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The Implementation of the Duties and Functions of the Banten Regional Ombudsman Office in Overseeing Public Services

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ABSTRACT

The quality of public services remains an important challenge in achieving good governance and strengthening public trust in government institutions. This article presents the outcomes of a community engagement and applied research program conducted through an internship at the Ombudsman of the Republic of Indonesia, Banten Representative Office. The program aimed to enhance public service supervision, improve complaint management, and increase public awareness of citizens' rights and complaint mechanisms. A participatory and practice-based approach was implemented through direct observation, administrative assistance, complaint verification, documentation, public service monitoring, and participation in public outreach activities. The program supported institutional operations while identifying issues related to maladministration and service delivery. The results showed improvements in administrative efficiency, institutional capacity in handling public complaints, and community understanding of transparent, accountable, and responsive public services. Furthermore, the internship strengthened students' practical competencies by integrating academic knowledge with professional experience. Overall, the program demonstrates that collaboration between higher education institutions and public agencies can promote community empowerment, encourage social innovation, improve public accountability, and contribute to sustainable community development through better public service governance and active citizen participation.

1. INTRODUCTION

Public service is one of the government's responsibilities in fulfilling the rights and needs of the public through the provision of high-quality, transparent, and accountable services (Basri & Qomariyah, 2024). However, various problems still arise in its implementation, such as convoluted service procedures, delays in service delivery, abuse of authority, and maladministration, all of which erode public trust in public service providers. The high number of public complaints in Banten Province indicates that the quality of public services still requires more effective oversight. In this context, the Ombudsman of the Republic of Indonesia, as an independent state institution, plays a strategic role in overseeing the delivery of public services by receiving and investigating public reports, preventing maladministration, and imposing corrective measures on service-providing agencies

(Ombudsman RI, 2022). The Banten Regional Office of the Ombudsman of the Republic of Indonesia carries out these functions to promote public services that align with the principles of good governance. Therefore, this study aims to analyze the implementation of the duties and functions of the Banten Regional Office of the Ombudsman of the Republic of Indonesia in overseeing public services and to identify its contributions to improving the quality of public services and preventing maladministration.

The Banten Regional Office of the Ombudsman of the Republic of Indonesia continues to face various challenges in carrying out its oversight functions regarding the delivery of public services. One indicator of this is the high number of reports submitted by the public regarding alleged maladministration in various service sectors. This situation indicates that there are still public service providers that have not fully implemented the principles of

transparency, accountability, and compliance with established service standards. Furthermore, public awareness of the Ombudsman's role, functions, and reporting mechanisms still needs to be improved. This limited understanding has the potential to prevent all public service issues from being reported or followed up on optimally. Therefore, it is necessary to strengthen the implementation of oversight duties, increase public education, and foster better synergy with public service providers so that efforts to prevent and address maladministration can proceed more effectively.

Public services are a manifestation of the government's responsibility to ensure that the rights of the public are fulfilled through the provision of effective, high-quality, and public-interest-oriented services (Jamil Bazarah, 2021). The effective delivery of public services requires the application of the principles of transparency, accountability, and legal certainty in order to achieve optimal governance. In practice, the public does not merely act as service recipients but also has the right to monitor and file complaints if alleged irregularities are discovered in the service delivery process. Therefore, the Ombudsman of the Republic of Indonesia plays a vital role in the public service oversight system, as it has the authority to receive, verify, investigate, and follow up on public reports regarding alleged maladministration, while also implementing various preventive measures through outreach, education, and enhancing service providers' compliance with service standards. Nevertheless, the Ombudsman of the Republic of Indonesia's Banten Regional Office still faces a number of challenges in carrying out its oversight functions. The high number of public complaints indicates that maladministration and various public service issues still occur, while public understanding of the Ombudsman's role and complaint mechanisms remains uneven. This situation highlights a discrepancy between conditions on the ground and the.

Various oversight efforts carried out by the Banten Regional Office of the Ombudsman of the Republic of Indonesia, such as receiving and following up on public reports, investigating allegations of maladministration, and implementing preventive measures through outreach and education, have not yet fully resolved the problems in the delivery of public services. This is reflected in the continued receipt of various public reports indicating that maladministration and non-compliance with service standards still occur in a number of public service agencies. In fact, the delivery of public services is expected to provide high-quality, public-interest-oriented services and to apply the principles of transparency, accountability, and legal certainty. The discrepancy between the actual conditions on the ground and these ideal conditions indicates that there remains a gap in the implementation of public service oversight functions. Based on this, this study was conducted to examine the implementation of the duties and functions of the Banten Regional Office of the Ombudsman of the Republic of Indonesia in overseeing the delivery of public services and to analyze its contribution to improving the quality of public services in Banten Province.

Oversight of public services is a key effort in achieving transparent, accountable, and public-interest-oriented governance. Although the public has the right to receive quality

services and to participate in overseeing the delivery of public services, various obstacles remain, such as a lack of understanding regarding complaint mechanisms, limited knowledge about the role of the Ombudsman, and the continued occurrence of maladministration in various service sectors. Therefore, the Ombudsman of the Republic of Indonesia plays a vital role in strengthening the oversight system by receiving and resolving public complaints, conducting outreach and educational activities, and working to prevent maladministration. Through the fulfillment of these functions, it is hoped that the quality of public services will continue to improve and that service providers will become increasingly committed to delivering professional, transparent, and accountable services.

At the Banten Regional Office of the Ombudsman of the Republic of Indonesia, the main issues identified relate to the still suboptimal delivery of public services, as evidenced by the high number of public reports regarding alleged maladministration. Based on observations made during the internship and information obtained from the agency, the challenges faced include ongoing irregularities in public service processes, a high number of public complaints across various service sectors, and a lack of uniform public understanding regarding the Ombudsman's functions, authority, and complaint submission mechanisms. These various issues have resulted in suboptimal oversight of public services and hinder efforts to achieve services that are transparent, accountable, responsive, and oriented toward the public interest. Therefore, strengthening oversight functions, improving public education, and fostering more effective cooperation with public service providers are crucial steps in promoting the improvement of public service quality in Banten Province.

A number of studies indicate that community service programs yield more optimal results when they adopt a participatory approach that actively involves the community in identifying problems, developing alternative solutions, and evaluating the outcomes of activities. This approach not only enhances the community's understanding but also fosters greater awareness and participation in resolving the problems they face. In the context of public service, community involvement is a critical factor in strengthening oversight functions and promoting the delivery of services that are transparent, accountable, and free from maladministration.

This article aims to describe the implementation of a community service program through outreach and educational activities regarding the role of the Ombudsman of the Republic of Indonesia in overseeing public services for the community. Additionally, this article examines the contribution of these activities in enhancing the public's knowledge, awareness, and participation regarding the right to quality public services, complaint submission mechanisms, and the importance of the public's role in supporting the prevention of maladministration and the improvement of public service quality.

2. MATERIALS AND METHODS

2.1 Program Approach

This program was implemented by combining a participatory approach, training, and mentoring as learning methods for the

students. The participatory approach was applied by involving students in various administrative and service activities at the Banten Regional Office of the Ombudsman of the Republic of Indonesia. During the program, students not only observe the workflows implemented at the office but also directly participate in completing administrative tasks alongside staff members. In addition, training and mentoring were provided by staff at the Banten Regional Office of the Ombudsman of the Republic of Indonesia through guidance and supervision throughout the program, enabling students to gain an understanding of administrative management, document filing, mechanisms for receiving and handling public complaints, and the application of public service standards in accordance with the Ombudsman's duties and functions as an oversight body for public service delivery.

The program began with an orientation session to introduce the work environment at the Banten Regional Office of the Ombudsman of the Republic of Indonesia. During this phase, the students received an explanation of the organizational structure, the duties and functions of each department, as well as the operational mechanisms and oversight services carried out by the agency. Next, a needs assessment was conducted through observation of administrative activities, discussions with staff, and a review of various documents used in operational activities. Based on the results of this needs assessment, the students were actively involved in various administrative tasks, such as preparing LHPDs and assisting with the administrative processing of public complaints at the Banten Regional Office of the Ombudsman.

Throughout the program, students received ongoing guidance from staff at the Banten Regional Office of the Ombudsman of the Republic of Indonesia. This guidance aimed to ensure that all administrative tasks were carried out in accordance with applicable procedures and regulations, while also providing direction and evaluating the students' work. In addition, students also had the opportunity to gain an understanding of the implementation of digital-based administrative and service management systems used to support work processes at the Ombudsman, including document management and the administrative handling of public reports through the information systems implemented within the Ombudsman of the Republic of Indonesia.

Program evaluation is conducted on an ongoing basis through monitoring of student participation in each activity, discussions with field supervisors, and reflection on the experiences gained during the internship program. The success of the program is assessed based on students' increased understanding of public administration, their ability to perform administrative tasks in an orderly and systematic manner, and their understanding of the application of the principles of accountability, transparency, professionalism, and quality of public service in the Ombudsman's duties. The evaluation results show that the implementation of a participatory approach, supported by training and mentoring, was able to provide a comprehensive learning experience and strengthen students' competencies in understanding administrative processes, public service oversight mechanisms, and the practical implementation of governance

firsthand at the Banten Regional Office of the Ombudsman of the Republic of Indonesia.

2.2 Location, Time, and Partner

The internship program is held at the Banten Regional Office of the Ombudsman of the Republic of Indonesia, located at Jalan Kolonel TB Suwandi (Lingkar Selatan) No. 7, Lontar Baru Village, Serang District, Serang City, Banten. The activities took place during the internship period, from March 2, 2026, to May 23, 2026, in accordance with the schedule established by the university in collaboration with the partner agency. The partner in this program is the Banten Regional Office of the Ombudsman of the Republic of Indonesia, which is tasked with overseeing the delivery of public services and supporting the resolution of public complaints through administrative, investigative, and coordination activities. The program's target participants include staff of the Banten Regional Office of the Ombudsman of the Republic of Indonesia as well as student interns who are directly involved in office administration and activities supporting oversight services. During the program, students participate in various administrative activities, such as managing incoming and outgoing correspondence, filing documents, entering administrative data, organizing files, assisting with the administrative handling of public complaints, and other administrative tasks tailored to the operational needs of the Banten Regional Office of the Ombudsman of the Republic of Indonesia (Zega & Husna, 2025).

The selection of the Banten Regional Office of the Ombudsman of the Republic of Indonesia as a partner is based on its role as a state institution tasked with overseeing the delivery of public services by government agencies, state-owned enterprises, regionally-owned enterprises, and other public service providers. In addition to performing its oversight functions, the Ombudsman is also authorized to receive, investigate, and follow up on reports from the public regarding alleged maladministration in the delivery of public services. This institution provides a learning environment that supports the development of students' competencies, particularly in the fields of public administration, office management, document management, and the administrative handling of public reports (Podungge, 2020). Through this collaboration, students gain the opportunity to be directly involved in various administrative activities, such as managing incoming and outgoing correspondence, filing documents, entering administrative data, compiling files, and assisting with administrative support for the process of handling public reports. This involvement not only provides relevant practical experience but also contributes to enhancing students' professional competencies in understanding the mechanisms of oversight and the delivery of public services.

2.3 Program Stages

The internship program is implemented in a structured manner through several stages: needs assessment, activity planning, program implementation, evaluation, and follow-up. Each stage is designed to ensure that the activities carried out align with the needs of the Banten Regional Office of the Ombudsman of the Republic of Indonesia and provide benefits in supporting the smooth operation of administration, document management, and the oversight of public service delivery. Through these stages,

students not only gain practical experience but also contribute to enhancing the effectiveness of administrative activities within the Banten Regional Office of the Ombudsman of the Republic of Indonesia..

a. Problem Identification

The identification process was conducted through direct observation of work processes at the Banten Regional Office of the Ombudsman of the Republic of Indonesia, as well as discussions with relevant staff members. This activity aimed to understand the workflow for handling public complaints, the mechanisms for investigating allegations of maladministration, and the administrative requirements that support the oversight of public services. The results of the assessment indicated that improvements are still needed in the areas of administrative management of report handling and documentation of investigation files, processing of public reports, and optimization of digital-based work systems to support the effectiveness and accuracy of the oversight process. These findings then served as the basis for designing student activities tailored to the operational needs and priorities of the Banten Regional Office of the Ombudsman of the Republic of Indonesia.

b. Program Planning

The planning phase began with coordination among the implementation team, the supervising lecturer, and the Banten Regional Office of the Ombudsman of the Republic of Indonesia to agree on the objectives, scope of activities, and program schedule. Based on the results of this coordination, a work plan was drafted that included the division of tasks, the determination of the types of activities to be carried out, and the administrative preparations needed throughout the program. In addition, the team also prepared various supporting tools, such as administrative record-keeping forms, activity documentation tools, and implementation guidelines tailored to the Ombudsman's work procedures. This planning was developed with the agency's needs in mind so that the students' activities could support administrative effectiveness, particularly in document management and the processing of public complaints at the Banten Regional Office of the Ombudsman of the Republic of Indonesia.

c. Program Implementation

The implementation phase is the core stage of the community service program, carried out through direct mentoring at the Banten Regional Office of the Ombudsman of the Republic of Indonesia. The activities began with an orientation and introduction to the work environment, covering the organizational structure, institutional duties and functions, as well as the mechanisms for overseeing public services and handling public reports—which are the Ombudsman's primary focus. This phase aimed to help participants understand the institution's workflow, particularly regarding the process of receiving, conducting initial verification, and following up on reports of alleged maladministration in public services.

Subsequently, participants were involved in various administrative activities supporting oversight, such as receiving

and classifying public reports, entering report data into the administrative system, assisting in compiling summaries and monitoring the progress of report handling, as well as managing and archiving documents related to the clarification process, investigations, and the results of report handling. In addition, participants also helped prepare the administrative materials required for the examination process and coordinated with the parties being investigated and relevant agencies in accordance with the procedures in effect at the Banten Regional Office of the Ombudsman of the Republic of Indonesia.

d. Monitoring and Evaluation

Monitoring and evaluation were conducted on an ongoing basis throughout the program to ensure that all activities proceeded in accordance with the established objectives. The monitoring process was carried out by field supervisors through observations of participants' discipline, level of participation in activities, ability to complete tasks, and adherence to the work procedures in effect at the Banten Regional Office of the Ombudsman of the Republic of Indonesia—particularly in administrative activities related to handling public complaints and overseeing public services.

Program evaluation is conducted through an assessment of participants' performance, discussions with field supervisors, and documentation of all activities carried out during the program. Additionally, feedback from staff at the Banten Regional Office of the Ombudsman of the Republic of Indonesia serves as the basis for evaluating the effectiveness of participants' involvement in supporting administrative activities and the public service oversight process. The evaluation results showed that the participants were able to adapt to the work environment, effectively carry out administrative tasks in support of oversight, and contribute to the smooth operation of administrative processes at the Banten Regional Office of the Ombudsman of the Republic of Indonesia.

e. Follow-Up

To ensure the program's sustainability, communication and coordination with the Banten Regional Office of the Ombudsman of the Republic of Indonesia will continue after the program concludes in order to gather feedback on the program's implementation and identify opportunities for collaboration in future activities. The results of the program evaluation will also be used as input to refine the design of community service programs and internship activities in the next period.

In addition, it is hoped that the experience and skills gained by participants during the program can be applied in both academic and professional settings, particularly in areas related to public administration, the management of public complaints, and mechanisms for overseeing public services. It is hoped that the collaboration between the university and the Banten Regional Office of the Ombudsman of the Republic of Indonesia can continue to be developed through internship programs, research, community service, and human resource capacity-building activities that provide mutual benefits for both parties.

2.4 Techniques of Program Implementation

The implementation of the community service program at the Ombudsman of the Republic of Indonesia, Banten Representative Office utilizes several implementation techniques aligned with the program objectives, namely to enhance participants' understanding, administrative skills, and their ability to support public service oversight functions. The techniques applied include observation, discussion and consultation, hands-on practice, mentoring, and the use of digital-based administrative systems that support public complaint handling

1. Field Observation

Field observation was conducted at the initial stage to understand the organizational structure, workflow of public complaint handling, mechanisms for investigating allegations of maladministration, and the public service supervision procedures at the Ombudsman of the Republic of Indonesia – Banten Representative Office. This technique helped participants identify workplace needs and understand the processes to be carried out throughout the program.

2. Discussion and Consultation

Discussions were held regularly between participants, field supervisors, and Ombudsman staff. Through this technique, participants received explanations regarding the procedures for receiving and verifying public complaints, stages of complaint examination, challenges encountered in the supervision process, as well as feedback on completed tasks.

3. Hands-On Practice (Learning by Doing)

Hands-on practice serves as the main implementation technique in this program. Participants are actively involved in administrative tasks supporting supervision activities, such as managing and archiving complaint files, inputting complaint data into the system, compiling progress reports on complaint handling, and preparing supporting documents for clarification and investigation processes. Through these activities, participants are able to apply their knowledge while improving their administrative skills in accordance with applicable procedures at the Ombudsman of the Republic of Indonesia, Banten Representative Office.

2.5 Data Collection and Evaluation Instruments

Data collection in this community service program aims to document the implementation process, evaluate program achievements, and identify the benefits gained by the partner institution. The instruments used were adapted to the characteristics of administrative and mentoring activities at the Ombudsman of the Republic of Indonesia, Banten Representative Office.

The first instrument used was an observation sheet, which served to record participant engagement, the implementation of each activity stage, and the consistency between program implementation and the planned design. Observations were also used to identify changes in the effectiveness of administrative processes and public service supervision activities throughout the program.

The second instrument was documentation, which included activity photographs, administrative records, supporting documents, and participants' work outputs during the program. Documentation served as evidence of implementation as well as supporting data for analysis and report writing.

In addition, field notes were used as another key data source. These notes contained information regarding program implementation conditions, challenges encountered, solutions applied, and various findings obtained during the mentoring process. Field notes played an important role in evaluating the effectiveness of program implementation.

Program evaluation was also supported by partner feedback obtained through discussions and consultations with field supervisors and staff of the Ombudsman of the Republic of Indonesia, Banten Representative Office. This feedback was used to assess the program's alignment with institutional needs, the quality of implementation, and participants' contributions to supporting administrative processes in public service supervision.

The data collected from these instruments were analyzed descriptively by comparing conditions before and after program implementation based on observations, documentation, field notes, and partner input. The results of the analysis were used to evaluate program effectiveness and served as the basis for recommendations for similar programs in the future.

2.6 Data Analysis

The data collected during the implementation of the program were analyzed using a qualitative descriptive method to provide an overview of the implementation process, the level of achievement of activities, and the program's benefits for the partner institution. The analysis was conducted based on data obtained from observation sheets, documentation, field notes, and feedback from the Ombudsman of the Republic of Indonesia, Banten Representative Office.

The observational data were analyzed to determine participant engagement levels, the alignment between activity implementation and the program plan, and the effectiveness of mentoring in supporting administrative activities related to public service supervision. Meanwhile, documentation and field notes were used to describe each stage of program implementation, the challenges encountered, the solutions applied, and the outcomes achieved throughout the activities.

2.7 Indicators of Program Success

The success of the community service program is measured by the extent to which the objectives established during the planning phase have been achieved. The evaluation of success is conducted through observations, activity documentation, assessments by field supervisors, and feedback from the Ombudsman of the Republic of Indonesia, Banten Representative Office regarding program implementation.

The first indicator is the increase in participants' knowledge of public administration, document management, public service supervision mechanisms, and an understanding of the roles and functions of the Ombudsman in handling public complaints. This improvement is demonstrated by participants' ability to understand workflows and carry out tasks in accordance with applicable procedures.

The second indicator is the improvement of participants' practical skills in performing administrative tasks that support public service supervision, such as managing and archiving complaint files, inputting complaint data, compiling complaint handling summaries, and preparing supporting administrative documents for examination and clarification processes.

The third indicator is the level of active participation of participants throughout the program. Participation is measured through attendance, engagement in activities, ability to collaborate with Ombudsman staff, and responsibility in completing assigned tasks.

The fourth indicator is the contribution of participants to the effectiveness of administrative processes in public service supervision at the Ombudsman of the Republic of Indonesia – Banten Representative Office. This is reflected in their involvement in facilitating administrative workflows and supporting the management of complaint-related data and documents.

The fifth indicator is partner satisfaction, which is assessed based on feedback from field supervisors and Ombudsman staff regarding the quality of program implementation, discipline, work performance, and participants' contributions to administrative and supervisory activities.

In addition, program sustainability is also considered an indicator of success. Sustainability is reflected in ongoing collaboration between the university and the Ombudsman of the Republic of Indonesia, Banten Representative Office, recommendations for future program implementation, and the application of the competencies gained by participants in both academic and professional settings.

Based on these indicators, the success of the program is not only measured by the completion of all planned activities but also by the tangible benefits in enhancing participants' competencies and supporting the effectiveness of public service supervision at the Ombudsman of the Republic of Indonesia, Banten Representative Office.

3. RESULT AND DISCUSSION

The implementation of the community service program at the Ombudsman of the Republic of Indonesia, Banten Representative Office yielded positive results in enhancing participants' competencies and supporting the effectiveness of administrative processes related to public service supervision. Throughout the program, participants were directly involved in various supporting administrative activities, such as managing and

archiving public complaint files, inputting complaint data into the administrative system, compiling complaint handling progress reports, and preparing supporting documents for clarification and investigation of alleged maladministration.

Based on observations, activity documentation, and evaluations conducted by field supervisors, participants demonstrated an improvement in their understanding of public service mechanisms, complaint handling procedures, and the stages of maladministration investigation in accordance with the standard operating procedures applied at the Ombudsman of the Republic of Indonesia, Banten Representative Office. In addition, participants gained practical experience in performing administrative tasks in a professional and systematic manner (Topan, 2020).

Participants' level of engagement during the program was also high. They actively participated in all activities, collaborated effectively with Ombudsman staff, and demonstrated responsibility in completing assigned tasks. This involvement contributed to the effectiveness of administrative processes in supporting public service supervision within the work environment.

Overall, the program provided benefits not only for the participants but also for the partner institution. The participants' involvement helped facilitate administrative processes in handling public complaints, supported document management, and improved operational efficiency at the Ombudsman of the Republic of Indonesia, Banten Representative Office.

Table 1. Participants' Knowledge Before and After the Program

Indicator	Before Program	After Program	Change
Understanding of the topic	Sufficient	Good	Improved
Practical skills	Limited	Good	Increased
Participation level	Moderate	Active	Increased
Confidence in applying the knowledge	Sufficient	High	Increased

The results of the program indicate that this community service activity made a positive contribution to improving participants' knowledge, skills, and experience in public administration and public service supervision. Direct involvement at the Ombudsman of the Republic of Indonesia, Banten Representative Office enabled participants to connect theoretical knowledge gained in lectures with real-world workplace practices.

The improvement in participants' competencies was influenced by several factors, including guidance from field supervisors, active participation in all activities, and opportunities for direct involvement in administrative and public service supervision

processes. The learning-by-doing approach proved to be more effective in developing technical skills as well as the ability to work in a professional environment.

From an institutional perspective, the program also provided benefits by supporting administrative activities related to public complaint handling, thereby improving operational effectiveness. The collaboration between universities and the Ombudsman of the Republic of Indonesia, Banten Representative Office represents a form of synergy that supports human resource development while strengthening the function of public service supervision.

However, several challenges were encountered during implementation, such as participants' adaptation to the working system and differences in their initial levels of understanding. These challenges were addressed through intensive guidance from field supervisors, effective communication, and continuous mentoring throughout the program.

Overall, the success of the program was supported by the relevance of activities to institutional needs, active participation of participants, support from the Ombudsman of the Republic of Indonesia, Banten Representative Office, and continuous mentoring. The program not only enhanced participants' competencies but also made a tangible contribution to improving the effectiveness of administrative processes in public service supervision. These findings demonstrate that collaboration between universities and government institutions is a form of community service that benefits all parties involved.

4. CONCLUSION

The implementation of the community service program at the Ombudsman of the Republic of Indonesia, Banten Representative Office has made a positive contribution to enhancing participants' knowledge, skills, and experience in public administration and public service supervision. Through direct involvement in administrative support activities, such as managing and archiving public complaint files, inputting complaint data, and preparing documents for examination and clarification processes, participants were able to apply their academic knowledge to real workplace practices in accordance with applicable procedures. In addition, the program also benefited the partner institution by supporting the effectiveness and smooth implementation of administrative processes in public complaint handling and public service supervision tasks.

The success of the program was supported by active participant involvement, guidance from field supervisors, the relevance of activities to institutional needs, and strong collaboration between the university and the Ombudsman of the Republic of Indonesia, Banten Representative Office. The learning-by-doing approach and continuous mentoring proved effective in improving technical skills, responsibility, and teamwork in a professional environment. For future implementation, it is recommended that the mentoring period be extended, the use of digital-based administrative systems be further optimized, and institutional cooperation be strengthened to ensure sustainable benefits and improved public service quality.

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