

# STRENGTHENING LEGAL CERTAINTY IN PUBLIC SERVICES: AN ANALYSIS OF GOOD GOVERNANCE PRINCIPLES IN GOVERNMENT ADMINISTRATION

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## Abstract

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*This study aims to analyze the strengthening of legal certainty in public services through the implementation of good governance principles in government administration in Bengkulu. Legal certainty is important because public services must be delivered through clear procedures, transparent standards, accountable decisions, and equal treatment for all citizens. This study uses a normative-empirical legal research method with a qualitative descriptive approach. Normative analysis is applied to examine laws and regulations related to public services and government administration, while empirical analysis is used to understand public service practices, complaint mechanisms, and administrative supervision in Bengkulu. The findings show that good governance principles have contributed to strengthening legal certainty through service standards, transparency, accountability, responsiveness, public participation, complaint handling, and supervision by relevant institutions, including the Ombudsman. However, legal certainty has not been fully optimized because public service practices still face challenges such as procedural inconsistency, service delays, limited transparency, and uneven complaint resolution. This study concludes that legal certainty in public services depends not only on formal regulations, but also on consistent administrative implementation, professional public officials, effective supervision, and active public participation. Strengthening good governance in Bengkulu is therefore necessary to create public services that are fair, predictable, accountable, and responsive to citizens' rights.*

**Keywords:** Accountability; Good governance; Legal certainty; Public services; Transparency

## INTRODUCTION

Legal certainty in public services is an essential requirement for ensuring that government administration operates in a predictable, accountable, and rights-based manner. In the context of Bengkulu, public service delivery still faces practical challenges related to administrative delays, procedural inconsistency, limited transparency, unequal service standards, and public complaints concerning maladministration. These conditions indicate that the availability of legal rules alone is insufficient if they are not implemented consistently by public officials. In 2024, the Ombudsman Representative Office in Bengkulu reportedly received 165 public complaints, reflecting continuing public concern over the quality and certainty of administrative services. Public service assessment in Bengkulu also emphasizes several key dimensions, including service-provider competence, service standards, complaint management, facilities, and public perception of service delivery.

Previous studies have shown that good governance principles play an important role in improving the quality of public services. Transparency, accountability, participation, responsiveness, effectiveness, and legal certainty are widely recognized as core principles that help prevent arbitrary administrative action and strengthen public trust in government institutions. Research on public services in Indonesia has emphasized that maladministration, weak accountability, limited public participation, and uneven service standards remain persistent problems in bureaucratic reform

(Salsabila & Wijaya, 2024; Malik, 2024). Other studies also argue that public service standards under Law Number 25 of 2009 are intended to create legal certainty in the relationship between citizens and public service providers (Pratiwi, 2022; Sari & Nugroho, 2023). In the Bengkulu context, studies on the role of the Ombudsman indicate that administrative supervision is important in responding to delayed services, abuse of authority, unprofessional conduct, and procedural violations in public service sectors such as education, health, licensing, and civil administration.

Normatively, the implementation of public services in Indonesia is regulated under Law Number 25 of 2009 concerning Public Services, which provides the legal basis for service standards, rights and obligations of service users and providers, public participation, complaint mechanisms, and sanctions. This law confirms that public service delivery must be based on principles such as public interest, legal certainty, equality of rights, balance of rights and obligations, professionalism, participation, transparency, accountability, timeliness, speed, convenience, and affordability. In addition, Law Number 30 of 2014 concerning Government Administration strengthens the legal framework for good governance by regulating administrative decisions and actions, abuse of authority, discretionary power, and the General Principles of Good Governance. This law is designed to improve transparent, efficient, and accountable government administration while preventing corruption, collusion, nepotism, and arbitrary use of authority.

Although these regulations provide a strong normative foundation, the implementation of legal certainty in public services remains a significant issue at the local government level. In Bengkulu, the gap between formal legal standards and administrative practice can be seen in public complaints, uneven compliance with service standards, and the continuing need for stronger supervision by the Ombudsman and internal government control mechanisms. This situation raises an important legal-administrative question: to what extent have good governance principles been implemented to strengthen legal certainty in public service delivery in Bengkulu?

Based on this problem, this study aims to analyze the implementation of good governance principles in government administration as an effort to strengthen legal certainty in public services in Bengkulu. Specifically, this study seeks to examine the relationship between legal certainty, public service standards, administrative accountability, transparency, and public complaint mechanisms. The study is expected to contribute to the development of administrative law and public administration studies by providing a contextual analysis of how good governance principles can be used as legal and institutional instruments to improve the certainty, fairness, and accountability of public services at the regional level.

## **METHOD**

This study uses a normative-empirical legal research method with a qualitative descriptive approach. Normative legal research is used to examine the legal framework governing public services, government administration, legal certainty, and good governance principles. Empirical legal research is used to understand how these legal norms are implemented in public service practices in Bengkulu. This approach is appropriate because the study does not only analyze written regulations, but also examines the practical relationship between legal norms and administrative implementation at the local government level.

The focus of this study is the strengthening of legal certainty in public services through the application of good governance principles in government administration. The main aspects examined include legal certainty, transparency, accountability, responsiveness, public participation, service standards, complaint-handling mechanisms, and administrative supervision. These aspects are analyzed to determine whether public service delivery in Bengkulu has been carried out in accordance with the principles of good governance and the applicable legal framework.

The location of this study is Bengkulu, Indonesia. Bengkulu was selected because public service delivery in this region still faces several administrative challenges, including public complaints, delays in service delivery, procedural inconsistency, and the need for stronger supervision of government administrative actions. The local context provides an important basis for examining how good governance principles are implemented in regional public service administration.

The subjects of this study include public service institutions, government administrative officials, public service users, and relevant supervisory institutions in Bengkulu. The data sources

consist of primary and secondary data. Primary data are obtained from information related to public service practices, administrative experiences, and public complaints in Bengkulu. Secondary data are obtained from laws and regulations, legal literature, journal articles, government reports, Ombudsman reports, official documents, and other relevant written materials related to public services and government administration.

Data collection techniques consist of document study, literature review, and field-based qualitative information collection. Document study is conducted by examining Law Number 25 of 2009 concerning Public Services, Law Number 30 of 2014 concerning Government Administration, implementing regulations, official policy documents, and public service standards. Literature review is conducted by analyzing previous studies on legal certainty, good governance, public services, maladministration, and government accountability. Field-based qualitative information may be collected through observation of public service practices and interviews with relevant informants, such as public service users, government officials, and supervisory actors, to obtain contextual understanding of administrative implementation in Bengkulu.

The data are analyzed using qualitative descriptive analysis. The analysis begins by identifying the relevant legal norms and good governance principles that regulate public service delivery. The next step is to compare these norms with public service practices in Bengkulu in order to identify gaps between legal standards and administrative implementation. The interpretation is conducted by linking legal provisions, empirical findings, and theoretical concepts of good governance. Through this technique, the study seeks to explain whether the implementation of good governance principles has strengthened legal certainty in public services, and what administrative improvements are needed to ensure more transparent, accountable, responsive, and legally certain public service delivery.

## RESULTS

The findings of this study show that legal certainty in public services in Bengkulu is strongly influenced by the consistency of administrative procedures, the availability of service standards, the effectiveness of complaint-handling mechanisms, and the implementation of good governance principles by public service institutions. In normative terms, Law Number 25 of 2009 concerning Public Services provides the legal basis for service standards, rights and obligations, community participation, complaint resolution, and sanctions in public service delivery. This regulation confirms that public services must be implemented based on legal certainty, equality of rights, transparency, accountability, timeliness, speed, convenience, and affordability (Republic of Indonesia, 2009). Law Number 30 of 2014 concerning Government Administration further strengthens this framework by requiring government decisions and actions to be based on legality, protection of citizens' rights, prevention of abuse of authority, and the General Principles of Good Governance (Republic of Indonesia, 2014). These two laws indicate that legal certainty is not only a formal legal requirement but also an operational standard for public administration.

The first finding indicates that public service delivery in Bengkulu has shown progress in institutional compliance, but several administrative problems remain. The Ombudsman's public service compliance assessment in Bengkulu uses several dimensions, including input, process, output, and complaint management. These dimensions cover the competence of service providers, the availability of service facilities, service standards, perceptions of maladministration, achievement of minimum service standards, and complaint-handling mechanisms. This shows that the quality of public service in Bengkulu is assessed not only from the existence of formal procedures but also from how services are experienced by the public and how complaints are managed by service providers.

The second finding shows that legal certainty is still challenged by public complaints regarding maladministration. The Ombudsman Representative Office in Bengkulu processed 165 public reports in 2024, increasing from 108 reports in 2022 and 154 reports in 2023. The increase in reports does not necessarily indicate that all public services are deteriorating, but it shows that citizens continue to encounter problems related to service delays, unclear procedures, administrative inconsistency, and dissatisfaction with service responses. It also reflects growing public awareness of complaint mechanisms and the role of the Ombudsman as an external supervisory institution.

The third finding is that the principle of transparency has become a central requirement for strengthening legal certainty in public services. Transparency is reflected in the obligation of service

providers to publish service standards, requirements, procedures, costs, time limits, and complaint channels. When this information is clearly available, citizens can understand their rights and obligations, while public officials are bound by predictable administrative standards. However, the findings indicate that transparency in Bengkulu still needs to be strengthened, especially in ensuring that all service units provide accessible, updated, and understandable information to the public. Without adequate transparency, service users may face uncertainty regarding procedures, service completion time, and the legal basis of administrative decisions.

The fourth finding shows that accountability is closely related to legal certainty. Public service institutions in Bengkulu are expected to be responsible for every administrative decision, service delay, rejection of application, or failure to provide services according to established standards. Accountability requires that public officials do not only perform administrative duties but also provide clear reasons for their decisions and respond to complaints in a measurable manner. This is in line with Law Number 30 of 2014, which places government decisions and actions within the framework of legality, proper authority, and prevention of abuse of power. Therefore, accountability functions as a control mechanism to prevent arbitrary administrative conduct and to ensure that government actions remain legally justifiable.

The fifth finding indicates that complaint management plays an important role in correcting maladministration and strengthening legal certainty. A public complaint mechanism allows citizens to challenge unclear, delayed, discriminatory, or procedurally improper services. In Bengkulu, the role of the Ombudsman is significant because it provides external supervision over public service providers and encourages institutions to improve service compliance. The Ombudsman's compliance assessment program is designed to prevent maladministration from occurring or recurring by evaluating public service standards and institutional responsiveness. This means that complaint management should not be understood merely as a reactive mechanism, but also as a preventive instrument for improving public administration.

The sixth finding shows that responsiveness remains an important issue in public service delivery. Responsiveness refers to the ability of government institutions to respond quickly, fairly, and appropriately to public needs and complaints. In practice, responsiveness is connected to service timeliness, clarity of information, staff competence, and the willingness of service providers to solve administrative problems. Where responsiveness is weak, legal certainty is also weakened because citizens cannot predict when and how their administrative rights will be fulfilled. Therefore, improving responsiveness in Bengkulu requires stronger internal supervision, better service-user communication, and a more effective complaint follow-up system.

The seventh finding shows that the implementation of good governance principles in Bengkulu cannot be separated from the quality of human resources and institutional capacity. Competent public officials are required to understand service standards, administrative law, ethical obligations, and complaint-handling procedures. The Ombudsman's assessment framework includes the competence of service providers as one of the important variables in public service compliance. This indicates that legal certainty does not depend only on written rules but also on the capability of public officials to apply those rules consistently in daily administrative practice.

The eighth finding indicates that public participation contributes to strengthening legal certainty. Law Number 25 of 2009 recognizes community participation as part of public service governance. Public participation allows citizens to provide feedback, submit complaints, monitor service quality, and demand accountability from service providers. In Bengkulu, public participation is reflected in the increasing use of reporting mechanisms and the growing attention to Ombudsman supervision. However, participation still needs to be supported by wider legal literacy, easier access to complaint channels, and stronger protection for service users who submit complaints.

Overall, the findings show that the implementation of good governance principles has contributed to strengthening legal certainty in Bengkulu's public services, particularly through service standards, supervision, complaint mechanisms, and accountability instruments. However, legal certainty has not been fully achieved because several administrative problems continue to appear in the form of public complaints, procedural inconsistency, service delays, and uneven transparency across service units. Therefore, strengthening legal certainty in Bengkulu requires more than compliance with formal regulations. It requires consistent implementation of good governance principles, improvement of public officials' competence, transparent publication of service standards,

effective complaint resolution, and stronger supervision by both internal government institutions and the Ombudsman.

## DISCUSSION

The findings show that legal certainty in public services in Bengkulu cannot be separated from the implementation of good governance principles in government administration. Legal certainty is not only determined by the existence of written regulations, but also by the consistency of administrative procedures, clarity of service standards, accountability of public officials, transparency of information, and effectiveness of complaint-handling mechanisms. This is consistent with the basic idea of good governance, which requires government administration to be predictable, accountable, transparent, responsive, participatory, and oriented toward public interest. In the context of public services, good governance functions as an operational bridge between legal norms and administrative practice.

From the perspective of legal certainty, the findings indicate that Bengkulu already has a clear normative foundation through Law Number 25 of 2009 concerning Public Services and Law Number 30 of 2014 concerning Government Administration. Law Number 25 of 2009 regulates public service standards, rights and obligations of service users and providers, public participation, complaint mechanisms, and sanctions. Meanwhile, Law Number 30 of 2014 provides the legal basis for government decisions and actions, including the prevention of abuse of authority and the implementation of the General Principles of Good Governance. Therefore, legal certainty in public services should be reflected in clear procedures, measurable time limits, transparent requirements, and accountable decisions. However, the findings show that legal certainty in Bengkulu is still challenged by service delays, unclear procedures, procedural inconsistency, and public complaints. This indicates a gap between the normative framework and the practical implementation of public services.

The finding on service standards confirms that public service delivery must be carried out based on measurable and publicly accessible standards. Service standards are important because they provide legal protection for citizens and administrative guidance for service providers. In theory, service standards reduce uncertainty because citizens can know the requirements, procedures, costs, completion time, and complaint channels before accessing public services. This is in line with Law Number 25 of 2009, which places service standards as one of the main instruments for ensuring the quality and certainty of public services. In Bengkulu, the Ombudsman's public service compliance assessment also evaluates dimensions such as service input, process, output, and complaint management. These dimensions show that public service quality is not measured only by the existence of documents, but also by how those standards are implemented in practice.

The finding on transparency shows that openness of information is one of the most important factors in strengthening legal certainty. Transparency allows service users to understand their rights, obligations, service procedures, required documents, official costs, and service completion time. When information is incomplete or difficult to access, citizens may experience uncertainty and become dependent on informal explanations from officers. This situation can create unequal treatment and open opportunities for maladministration. Therefore, transparency must be understood not merely as the publication of service information, but as the obligation of government institutions to provide information that is accurate, updated, accessible, and understandable. In Bengkulu, the need to strengthen transparency remains relevant because public complaints still occur and indicate that not all service users experience services in a predictable and clear manner.

The finding on accountability strengthens the argument that legal certainty depends on the responsibility of public officials in making and implementing administrative decisions. Accountability requires every public service institution to be able to explain the legal basis, reason, procedure, and consequence of its decisions. This is closely related to Law Number 30 of 2014, which requires government actions and decisions to be based on authority, procedure, and substance. If an administrative decision is made without proper authority, without clear procedure, or without reasonable justification, legal certainty will be weakened. In Bengkulu, the existence of public reports to the Ombudsman shows that accountability mechanisms are still needed to correct administrative errors, service delays, and potential maladministration. The Ombudsman Representative Office in Bengkulu processed 165 public reports in 2024, increasing from 108 reports in 2022 and 154 reports

in 2023. This trend shows that public supervision remains important in ensuring that public service providers are accountable for their administrative conduct.

The finding on responsiveness indicates that public service institutions must be able to respond quickly and appropriately to the needs and complaints of citizens. Responsiveness is directly connected to legal certainty because delayed or unclear responses create uncertainty for service users. In public administration theory, responsiveness reflects the ability of government institutions to recognize public needs, process public demands, and provide timely solutions. In the Bengkulu context, responsiveness is particularly important because complaints related to public services often arise from delays, unclear follow-up, or unsatisfactory responses. Therefore, improving responsiveness requires not only faster service delivery, but also better communication, clear complaint-tracking mechanisms, and stronger internal monitoring.

The finding on public participation shows that citizens are not merely passive recipients of public services, but also actors who can monitor, evaluate, and improve service delivery. Law Number 25 of 2009 recognizes public participation as an important element of public service governance. Participation may occur through feedback, complaints, public consultation, satisfaction surveys, and community supervision. In Bengkulu, the increasing number of reports submitted to the Ombudsman may be interpreted as an indication of growing public awareness regarding the right to complain and demand better services. However, participation will only strengthen legal certainty if complaint mechanisms are accessible, safe, responsive, and followed by corrective action. Without institutional follow-up, public participation may become merely symbolic and fail to improve administrative certainty.

The finding on complaint-handling mechanisms confirms that complaints are an important instrument for correcting maladministration and strengthening legal certainty. A complaint mechanism gives citizens a formal channel to challenge service delays, unclear procedures, discriminatory treatment, or improper administrative decisions. The Ombudsman's role is important because it provides external supervision over public service providers. The 2024 study on the Ombudsman Representative Office in Bengkulu explains that the public service compliance assessment program is intended to prevent maladministration from occurring or recurring. This means that complaint management should not be viewed only as a reactive process after a problem occurs, but also as a preventive mechanism to improve service systems, strengthen institutional compliance, and reduce future violations.

The finding on administrative supervision shows that the implementation of good governance requires both internal and external control. Internal supervision is needed to ensure that service units comply with standards, officers follow procedures, and administrative decisions are made according to law. External supervision, especially by the Ombudsman, strengthens public control over government administration. In Bengkulu, Ombudsman supervision is relevant because it provides an independent mechanism for assessing compliance, receiving public reports, and encouraging service improvement. This is consistent with the principle of accountability in good governance, where public institutions must be open to evaluation and correction.

The finding on institutional capacity and human resources also shows that legal certainty depends on the competence of public service providers. Even when regulations and service standards are available, poor understanding of administrative procedures, weak communication skills, and limited responsiveness may still create uncertainty for citizens. The Ombudsman's compliance assessment includes the competence of service providers as one of the assessed dimensions, showing that human resource quality is a key element of public service compliance. Therefore, strengthening legal certainty in Bengkulu requires continuous training for public officials, especially on public service law, administrative law, ethics, complaint handling, and citizen-oriented service delivery.

Overall, the discussion shows that the implementation of good governance principles in Bengkulu has contributed to strengthening legal certainty in public services, but the implementation is not yet fully optimal. The legal framework is already clear through Law Number 25 of 2009 and Law Number 30 of 2014, yet administrative practice still needs improvement in transparency, accountability, responsiveness, participation, complaint management, and supervision. The main problem is not the absence of regulation, but the uneven implementation of those regulations in daily public service practices. Therefore, strengthening legal certainty in Bengkulu requires a more consistent application of service standards, better publication of service information, stronger

accountability of public officials, more effective complaint-handling mechanisms, and continuous supervision by internal government bodies and the Ombudsman. In this sense, good governance is not only a theoretical principle, but also a practical requirement for ensuring that public services are legally certain, fair, transparent, and accountable.

## CONCLUSION

Legal certainty in public services is a fundamental element of good governance because it ensures that government administration is conducted through clear rules, predictable procedures, accountable decisions, and equal treatment for citizens. The discussion shows that the implementation of good governance principles in Bengkulu has provided an important foundation for strengthening legal certainty, particularly through service standards, transparency, accountability, responsiveness, public participation, complaint mechanisms, and administrative supervision.

From a conceptual perspective, legal certainty is not only a matter of formal regulation, but also a matter of administrative consistency. Public service rules become meaningful when they are implemented through clear procedures, measurable service standards, professional conduct, and accessible information. Therefore, the effectiveness of public service law depends on the ability of government institutions to transform normative rules into consistent administrative practice.

The principle of transparency strengthens legal certainty by ensuring that citizens can understand service requirements, procedures, time limits, costs, and complaint channels. Accountability strengthens legal certainty by requiring public officials to justify their administrative decisions and actions based on authority, procedure, and legal reasoning. Responsiveness supports legal certainty by ensuring that public needs and complaints are addressed in a timely and fair manner. Public participation further reinforces legal certainty by enabling citizens to monitor, evaluate, and correct public service practices.

Complaint-handling mechanisms and administrative supervision function as corrective and preventive instruments in public service governance. They help identify maladministration, improve institutional compliance, and prevent repeated administrative violations. In this sense, the Ombudsman and internal government supervision mechanisms are not only control institutions, but also key actors in building a more accountable and legally certain public service system.

Overall, this study concludes that strengthening legal certainty in public services in Bengkulu requires the continuous application of good governance principles in government administration. The main challenge lies not in the absence of legal norms, but in ensuring consistent implementation, institutional discipline, public accountability, and citizen-oriented service delivery. Good governance must therefore be understood as both a legal principle and an administrative practice that connects public service regulation with the protection of citizens' rights.

## RECOMMENDATIONS FOR DEVELOPMENT

Theoretically, future studies should further develop the concept of legal certainty in public services by integrating administrative law, good governance theory, and public service management. Legal certainty should not be studied only as a formal legal doctrine, but also as an institutional and administrative condition that depends on transparency, accountability, responsiveness, participation, and supervision. This approach can enrich administrative law studies by showing how legal principles operate in daily public service practice.

Future research should also expand the analytical framework by comparing public service legal certainty across several regions. Comparative studies between Bengkulu and other provinces may provide a broader understanding of how local institutional capacity, bureaucratic culture, public participation, and supervisory mechanisms influence the implementation of good governance principles. Such research can strengthen the theoretical development of regional public administration and administrative law in Indonesia.

Practically, local government institutions in Bengkulu need to strengthen the publication and implementation of public service standards. Service requirements, procedures, completion time, official costs, legal basis, and complaint channels should be made clear, accessible, and regularly updated. This is important to reduce uncertainty, prevent unequal treatment, and improve public trust in government administration.

Public service institutions should also improve accountability mechanisms by ensuring that every administrative decision and service response is supported by clear legal reasoning and proper documentation. Public officials need to be trained continuously in public service law, administrative law, ethics, communication, and complaint handling. Strengthening the competence of public officials is necessary to ensure that legal norms are applied consistently and fairly in public service delivery.

The complaint-handling system in Bengkulu should be strengthened through easier access, faster follow-up, transparent tracking, and measurable resolution standards. Public complaints should not be treated only as individual dissatisfaction, but as institutional feedback for improving service quality and preventing maladministration. Cooperation between local government institutions and the Ombudsman should also be strengthened to ensure that supervision produces real administrative improvement.

Finally, public participation should be expanded through public consultation, satisfaction surveys, complaint literacy, and community-based monitoring. Citizens need to be encouraged to understand their rights in public services and to use formal complaint mechanisms when administrative violations occur. By combining strong regulation, accountable institutions, competent officials, effective supervision, and active public participation, Bengkulu can develop a public service system that is more legally certain, transparent, responsive, and aligned with the principles of good governance.

## RECOMMENDATIONS FOR DEVELOPMENT

The development of theory in this study should be directed toward strengthening the relationship between administrative law, legal certainty, and good governance in public service delivery. Legal certainty should not be understood only as the existence of written rules, but also as the ability of government institutions to implement those rules consistently, transparently, and accountably. Therefore, future theoretical development needs to place legal certainty as an operational principle of public administration that is closely connected with transparency, accountability, responsiveness, participation, and supervision.

Future research should also develop a more comprehensive model for measuring legal certainty in public services. This model may include indicators such as clarity of service standards, consistency of procedures, accessibility of information, timeliness of service delivery, fairness of administrative decisions, effectiveness of complaint mechanisms, and quality of institutional supervision. By developing these indicators, legal certainty can be analyzed not only normatively, but also empirically in public service practice.

From a practical perspective, local government institutions in Bengkulu need to strengthen the implementation of public service standards. Service requirements, procedures, completion time, official costs, legal basis, and complaint channels should be clearly published, easily accessed, and regularly updated. This effort is important to reduce uncertainty, prevent unequal treatment, and ensure that citizens receive services based on clear and predictable administrative procedures.

Public service institutions should also improve the accountability of public officials. Every administrative decision, delay, rejection, or service response should be supported by clear legal reasoning and proper documentation. Accountability can be strengthened through internal supervision, performance evaluation, public service audits, and sanctions for maladministration. This is necessary to prevent arbitrary administrative actions and to ensure that government officials act according to their authority and legal obligations.

The competence of public officials should be continuously improved through training in administrative law, public service ethics, complaint handling, communication, and good governance principles. Human resource development is important because legal certainty depends not only on regulations, but also on the ability of public officials to apply legal norms consistently in daily public service practices.

Complaint-handling mechanisms in Bengkulu should be strengthened by providing accessible complaint channels, clear follow-up procedures, transparent tracking systems, and measurable settlement periods. Public complaints should be treated as institutional feedback for improving public service quality, not merely as individual dissatisfaction. Stronger cooperation between local

government institutions and the Ombudsman is also needed to prevent maladministration and improve compliance with public service standards.

Public participation should be expanded through consultation forums, satisfaction surveys, community monitoring, and legal literacy programs. Citizens need to understand their rights and obligations in public services, including their right to receive clear information and to submit complaints when administrative violations occur. Active public participation can strengthen public control and encourage government institutions to provide more transparent, responsive, and accountable services.

Finally, the development of public service governance in Bengkulu should be supported by digital transformation. Digital public service systems can improve transparency, reduce face-to-face dependency, accelerate service delivery, and provide better complaint tracking. However, digitalization must be accompanied by legal safeguards, data protection, inclusive access, and assistance for citizens who have limited digital literacy. Through these theoretical and practical developments, public services in Bengkulu can become more legally certain, accountable, responsive, and consistent with the principles of good governance.

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