



Surveillance of Regional Public Service Authorities: Analysis of Regulation and Its Impact on Public Service Efficiency

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ABSTRACT

The oversight of the Regional General Service Agency (BLUD) in Indonesia has faced various challenges in terms of effectiveness and implementation, which may hinder the achievement of the objectives of transparency and accountability in the management of public finances. The study aims to evaluate the effectiveness of BLUD surveillance by identifying factors that affect regulatory compliance and BLUD performance in the provision of public services. Using a mixed methodological approach, the study combines normative and empirical analysis, as well as using comparative and socio-legal methods to dig up qualitative and quantitative data from various regions in Indonesia. The results of the study show that although the regulatory framework has been adequate, the implementation of surveillance still faces obstacles such as limited resources and less effective inter-agency coordination, which ends with variations in BLUD compliance and performance. The findings reaffirm the importance of strengthening surveillance capacity as well as revising policies that are adaptive to local conditions. Implications of this study include recommendations for enhanced, more integrated, technology-based supervision to support better public finance governance.

Keywords: BLUD Supervision, Regulation, Public Finance Governance, Supervision Effectiveness

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INTRODUCTION

The Regional Public Service Agency (the next one is called BLUD) has a significant role in the Indonesian governance system. The technical enforcement units of the local service use BLUD as a system to offer services to the community with flexibility in the pattern of financial management. BLUD can be applied in a variety of fields, such as education, health, and libraries. Implementation of Public Service Agency aims to improve the quality of public services and basic health services. Besides, BLUD can also improve staff performance in providing better service.¹

The New Public Management concept also emphasizes the principles of private sector management in improving the efficiency, effectiveness, and quality of public services. In addition, information technology also plays an important role in improving the efficiency and efficiency of bureaucracy. Research on quality of service shows that openness, public involvement, and other principles in public service can improve service effectiveness and efficiency. Therefore, the implementation of BLUD and the application of the New Public

¹ Satria Adhitama, "Analisis Realisasi Penerimaan Negara Bukan Pajak Badan Layanan Umum Politeknik Keuangan Negara Stan," *Ekuitas (Jurnal Ekonomi Dan Keuangan)* 7, no. 2 (2023): 233–53, <https://doi.org/10.24034/j25485024.y2023.v7.i2.5368>.

Management concept can help in improving the efficiency and efficiency of public services, while the use of information technology is also an important factor in such efforts. Supervision of the BLUD is essential to ensuring compliance with regulations and improving the quality of public finance management. Internal and external supervision of BLUD can ensure that financial activities are carried out in accordance with the applicable provisions and accountability principles. In addition, supervision can also help in improving transparency, efficiency, and efficiency of public finance management.²

The implementation of BLUD in various public services sectors, such as puskesmas, hospitals, and education, requires strict supervision to ensure that public funds are managed properly and in accordance with applicable regulations. Monitoring of BLUDs can also help in improving accountability and the quality of services provided to the community. In addition, monitoring of BLUDs can also involve the application of information technology to monitor and manage finances more efficiently. With good supervision, BLUD can ensure that financial resources are utilized optimally to improve the quality of public services. Thus, supervision of BLUD is crucial in ensuring compliance with regulations and improving the quality of public finance management, so that public funds can be managed in a transparent, accountable, and efficient way for the benefit of the public.

Monitoring of the BLUD is crucial in ensuring compliance with regulations and improving the quality of governance. In this context, governance concepts such as good governance, sound governance, dynamic governance, and open government become critical benchmarks in managing government activities well.³ Internal and external supervision of BLUD can ensure that financial and operational activities are carried out in accordance with applicable regulations and accountability principles. Strict monitoring of BLUD can also help in improving transparency, efficiency, and efficiency of public finance management. Through good supervision, BLUD can ensure that public funds are managed properly and in accordance with applicable regulations, thereby boosting public confidence in the local government. In addition, monitoring of BLUDs can also involve the application of information technology to monitor and manage finances more efficiently.

With effective supervision, BLUD can ensure that financial resources are optimally utilized to improve the quality of public services. Good supervision can also help in preventing potential financial abuses and increasing accountability in the management of public finances. Thus, strict monitoring of BLUD is a very important step in ensuring compliance with regulations and improving the quality of governance so that public services can be organized well and efficiently for the benefit of society as a whole.

The BLUD plays a strategic role in supporting the efficiency and effectiveness of public services in Indonesia, especially in terms of financial management and improving the quality of services to the public. As an entity operating with managerial and financial flexibility, BLUD is expected to be able to bridge the gap between conventional government bureaucracy and public demands for fast and responsive services. However, along with this significant role, there is a need for strict regulation and supervision to ensure that BLUD operations remain

² Mochamad F Tresna et al., "Kinerja Keuangan Dan Kinerja Layanan Dalam Implementasi Pola Pengelolaan Keuangan Badan Layanan Umum," *Jurnalku* 3, no. 1 (2023): 99–106, <https://doi.org/10.54957/jurnalku.v3i1.376>.

³ Nanik Mandasari, "Perbandingan Konsep Tata Kelola Pemerintah: Sound Governance, Dynamic Governance, Dan Open Government," *Ebisma (Economics Business Management & Accounting Journal)* 3, no. 1 (2023): 46–62, <https://doi.org/10.61083/ebisma.v3i1.26>.

within the established legal corridors. The regulations governing BLUD, including relevant government regulations and laws, are designed to ensure that the autonomy granted to BLUD is not abused and remains within the framework of good governance.

However, experience in the field indicates that there are ongoing challenges in the implementation of regulatory oversight of BLUD. Some of them include a lack of transparency in budget management, weak accountability, and inefficiencies in internal and external oversight mechanisms. This condition not only affects the quality of public services received by the public but also potentially creates inefficiencies in the use of local budgets and opens up opportunities for corrupt practices. These issues reaffirm the urgency of conducting a more in-depth and comprehensive study of the effectiveness of regulatory oversight of BLUD, with the aim of finding solutions that can improve public financial governance and strengthen public confidence in the services provided by BLUD.

Within its operational framework, the BLUD faces a range of complex challenges related to regulatory monitoring and implementation. One of the major problems identified is the ineffectiveness of the current supervisory mechanisms. Lack of optimal supervision often leads to weak compliance with existing regulations, which in turn potentially impedes the primary objective of BLUD's establishment, which is to provide efficient and accountable public services. Furthermore, the lack of transparency in the management of BLUD's budgets and assets has raised concerns about practices that are inconsistent with the principles of good governance, such as financial reporting manipulation and corruption. Although regulations have been designed to close these gaps, there is still a gap between existing regulations and their implementation in the field, especially in terms of monitoring and evaluation of BLUD performance.

This issue is becoming increasingly urgent given the significant role of BLUD in supporting regional development and the provision of public services. The ineffectiveness of surveillance not only hampers the achievement of BLUD's strategic objectives but also risks undermining public confidence in public institutions. In addition, this problem can also affect the financial stability of the region, given that BLUD is an entity that operates with high financial flexibility but must still be subject to the principles of public accountability. Therefore, in-depth research is needed to evaluate and improve existing supervisory mechanisms so that BLUD can function optimally in accordance with its mandate while maintaining integrity and accountability in the management of finance and public service.

The study aims to evaluate the effectiveness of monitoring the implementation of regulations in the BLUD, with a focus on identifying weaknesses in existing monitoring mechanisms and their impact on the performance of BLUD in the provision of public services. More specifically, the study aims to uncover the various factors leading to supervisory ineffectiveness, including aspects of regulation, policy, and the implementation of the principles of good governance.

This research's originality stems from its innovative methodology that integrates qualitative and quantitative analysis to assess the efficacy of supervision over Regional Public Service Agencies (BLUD). This research aims to address the gap in prior studies, which have primarily focused on normative analysis and overlooked the intricacies of field practices, by providing empirical data that accurately represents the conditions of BLUD supervision.

This research offers significant contributions and novelty in the field of administrative law, in the context of supervision of the Regional General Service (BLUD). As one of the first studies

to integrate in-depth qualitative and quantitative approaches to evaluating the effectiveness of BLUD surveillance, this study not only enriches existing literature, but also provides new insights into the implementation of regulation at the regional level. Most previous studies tended to be limited to normative analysis without taking into account the complexity of practice in the field, while this study sought to fill the gap by analyzing empirical data that reflected the actual conditions of BLUD surveillance.

Another aspect of innovation lies in the focus of this research on the practical implications of the results obtained, where the recommendations resulting are not only theoretical, but can also be implemented by policymakers and supervisors at the regional level. Thus, this research is not only relevant to the development of the theory of administrative law, but also has a direct impact on improved governance of public finances and better service to the public. The justification for this research is becoming stronger given the importance of the role of BLUD in the context of decentralization and regional autonomy in Indonesia, where the effectiveness of supervision is key to maintaining transparency, accountability, and efficiency in the use of public resources. Therefore, this research not only contributes academically, but also offers real solutions for improving the BLUD surveillance system in the future.

METHOD

The study adopted a combined approach between normative and empirical methods to analyze legal issues related to supervision of the BLUD. Normative methods are used to provide a strong theoretical foundation, focusing on the analysis of relevant legal documents, such as laws, government regulations, and BLUD-related policies. This normative analysis will examine how existing regulations are designed and implemented, as well as evaluate their compliance with applicable legal principles, including transparency, accountability, and good governance.

Besides, the research also uses comparative and socio-legal methods. Comparative methods are applied to compare BLUD surveillance practices in several different areas, with the aim of identifying factors affecting the effectiveness of the monitoring and to find best practices that can be applied more widely. Socio-legal methods are used to study the interaction between law and the social context in which BLUD operates so that it can be understood how regulation and supervision affect the social dynamics and governance of public finances. This socio-legal study looks at three different areas: West Java Province, the Special Region of Yogyakarta, and South Sulawesi Province. These areas have different social, cultural, and economic traits, so understanding the differences in BLUD supervision in these areas is more complex.

	West Java	Yogyakarta	South Sulawesi	Note's
Degree of Public Information Transparency	High -Supported by fairly good public financial transparency.	Currently -Numerous barriers impede access to information.	Currently -Impeded by an absence of information technology.	The transparency of information influences community engagement in oversight activities.

Capability of Human Resource Supervisors	Currently -Periodic training sessions are conducted, although they remain confined to financial details.	High -The supervisor possesses expertise in financial governance.	Low - Insufficient training for supervisors in remote regions.	Effective human resource management profoundly influences supervisory efficacy.
Employment of Technology in Oversight	High -Technology-driven monitoring systems have commenced implementation.	Currently -Technology has yet to be utilized to its full potential.	Low -Supervision remains manual.	Technology improves the efficacy and precision of financial supervision.
Community Engagement in Oversight	High - A public involvement forum exists.	Low -Community participation remains unstructured.	Currently -Community engagement is beginning to increase.	Community engagement promotes transparency and accountability.
Collaboration among regulatory authorities	Currently -Inter-agency coordination requires enhancement.	High -There exists effective collaboration among the regulatory agencies.	Low -The deficiency of communication among regulatory authorities	Effective coordination enhances supervisory efficiency.

Source: Authors Analysis, 2024

In analyzing the data, this study uses qualitative juridical analysis techniques. This technique involves an in-depth exploration of the normative and empirical data collected, with the aim of identifying relevant patterns, evaluating the compatibility between regulation and practice in the field, and developing evidence-based policy recommendations. This study uses qualitative jurisprudential analysis to combine normative and empirical findings. This gives a full picture of how well BLUD supervision works and what it means for public financial management.

DISCUSSION

Position of the Regional General Service in the State Administration Law Perspective

In the perspective of State Administration Law, the position of the BLUD has significant implications related to regulation and governance. Monitoring of BLUDs becomes crucial in ensuring compliance with current regulations.⁴ BLUD, as a governmental organization providing public services, must be subject to the rules of law governing its administration and authority. In this context, it is important to understand the authority and responsibilities of BLUD in the management of local finances and property as well as in the field of public administration.⁵

⁴ Harris Gusnally, "Kedudukan Dan Kewenangan Rumah Sakit Umum Daerah Langsa Sebagai Badan Layanan Umum Dalam Peraturan Pemerintah Nomor 72 Tahun 2019 Tentang Perangkat Daerah," *Suloh Jurnal Fakultas Hukum Universitas Malikussaleh* 10, no. 2 (2022): 431, <https://doi.org/10.29103/sjp.v10i2.9140>.

⁵ Noviana Noviana, "Pengadaan Barang/Jasa Pada Badan Layanan Umum," *Jurist-Diction* 3, no. 2 (2020): 587, <https://doi.org/10.20473/jd.v3i2.18206>.

The monitoring of BLUD is also related to its status and legal position in the state administration system. As an entity responsible for public service, BLUD must comply with the legal provisions governing its financial and operational governance.⁶ In this respect, the financial management of BLUD must be in accordance with the principles of accountability and transparency. The position of BLUD in the law of state administration also covers the aspects of procurement of goods and services and responsibility for effective financial management. In addition, monitoring of BLUD also includes analysis of financial management patterns and the role of the territorial legislative body in shaping the BLUD. In this context, it is important to understand how BLUD is regulated in legislation and how the implementation of financial governance is carried out in accordance with applicable provisions.⁷

BLUD is an innovative financial management model in the maintenance of public services at the regional level. The implementation of BLUD aims to improve efficiency, financial independence, and quality of service. However, in order to be able to run the BLUD properly, it is important for local government managers and officials to understand and comply with the laws and regulations. These regulations include Act No. 15 of 2004 concerning the Inspection of State Financial Management and Liability, Act No. 17 of 2003 on State Finance, and Act No. 01 of 2004 on the Treasury of the State. Additionally, Government Regulation No. 23 of 2005 on the Financial Management of the General Service Authority, as amended by Government Ordinance No. 74 of 2012, provides guidance on financial management. Other key regulations include Government Regulation No. 08 of 2006 on Financial Reporting and the Performance of Government Agencies, Government Regulation No. 65 of 2005 on Guidelines for the Preparation and Implementation of Minimum Service Standards, and Government Regulation No. 24 of 2005 on Government Accounting Standards. Furthermore, Ministry of Home Affairs Regulation No. 79 of 2018 provides specific instructions for the Regional General Service Authority, ensuring consistency in the management and operation of BLUD.

The position of BLUD in the perspective of state administrative law also involves aspects of remuneration, post promotion, and the working environment that can affect the performance of officials.⁸ In the context of public finance management, BLUD should pay attention to the accounting aspects of the public sector and proper implementation in government agencies. The importance of effective and transparent financial management is also linked to the responsibility of governments in managing the living environment based on public participation.⁹ In this respect, BLUD must ensure that the management of public finances and assets is carried out in accordance with the principles of good governance.¹⁰ Thus, from the perspective of State Administration Law, the position of BLUD has broad

⁶ Wahyu Ardiansyah and Anna Erliyana, "Status Direksi BUMN Selaku Penyelenggara Negara Lainnya Dalam Ketentuan Undang-Undang Nomor 30 Tahun 2014 Tentang Administrasi Pemerintahan Pasal 87," *Transparansi Hukum* 5, no. 1 (2022), <https://doi.org/10.30737/transparansi.v5i1.2266>.

⁷ Masril T Rambe, "Analisis Pola Pengelolaan Keuangan Pada Badan Layanan Umum Daerah," *Journal of Education Humaniora and Social Sciences (Jehss)* 6, no. 1 (2023): 476–84, <https://doi.org/10.34007/jehss.v6i1.1784>.

⁸ Fullchis Nurtjahjani and Ane F Novitasari, "Peningkah Remunerasi Dalam Memediasi Gaya Kepemimpinan Transformasional Terhadap Keterlibatan Kerja?," *Jurnal Riset Dan Aplikasi Akuntansi Dan Manajemen* 5, no. 2 (2021), <https://doi.org/10.33795/jraam.v5i2.004>.

⁹ I N G Sugiarta and Ida A P Widiati, "Tanggungjawab Pemerintah Dalam Pengelolaan Lingkungan Hidup Berbasis Partisipasi Masyarakat Untuk Pembangunan Daerah Bali," *Kertha Wicaksana* 14, no. 2 (2020): 96–102, <https://doi.org/10.22225/kw.14.2.1862.96-102>.

¹⁰ Seipul Seipul, "Peran Peradilan Tata Usaha Negara Dalam Menegakkan Prinsip Kepentingan Umum," *Action Research Literate* 8, no. 5 (2024), <https://doi.org/10.46799/arl.v8i5.343>.

implications related to supervision, regulation, financial governance, and responsibility to public services. Understanding the role and authority of BLUD in the legal framework of state administration is key to ensuring accountability, transparency, and efficiency in the management of public finances.

Theory of supervision in the legal perspective of government administration and public service

In the legal perspective of government administration and public service, the theory of supervision plays an important role in ensuring compliance, accountability, and effectiveness in the performance of government duties. Surveillance is carried out to assess whether the performance of tasks and work has been in accordance with applicable legal norms, as well as to ensure the achievement of the objectives set without violating the applicable law norms. In this context, the legal supervision of government maintenance aims to inspect the performance of duties and work in accordance with applicable legal norms, as well as to ensure the achievement of the objectives set.¹¹

The theory of public supervision covers the aspects of power, accountability, and citizenship. Public supervision is an attempt to ensure that the public service provided by the government can be performed to the maximum, so that the people can obtain good service and according to their needs.¹² In this regard, the role of civil society also becomes crucial in increasing bureaucratic accountability through active public supervision.¹³ Public service oversight can also involve stakeholder engagement in the design of drug surveillance performance indicators, where a public-perspective performance indicator can help identify problems and difficulties in healthcare, so that health regulators can formulate better strategies and management in the healthcare system.¹⁴

In this context, public service supervision can also be enhanced through the active participation of the various parties involved in the public service process. In addition, public service supervision can also be carried out through supervisory bodies such as the RI Ombudsman, which acts as a supervisor in its positions between executive and legislative to ensure better public service.¹⁵ The Indonesian Ombudsman plays a crucial role in maintaining accountability and transparency within the public service sector. By holding government agencies accountable for their actions and decisions.

Through effective supervision, the Ombudsman can ensure that public services provided by the government meet established standards and meet the needs of the public well. Thus, the theory of supervision in the legal perspective of government administration and public service plays an important role in ensuring accountability, transparency, and effectiveness in the

¹¹ Andin Sofyanoor, "Peran Hukum Administrasi Negara Dalam Pemberantasan Korupsi Di Indonesia," *Sibatik Journal Jurnal Ilmiah Bidang Sosial Ekonomi Budaya Teknologi Dan Pendidikan* 1, no. 2 (2022): 21–30, <https://doi.org/10.54443/sibatik.v1i2.9>.

¹² Jayanti A Sari et al., "Pengawasan Pelayanan Publik Oleh Ombudsman RI Perwakilan Sumatera Barat," *Publikauma Jurnal Administrasi Publik Universitas Medan Area* 10, no. 2 (2022): 127–36, <https://doi.org/10.31289/publika.v10i2.7886>.

¹³ Dhiya F Maritza, "Peranan Masyarakat Sipil Dalam Peningkatan Akuntabilitas Birokrasi Melalui Pengawasan Publik Yang Aktif," *Jurnal Ilmiah Ilmu Administrasi* 14, no. 1 (2024): 71–84, <https://doi.org/10.33592/jiia.v14i2.4679>.

¹⁴ Eny D Mudrikah and Roy V Salomo, "Stakeholder Engagement Dalam Perancangan Indikator Kinerja Pengawasan Obat," *Sawala Jurnal Administrasi Negara* 9, no. 1 (2021): 67–88, <https://doi.org/10.30656/sawala.v9i2.3281>.

¹⁵ Andi S Pambudi and Rahmat Hidayat, "Kinerja Pengawasan Pelayanan Publik Dalam Prioritas Nasional," *Bappenas Working Papers* 5, no. 2 (2022): 270–89, <https://doi.org/10.47266/bwp.v5i2.131>.

performance of government duties as well as in the maintenance of public service to the public. Through good supervision, it is expected that public services can be well organized and adapted to the needs of society as a whole.

To evaluate the effectiveness of supervision over BLUD, compliance with regulations, and the performance of BLUD in financial management and public services. By synthesizing information from these studies, we can develop a comprehensive understanding of the effectiveness of supervision over BLUD, compliance with regulations, and the performance of BLUD in managing finances and delivering public services. These studies contribute valuable insights into various aspects of BLUD operations, facilitating a deeper analysis of the subject matter. This research reveals that although the regulations governing the Regional General Service Agency (BLUD) have been designed to provide flexibility while ensuring accountability, the implementation of monitoring of BLUD is still far from optimal. Qualitative findings indicate that oversight is often hampered by a lack of human and financial resources, as well as weak inter-agency coordination.

Implementation of regulation and supervision of BLUD

This is in line with previous findings that show that structural weaknesses and bureaucracy are major obstacles to the effectiveness of supervision in the public sector. In addition, quantitative data from the BLUD financial statements indicate significant variations in the level of compliance with regulations, indicating that stricter and more consistent monitoring is essential to ensure uniform management standards throughout the region. These findings reinforce the view that strong regulation would not be effective without adequate supervisory support in the field.

To contribute to the development of administrative law theory regarding the supervision and regulation of Badan Layanan Umum Daerah (BLUD), several key references can be considered to provide comprehensive insights. Suroso (2022) discusses the policy on providing sufficient operational costs for education, emphasizing the critical role of education financing in improving the quality of education. This reference is valuable in understanding the financial aspects of BLUD supervision and regulation, particularly how funding can influence service quality.¹⁶ Kurniasih et al. (2013) explore the influence of e-government policy implementation on the performance of government officials, highlighting key factors such as communication, resources, disposition, and bureaucratic structure. These insights offer a framework for evaluating how policy implementation affects BLUD performance and the operational effectiveness of regional public services.¹⁷ Sugiyono (2021) delves into the feasibility of implementing financial management concepts within BLUD, with a focus on budget constraints and their impact on developing employee competencies. This analysis contributes to understanding the financial management challenges that may arise in the supervision and regulation of BLUD.¹⁸ Kurniawan (2021) assesses the readiness of BLUD policy implementation in coastal fisheries ports, emphasizing the need for infrastructure

¹⁶ Suroso Suroso, "Kebijakan Dalam Penyediaan Kecukupan Biaya Operasional Pendidikan Menengah," *Inisiasi*, 2022, 121–30, <https://doi.org/10.59344/inisiasi.v11i2.52>.

¹⁷ Dewi Kurniasih, Tatik Fidowaty, and Poni Sukaesih, "Pengaruh Implementasi Kebijakan E-Government Terhadap Kinerja Aparatur Kota Cimahi," *Sosiohumaniora* 15, no. 1 (2013): 6, <https://doi.org/10.24198/sosiohumaniora.v15i1.5234>.

¹⁸ Sugiyono Sugiyono, "Kajian Kelayakan Penerapan Konsep Pengelolaan Keuangan BLUD Pada Badan Pengembangan Sumber Daya Manusia Daerah Provinsi Kalimantan Selatan," *Jurnal Kebijakan Pembangunan* 16, no. 1 (2021): 29–41, <https://doi.org/10.47441/jkp.v16i1.151>.

development to meet evolving operational demands. This reference provides practical perspectives on the regulatory and infrastructure challenges that BLUD may face in different operational environments.¹⁹ Finally, Sihombing and Arsani (2020) discuss the application of the Corruption Law to data manipulation crimes in credit applications at regional-owned banks, offering legal insights into corporate entities and their legal implications. This legal analysis can be useful for examining the broader regulatory landscape in which BLUD operates, especially in terms of accountability and governance.²⁰

This reference can contribute to understanding legal frameworks for BLUD supervision and regulation. By incorporating insights from these references, a comprehensive theoretical framework can be developed to enhance the understanding of administrative law principles in the context of BLUD supervision, regulation, financial management, and public service delivery.

Based on the references provided, here are some policy recommendations that can enhance the effectiveness of supervision over Badan Layanan Umum Daerah (BLUD) and improve public financial management. First, enhancing financial planning and infrastructure development is essential to optimizing BLUD supervision, as well as aligning air quality regulations with public service needs. Improved infrastructure can significantly bolster the operational efficiency of BLUD.²¹ Second, the effective implementation of e-government policies can improve the performance of government officials, focusing on key aspects such as communication, resources, disposition, and bureaucratic structure to ensure policy success.²² Third, analyzing the feasibility of implementing financial management concepts within BLUD, especially in the context of budget constraints and employee competency development, can lead to more effective financial management practices.²³ Fourth, assessing the readiness of different sectors for BLUD policy implementation is crucial; this involves aligning infrastructure development with evolving operational needs to ensure that supervision and regulation are both comprehensive and adaptable.²⁴

Moreover, promoting transparency and accountability is vital for combating corruption and improving governance, which will in turn enhance the effectiveness of public services and social policies.²⁵ Policies aimed at preventing and dealing with criminal acts of corruption should ideally be selective, proportional, and geared toward strengthening the anti-

¹⁹ Andi Kurniawan, "Analisis Kesiapan Penerapan Kebijakan Badan Layanan Umum Daerah Pada Pelabuhan Perikanan Pantai Di Lingkungan Pemerintah Provinsi Jawa Timur," *Jurnal Good Governance*, 2021, <https://doi.org/10.32834/gg.v17i1.251>.

²⁰ Pardomuan R Sihombing and Ade M Arsani, "Pengaruh Transparansi, LKPD Dan PAD Terhadap Kinerja Pemerintah Daerah," *Jurnal Ecodemica Jurnal Ekonomi Manajemen Dan Bisnis* 4, no. 2 (2020): 179–84, <https://doi.org/10.31294/jeco.v4i2.8108>.

²¹ Nelson Tanjung, "Peran Kesehatan Lingkungan Dalam Pencegahan Penyakit Menular Pada Remaja Di Jakarta: Integrasi Ilmu Lingkungan, Epidemiologi, Dan Kebijakan Kesehatan," *Jurnal Multidisiplin West Science* 2, no. 09 (2023): 790–98, <https://doi.org/10.58812/jmws.v2i09.629>.

²² Aurelia V Edward, "New Public Manajemen: Studi Kasus Penerapan New Public Manajemen Dalam Organisasi Publik Di Indonesia," *Future* 2, no. 2 (2024): 54–62, <https://doi.org/10.61579/future.v2i2.97>.

²³ Sugiyono, "Kajian Kelayakan Penerapan Konsep Pengelolaan Keuangan BLUD Pada Badan Pengembangan Sumber Daya Manusia Daerah Provinsi Kalimantan Selatan."

²⁴ Kurniawan, "Analisis Kesiapan Penerapan Kebijakan Badan Layanan Umum Daerah Pada Pelabuhan Perikanan Pantai Di Lingkungan Pemerintah Provinsi Jawa Timur."

²⁵ Aris Sarjito, "Efektivitas Kebijakan Sosial Dalam Mengurangi Ketimpangan Pendapatan Dan Angka Kemiskinan," *Jurnal Ilmu Sosial Politik Dan Humaniora* 6, no. 2 (2024): 1–12, <https://doi.org/10.36624/jisora.v6i2.90>.

corruption agenda.²⁶ Strengthening internal audit mechanisms is another key recommendation; this will improve performance, ensure compliance with financial regulations, and provide actionable recommendations for further improvement.²⁷ Engaging stakeholders and involving the community in policy implementation can optimize public policies and enhance service delivery.²⁸ Additionally, utilizing Regulatory Impact Assessment (RIA) methods will allow for the evaluation of policy impacts, enabling periodic review and continuous improvement of public policies.²⁹ Finally, implementing good corporate governance practices, such as the Four Eyes Principle, will strengthen oversight, improve risk management, and boost performance in both public and private institutions.³⁰ By implementing these policy recommendations, governments and organizations can strengthen the supervision and regulation of BLUD, improve financial management practices, and enhance public service delivery for the benefit of the community.

From the perspective of administrative law theory, this research makes an important contribution by showing that supervision should not only be seen as a normative process, but also as a practice that requires strong operational support. The findings add a new dimension to the discussion of oversight in the public sector, by stressing the importance of adequate oversight capacity as a prerequisite for successful regulatory implementation. In practice, the results of this research have direct implications for the policy of monitoring BLUD at the regional level. Local governments are expected to implement the recommendations derived from this research, such as improved training for supervisors, better allocation of resources, and strengthening inter-agency coordination mechanisms. With the implementation of these recommendations, it is expected that monitoring of BLUD can be more effective, thereby promoting greater transparency and accountability in regional financial management.

Given existing constraints, further research is essential to broaden our understanding of the effectiveness of BLUD surveillance in Indonesia. A broader comparative study, covering more areas with different characteristics, could provide a more comprehensive picture of the state of BLUD surveillance nationally. Furthermore, research that adopts a longitudinal approach, which monitors the evolution of BLUD surveillance over time, will be very useful to identify trends and changes in surveillance effectiveness. Using more sophisticated research methods, such as big data analysis or machine learning, could also be proposed to dig up hidden patterns in BLUD financial and operational data, thus providing more accurate and targeted policy recommendations.

The findings of this research have significant implications, both from a legal and social perspective. On the legal side, the results highlight the importance of strengthening the regulatory and supervisory framework to ensure that BLUD operates in accordance with the

²⁶ Orin Gusta Andini, Nilasari Nilasari, and Andreas Avelino Eurian, "Restorative Justice in Indonesia Corruption Crime : A Utopia," *Legality Jurnal Ilmiah Hukum* 31, no. 1 (2023): 72–90, <https://ejournal.umm.ac.id/index.php/legality/article/view/24247/12233>.

²⁷ Yeni Rahmawati, "Implementasi Audit Internal Untuk Meningkatkan Efektivitas Kinerja Pada Perusahaan Umum Daerah (Perumda) Tirtawening Kota Bandung," *Jurnal Multidisiplin Indonesia* 2, no. 9 (2023): 2486–2509, <https://doi.org/10.58344/jmi.v2i9.470>.

²⁸ Maritza, "Peranan Masyarakat Sipil Dalam Peningkatan Akuntabilitas Birokrasi Melalui Pengawasan Publik Yang Aktif."

²⁹ Surjadi Basuki, "Kebijakan Post Border Dan Ketidakpastian Regulasi Pemeriksaan Barang Impor Di Indonesia," *Kajian Ekonomi Dan Keuangan* 4, no. 1 (2020): 86–102, <https://doi.org/10.31685/kek.v4i1.568>.

³⁰ Devi Lestari, "Implementasi Four Eyes Principle Pada Bank Kalbar Syariah Cabang Sambas," *Sebi Studi Ekonomi Dan Bisnis Islam* 5, no. 1 (2023): 65–77, <https://doi.org/10.37567/sebi.v5i1.1734>.

principles of good governance. Governments need to consider policy revisions that will enable increased monitoring to be more efficient and responsive to local dynamics. Socially, better supervision is expected to improve the quality of public services received by the public, thereby strengthening public confidence in government institutions. However, the implementation of these findings also requires ethical considerations, in ensuring that the supervisory process does not lead to excessive bureaucracy or create injustice for the parties involved. Therefore, a balanced approach between compliance with regulations and flexibility in management should be given priority in order to achieve optimal results.

The results of this study show that the monitoring of the Regional General Service Agency (BLUD) in some regions of Indonesia still faces significant challenges in terms of effectiveness and implementation. Although the current regulatory framework has been well-designed, qualitative analysis of interviews with key stakeholders revealed that its implementation frequently suffers from a lack of resources, poor inter-agency coordination, and bureaucratic restrictions that slow the supervisory process. Meanwhile, quantitative data obtained from financial and audit reports show quite significant variations in the level of BLUD compliance with applicable regulations, with some areas showing relatively efficient financial management, while others experience inefficiencies and potential deviations. The findings show that there are gaps that need to be overcome in order to improve the effectiveness of surveillance, both through increased supervisory capacity and more adaptive regulatory revisions to the needs of the field.

Comparative results across regions also indicate that areas with stricter and more integrated surveillance tend to have better BLUD performance, both in terms of transparency and accountability. However, there are also areas that, despite having strong regulations, still face challenges in their implementation due to local socio-economic factors affecting their acceptance and compliance. Socio-legal analysis shows that social aspects, such as local culture and community education levels, also influence the effectiveness of monitoring and compliance with BLUD. Overall, these results confirm the need for a more holistic approach to BLUD surveillance, which not only focuses on the legal aspects, but also takes into account the social and economic factors that exist in each region.

CONCLUSION

The study on the Regional General Service Agency (BLUD) in Indonesia identifies substantial obstacles in its execution, such as inadequate oversight, insufficient resources, and bureaucratic limitations. The research underscores the necessity for a comprehensive strategy in BLUD surveillance, taking into account both legal and regional factors. It further enhances administrative law theory by emphasizing the necessity to strengthen supervisory capacity. The results have significant implications for policymakers in Indonesia, where transparency and accountability in public financial management are essential. To improve the efficacy of BLUD surveillance, governments and stakeholders should amend policies, increase training and capacity for regional supervisors, establish superior coordination mechanisms, and consider the implementation of modern information technology, such as real-time data-driven surveillance systems. We advise further research to validate and expand these findings, explore the societal implications of BLUD surveillance, and evaluate its impact on public services and trust in governmental institutions. This will ultimately result in sustainable and systematically enhanced financial governance and public services in Indonesia.

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