equipped or does not equip itself with coercive instruments (legally binding), the Ombudsman's influence remains very strong (Pambudi, 2022).

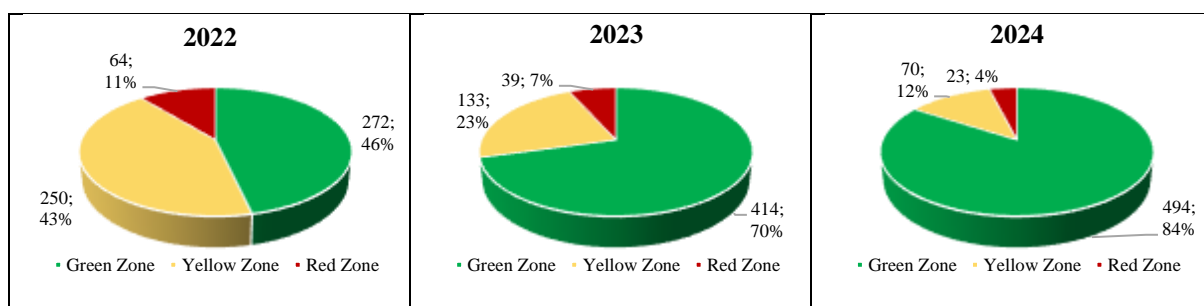
The Indonesian Ombudsman's supervision of public service implementation is essential to ensuring the community's right to fair, transparent, and accountable services. The implementation of this mandate is reflected in the output of the Public Service Delivery Supervision Opinion (Opinion P4) and the resolution of public reports/complaints carried out by the Ombudsman. Both outputs are in the Public Service Delivery Supervision Program, the effectiveness of which will be measured further in this section.

The Public Service Delivery Supervision Opinion (Opinion P4) is an assessment given by a supervisory institution to the provision of public services by stakeholders included in the supervision domain of Law Number 37 of 2008, which reflects the level of compliance and quality of public services provided by the agency following applicable standards and regulations. Opinion P4 aims to improve the quality of public

service delivery and prevent maladministration through the fulfillment of service standards, service information, public service information systems, facilities, infrastructure and facilities, special services, complaint management, performance assessment, vision, mission, service motto, attributes, implementer competencies, and integrated services in each public service unit in the central government and regional governments.

In the last 3 (three) years, there has been an increase in the number of service providers entering the green zone or obtaining the Highest and High-quality opinions from 2022 to 2024. The total number of entities assessed in 2024 was 587, where the number of entities entering the green zone was 494 (84 percent), the yellow zone was 70 (12 percent), and the red zone was 23 (4 percent) (Ombudsman RI, 2024). This condition has increased compared to 2023 and 2022, wherein 2023, of the 586 entities assessed, 414 (70 percent) entered the green zone, 133 (23 percent) entered the yellow zone, and 39 (7 percent) entered the red zone (Ombudsman RI, 2023b). Meanwhile, in 2022, the number of entities surveyed was 586, the number of those in the green zone was 272 (46 percent), the yellow zone was 250 (43 percent), and the red zone was 64 (10.92 percent). In more detail, the increase in the Opinion P4 value was also seen, both at the central level (ministries and institutions) and the regional level (provinces, cities, and districts).

Figure 1. Graph of Opinion P4 Results for 2022-2024

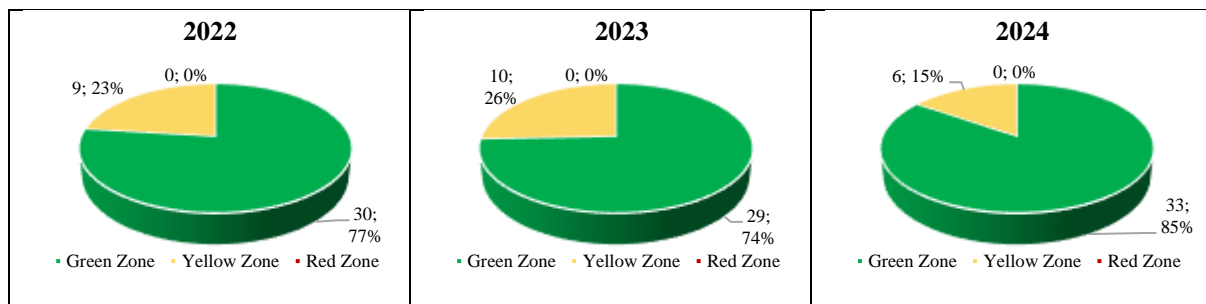


(Source: Analysis Result, 2025)

The figure 1. illustrates a substantial improvement in national P4 opinion results from 2022 to 2024. The proportion of entities classified within the Green Zone increased markedly from 46% in 2022 to 84% in 2024, indicating enhanced governance performance at the national level. Concurrently, the Yellow Zone decreased from 43% to 12%, and the Red Zone declined from 11% to merely 4%. This trend reflects the success of bureaucratic reforms, strengthened oversight

mechanisms, and improvements in transparency and accountability across various levels of government administration over the observed period.

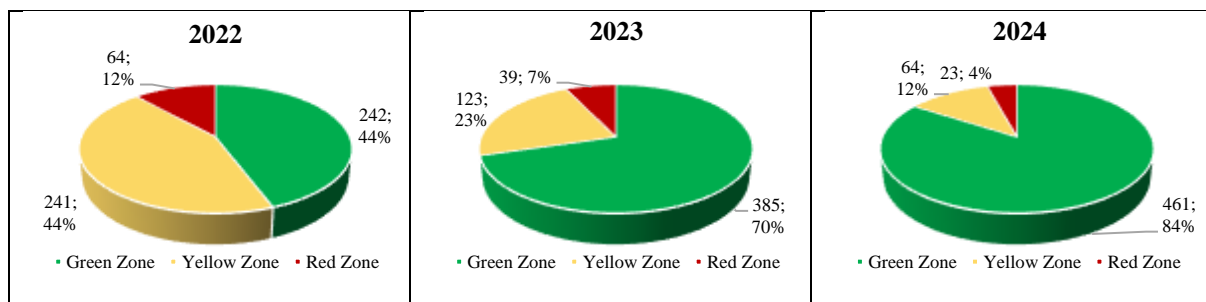
Figure 2. Graph of Opinion P4 Results for 2022-2024 in Ministries and Institutions



(Source: Analysis Result, 2025)

The figure 2. illustrates the progression of P4 opinion results in ministries and institutions from 2022 to 2024. A positive trend is evident, with the proportion of entities in the Green Zone increasing from 77% in 2022 to 85% in 2024, indicating significant improvements in governance performance. Concurrently, the Yellow Zone decreased from 23% to 15%, and notably, no institutions were categorized within the Red Zone throughout the three-year period. These findings suggest a consistent enhancement in governance quality and the effectiveness of oversight mechanisms across ministries and institutions over time.

Figure 3. Graph of Opinion P4 Results for 2022-2024 in Provincial, Regency, and City Governments



(Source: Analysis Result, 2025)

The figure 3. illustrates a positive trajectory in governance quality among provincial, regency, and city governments based on P4 opinion results from 2022 to 2024. The proportion of local governments categorized in the Green Zone increased significantly from 44% in 2022 to 84% in 2024. Conversely, entities in the Yellow Zone declined from 44% to 12%, while those in the Red Zone decreased from 12% to 4%. These trends reflect a consistent improvement in local government performance and accountability, indicating the effectiveness of oversight mechanisms and the progressive implementation of good governance principles at the subnational level.

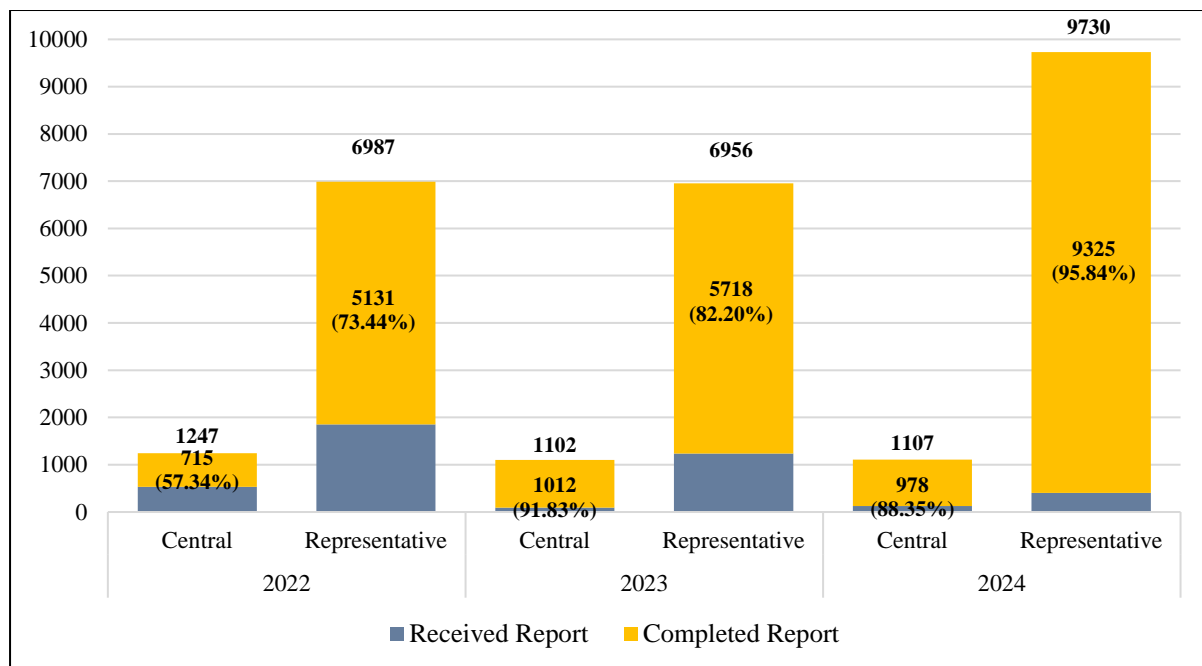
The effectiveness of the Indonesian Ombudsman in supervising the implementation of public services, when viewed from the achievements of the Opinion P4 each year, can be concluded as quite good (Ombudsman RI, 2022b). Although the quality of public service providers has improved, the resolution of public complaints has not been priority-based due to budget limitations. Therefore, determining the priority of supervision is crucial so that the Ombudsman can work more optimally, effectively, and efficiently according to the available capacity and resources.

Public service quality is measured not only by Opinion P4 but also by the side of public complaints. It resolves public complaints/reports related to maladministration of public services 1 (one) of the priorities in national development. The public has the right to complain to the supervisory institution if there are indications of maladministration in public services provided by the government (Government of Indonesia, 2009).

Law Number 37 of 2008 concerning the Ombudsman of the Republic of Indonesia, Chapter 7, mandates that the Ombudsman is responsible for receiving, examining, following up on, and reporting allegations of maladministration in public service delivery within its authority (Government of Indonesia, 2008). Additionally, the Ombudsman has the authority to request information verbally or in writing from the reporter, the reported party, or other relevant parties regarding the submitted report. It can also review decisions, request clarifications, summon involved parties, and issue recommendations that may be made public.

In its implementation, public reports/complaints are resolved by the central Ombudsman of the Republic of Indonesia and representatives according to the reported party's area based on their respective authorities. This is regulated in Law Number 37 of 2008 concerning the Ombudsman of the Republic of Indonesia, where the Ombudsman can establish Ombudsman representatives in provinces and/or districts/cities. The effectiveness of the Indonesian Ombudsman in supervising the implementation of public services, when viewed from the achievement of completion of public reports/complaints each year, is quite good. This can be seen from the increase in the number and percentage of reports completed compared to reports received each year.

Figure 4. Graph of the Number of Public Reports/Complaints Received and Resolved in 2022-2024



(Source: Analysis Results, 2025)

In the last 3 (three) years, there has been an increase in the percentage of the number of reports/complaints resolved when compared to the number of reports/complaints submitted to the Indonesian Ombudsman in the period 2022 to 2024. In 2024, the reports/complaints resolved by the Indonesian Ombudsman were 10,303 reports (95.07 percent of the 10,837 reports received). This condition has increased when compared to 2023, where the reports/complaints resolved by the Indonesian Ombudsman were 6,730 reports (83.52 percent of the 8,058 reports received), and 2022, where the reports/complaints resolved by the Indonesian Ombudsman were 5,864 reports (71 percent of the 8,234 reports received). Thus, it can be concluded that the efforts of the Indonesian Ombudsman in supervising the implementation of public services to resolve public reports/complaints regarding alleged maladministration have shown good results, as evidenced by the increasing percentage of the number of public reports/complaints resolved compared to the number of reports received each year.

However, with limited budget and resources, the Indonesian Ombudsman needs to determine the priority of handling public complaints so that its performance becomes more effective and efficient. Analysis of the top issues of the most frequently complained substance needs to be considered. This can be obtained from big data

analysis or manually through existing reports to government agencies. Analyzing the priority of resolving public reports/complaints will be very effective if, in practice, it is in sync with the public complaint reports received by the Ombudsman.

Analysis of Top Issues of Public Complaints Substance Related to Public Services Based on Reports to the Ombudsman

Public services are closely linked to the principles of good governance in ensuring people's rights to welfare. Effective public service governance is crucial in improving economic conditions and preventing future crises and failures (Pambudi & Hidayat, 2022). The Indonesian Ombudsman is a state institution responsible for overseeing public services, as stipulated in Law Number 37 of 2008. This law defines the Ombudsman as an institution authorized to supervise public service implementation by state and government administrators, including BUMN, BUMD, BHMN, and private or individual entities tasked with providing certain publicly funded services through the APBN/APBD.

In order to promote good governance, the Ombudsman has a role closely related to the commitment of public officials in government, leadership, and the level of public awareness (Creutzfeldt & Kirkham, 2020). This aligns with the Indonesian Ombudsman's duties to receive, examine, and follow up on reports within its authority. Public service complaints submitted to the Ombudsman cover a wide range of issues. In 2021-2023, the Ombudsman received 55,844 complaint reports from the public, with details in 2021 of 7,186 reports, 2022 of 22,197 reports, and 2023 of 26,461 reports.

Table 1. Public Reports by Complaint Substance (2021–2023)

No.	2021		2022		2023	
	Complaint Substance	Total (Report)	Complaint Substance	Total (Report)	Complaint Substance	Total (Report)
1.	Agrarian	1.228	Agrarian	1.301	Agrarian	1.190
2.	Personnel Affairs	876	Personnel Affairs	827	Personnel Affairs	955
3.	Police Issues	681	Education	764	Education	743
4.	Education	547	Police Issues	678	Police Issues	679
5.	Rural	428	Rural	553	Rural	589

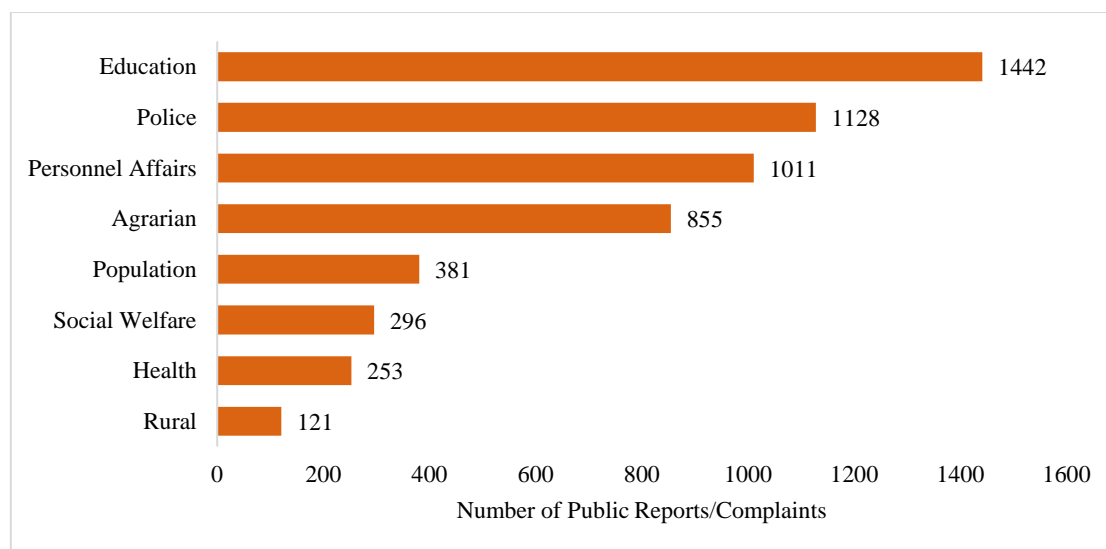
(Source: Ombudsman RI, 2023a; Ombudsman RI, 2022a; Ombudsman RI, 2021a)

According to the Indonesian Ombudsman's annual report, agrarian matters related to land and spatial planning have remained the most frequently reported issue over the past three years, with 1,228 complaints in 2021, 1,301 in 2022, and 1,190 in 2023. Personnel affairs is the next most common issue in public service complaints, with 876 reports in 2021, 827 in 2022, and 955 in 2023. Additionally, public education and law enforcement complaints have continued to be widely submitted to the Ombudsman during this period.

Analysis of Top Issues Substance of Public Complaints Regarding Public Services Based on Big Data

Public services are state-provided services to meet basic needs and promote community welfare. Effective oversight in public administration is essential to achieving this goal by enhancing service quality, encouraging public participation, fostering competition among agencies through a commitment to service excellence, and ensuring transparency and accountability (Izzati, 2020). To standardize and improve service delivery, the government has enacted Law Number 25 of 2009 on Public Services as a framework for all public service agencies. The presence of a supervisory institution allows the public to engage in checks and balances regarding service quality (Pambudi & Hidayat, 2022). As the national public service oversight body, the Indonesian Ombudsman is committed to accelerating service quality improvements to enhance the general welfare and promote national education, aligning with the objectives outlined in the Preamble to the 1945 Constitution of the Republic of Indonesia (Ishak, 2022). Furthermore, the Ombudsman's role in fostering good governance is closely tied to the commitment of public officials, government leadership, and public awareness (Creutzfeldt & Kirkham, 2020).

The big data analysis using Intelligence Media Analytics (IMA) aims to identify public service issues reported to or resolved by the Ombudsman, providing valuable input for public service supervision and development planning. The media coverage analysis focuses on capturing public complaints in online and print media. Based on media coverage related to the Ombudsman from January 1, 2021, to September 30, 2024, the highest number of public complaints concerned education, followed by law enforcement, personnel affairs, and agrarian issues (land and spatial planning).

Figure 5. Public Reports Based on Complaint Substance in 2021 – Quarter III 2024

(Source: Analysis Results, 2025)

The Ombudsman's supervision is not limited to reacting to public complaints but also includes proactive field investigations. Analyzing current public service issues is essential for prioritizing oversight in development planning. Resolving public complaints regarding public services is the core function of the Indonesian Ombudsman, both at the central and regional levels. However, establishing public service standards does not necessarily ensure high-quality service delivery. Therefore, effective complaint management is crucial to providing the public with broad access to voice concerns and contribute to improving public service quality (Pambudi & Hidayat, 2022).

Table 2. Issues of Public Reports/Complaints in IMA

Substance Complaint	Public Reports/Complaints
Education	1. Implementation of New Student Admissions (PPDB) – Issues include non-transparent announcement results, inconsistencies in the implementation of Regional Regulations (Perda) related to technical guidelines for PPDB, fraudulent procedures, unclear application requirements and mechanisms, illegal levies, dishonest committees, zoning disputes, lack of information and public outreach, flawed PPDB application systems, score manipulation, report card falsification to enhance school prestige, discrimination in

	<p>achievement-based admissions for certain religions, unauthorized additions of study groups, student quota manipulation, and inadequate complaint handling.</p> <p>2. Maladministration and Conflicts of Interest—This includes abuse of authority, corruption, and incompetence of officials or school principals.</p> <p>3. Repressive Actions Against Academic Freedom – Restrictions or punitive measures that hinder academic expression and independent thought.</p>
Police	<p>1. Prolonged Delays in Court Decision Implementation – Failure to execute court rulings promptly, causing legal uncertainty and injustice.</p> <p>2. Negligence in Law Enforcement – Police failure to fulfill their duties and responsibilities as mandated by Law Number 2 of 2002 concerning the Indonesian National Police, particularly in addressing recurring violence and criminal acts experienced by the public.</p> <p>3. Procedural Violations in Forced Evictions—Unlawful and arbitrary forced evictions by police officers violate legal provisions and human rights (HAM).</p>
Personnel Affairs	<p>1. Maladministration in the Selection Process for Prospective Government Employees with Work Agreements—Issues particularly affect midwife and honorary teacher positions, such as bribery by the Head of the Education Office in teacher recruitment and inconsistent application of the SKTT national policy across regions.</p> <p>2. Culture of Quota-Based Deposits in CASN Selection—There have been irregularities in recruiting Civil Servant Candidates (CASN), including favoritism, financial transactions, and unfulfilled campaign promises by regional officials ahead of local elections (Pilkada).</p> <p>3. Postponement of CASN Recruitment Due to Regional Elections—CASN recruitment is delayed until after the</p>

	<p>regional head elections or simultaneous regional elections, driven by concerns that recruitment close to election periods may be exploited as a political commodity.</p> <p>4. Salary Arrears for Honorary Workers in Regional Governments – Delays or non-payment of salaries for honorary workers impacting their welfare and job performance.</p> <p>5. Dismissal from Office Due to Maladministration – Officials being removed from their positions for failing to fulfill legal obligations, leading to governance inefficiencies.</p>
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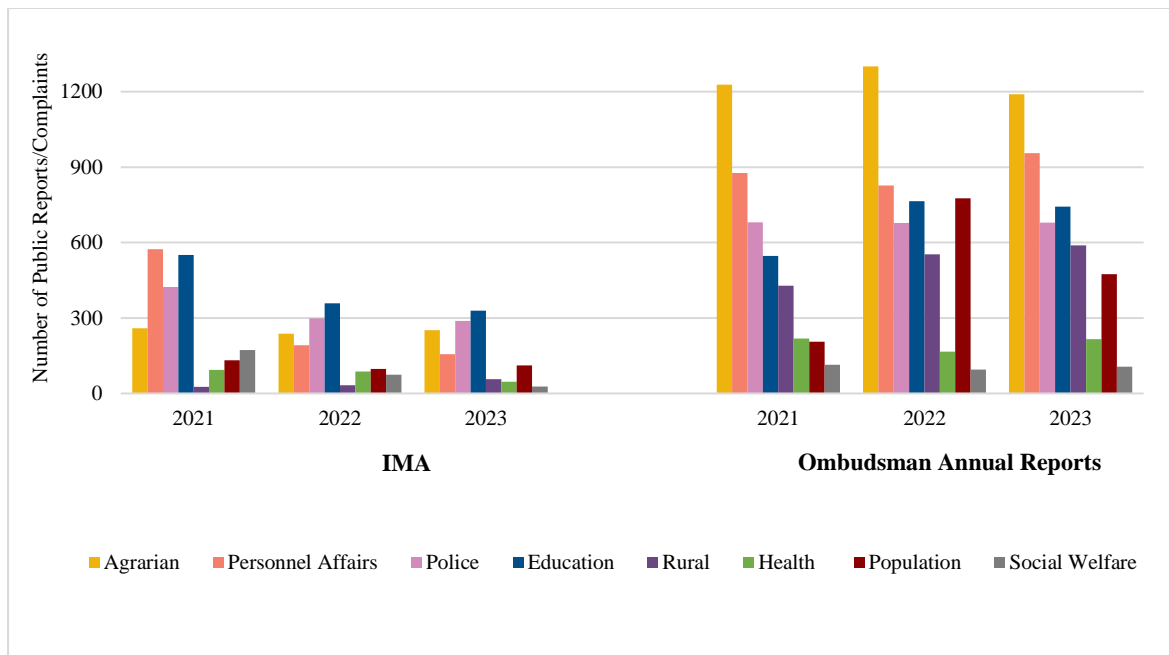
(Source: IMA, 2025 (processed))

Information Gap Analysis Based on Public Reports and Big Data as a Basis For Modeling Maladministration Supervision Priorities

Implementing quality public services plays a crucial role in achieving good governance. As a supervisory institution, the Ombudsman must ensure that public services are delivered effectively and efficiently. Its oversight is guided by good governance principles, assessing how well government operations adhere to regulations, function efficiently, and achieve their intended goals for public welfare. However, the Indonesian Ombudsman—both at the central and regional levels—is more widely recognized for resolving public complaints rather than serving as a preventive oversight body aimed at preventing actions that fall outside legal boundaries.

Limited investigative capacity requires public service providers and supervisory institutions at both central and regional levels to identify and resolve public service issues proactively. As an external supervisory institution, the Indonesian Ombudsman must remain responsive and adaptable, utilizing various methods and approaches to conduct oversight effectively based on prevailing conditions. In the digital era, big data analytics enhances analysis by identifying media reporting patterns from multiple information sources. By integrating public reports with big data insights, the Ombudsman can prioritize supervision in sectors or areas with the highest potential for maladministration.

Figure 6. Number of Public Complaints based on the Ombudsman Annual Report and Big Data



(Source: Analysis Results, 2025)

The resolution of public reports and complaints against public service providers (external complaint handling) is a key mechanism for identifying issues within the public service sector. Complaints submitted to the Ombudsman cover various service-related grievances involving government agencies and other public institutions. Analysis based on public reports and big data consistently highlights recurring patterns in complaints across different public service sectors. Public reports are received through multiple complaint channels, including On-the-Spot Report Verification Receipts (PVL), direct visits to the Ombudsman, letters, WhatsApp, email, telephone, social media, and other platforms. Meanwhile, big data analysis—incorporating public sentiment and digital interaction patterns—reinforces findings from public reports. Both approaches reveal similar trends, with the highest maladministration occurring in agrarian affairs (land and spatial planning), personnel, police, and education.

The alignment between these two data sources demonstrates that combining public reports with big data can be a foundation for prioritizing maladministration supervision. Given the consistency of the results, this approach can be leveraged as a strategic recommendation for the Indonesian Ombudsman and other supervisory institutions to set oversight priorities, formulate preventive policies, and enhance the

effectiveness of responses to public reports and complaints. Furthermore, this analysis supports reinforcing preventive supervision mechanisms based on data-driven and evidence-based policies, ultimately improving public service quality.

D. CONCLUSION

Public service is a fundamental aspect of government administration that ensures public welfare. Achieving clean governance, particularly in public service delivery, requires core elements such as professionalism and accountability from service providers. As an institution mandated by law to oversee public service implementation, the Indonesian Ombudsman has not achieved optimal effectiveness in supervising maladministration. While the quality of public service providers has improved—reflected in the increasing number of entities receiving high and excellent scores in the Opinion on Supervision of Public Service Provision—public complaint resolution is still not prioritized due to budget constraints. Therefore, establishing supervision priorities is crucial to ensuring that the Ombudsman operates more effectively, efficiently, and optimally despite its limitations.

This study highlights key issues in public service complaints through two primary approaches: manual analysis based on agency data and big data analytics. According to the annual report of the Indonesian Ombudsman, the four most frequently reported complaint categories are agrarian (land and spatial planning), personnel, education, and police matters. Based on these findings, critical recommendations are proposed to strengthen external supervision of public services. Enhancing the quality of supervision requires regulatory reinforcement, including revisions to Law Number 37 of 2008 concerning the Indonesian Ombudsman. The Ombudsman must actively clarify its supervisory authority to prevent overlaps with other agencies. Additionally, the regulation should emphasize the Ombudsman's role as a supervisory institution rather than merely a complaint resolution body, ensuring its policies have a broader impact. Furthermore, recommendations for improving public service implementation should be extended to the representative level, ensuring that complaint resolution is reactive and includes strategic measures to prevent recurrent maladministration.

This conclusion reinforces the finding that the four key issues—agrarian (land and spatial planning), personnel, education, and police—are the primary subjects of public complaints regarding public services, as identified through big data analysis utilizing Intelligence Media Analytics (IMA). In the modern era, public service

supervision must be prioritized swiftly to meet the increasing public demand for transparency and government accountability. As access to information and public participation in monitoring public services grow, the government must respond rapidly and effectively to maladministration issues. Policy formulation based on IMA findings can serve as a foundation for determining supervision priorities, ensuring that oversight efforts are more targeted and adaptive to the evolution of public service issues based on historical data and current trends. Additionally, developing a big data-driven analytical system can facilitate real-time identification of maladministration patterns by enhancing data integration and interoperability between the Indonesian Ombudsman and the Ministry of National Development Planning.

The alignment of findings from both methods underscores the urgency of adopting a big data-based approach to enhance supervision effectiveness. This approach is a crucial foundation for evidence-based modeling in determining supervision priorities, ensuring more effective oversight of public service maladministration in the future. Medium-term supervision efforts should focus on four key sectors—agrarian, personnel, education, and police—given their high public complaints. In implementing this planning recommendation as responsive to community needs, it is necessary to develop a participatory supervision mechanism that involves the community and the media in monitoring public services.

Based on the aforementioned considerations, the author also offers recommendations for future research in the field of public administration. Subsequent studies should be directed toward exploring the application of artificial intelligence (AI) and other digital technologies to enhance the effectiveness of public service delivery, particularly in the domains of oversight and bureaucratic performance evaluation. Future research may also focus on the dynamics of intergovernmental collaboration and the role of citizen participation in fostering more transparent and responsive governance. Furthermore, comparative studies on public policy approaches across regions or countries could enrich the understanding of best practices in public administration reform within the context of digital transformation.

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