

Public Service Innovation through Public Service Mall

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Abstract: Public service reform is carried out by carrying out a process of change in the bureaucracy which will affect the orientation of public services; at first, the transformation of public services is the adoption of private sector values, which are often profit-oriented services so that people find it difficult to get services. So far, the dynamics of public services in Indonesia have tended to be late in responding to the needs of the grassroots in every region in Indonesia, so this requires ongoing steps, meaning that evaluation and correction must continually be improved to achieve the goal of bureaucratic reform that reaches the heart of bureaucracy in Indonesia. This study aims to describe and analyze the implementation of the Sumenep Regency Regent's Regulation Number 49 of 2019 concerning implementing Public Service Malls (MPP) in the Sumenep Regency. This research was at the Investment and One Stop Service Office, Sumenep Regency, East Java Province. Researchers used a descriptive qualitative research approach with data collection techniques using observation, interviews, and documentation. The results of this study are the implementation of the policy of the Sumenep Regency Regent's regulations covering several factors, including communication factors with the clarity of policy orders from the Regional Government to implementing organizations, resources related to facilities and infrastructure both available and not yet available, disposition, bureaucratic structure in operational standards procedures for implementing services and digital innovation. The driving and inhibiting factors in implementing this policy are presidential and ministerial regulations regarding the administration of public service malls, the public's low understanding of the applicable system, and the difficulty for the community to obtain optimal and effective services.

Keywords: Public Service, innovation, Public Service Mall.

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INTRODUCTION

Reform in public services is carried out by carrying out a process of changes in the bureaucracy, which will affect the orientation of public services. In the beginning, the transformation of public services is adopting private sector values, which are often profit-oriented services, so that people find it difficult to get services. Fundamental services include health, education, private hospitals, private schools, etc. As time goes by, the values which incidentally are the private sector are finally reduced by the public sector, both of which go hand in hand without precedent with regulatory boundaries and supervision. In the development of the implementation of the first wave of reforms, reforms in the field of bureaucracy lagged compared to reforms in the fields of politics, economics and law. Therefore, in 2004, the government reaffirmed the importance of implementing the principles of clean

government and good governance, universally believed to be the principles needed to provide excellent service to the community. In this regard, the government's main program is to build the state apparatus by implementing bureaucratic reform. So far, the dynamics of public services in Indonesia have tended to be late in responding to the needs of the grassroots in every region in Indonesia, so this requires ongoing steps, meaning that evaluation and correction must continually be improved to achieve the goal of bureaucratic reform that reaches the heart of bureaucracy in Indonesia. As mentioned above, the Service Reform Process in Indonesia has been carried out in several regions in Indonesia. It is not only carried out in East Java, such as implementing the Public Service Mall (MPP) in Pekanbaru City, Riau Province, which was inaugurated in 2018. This MPP aims to provide Convenience, Efficiency and transparency in public services in Pekanbaru City. Apart from that, the Pekanbaru City

government applies E-service in implementing services, not relying on a manual system so that people can access queue numbers at home. What service menu options are needed, therefore, people only wait in queues that are short and long because they already know first the queue number and the time when they will get service. In addition, MPP facilities are also available to support the convenience of services at MPP, such as a reading room, breastfeeding area, children's garden and several other facilities.

The implementation of a public service mall in Sumenep Regency was born from the complexity and delay in the implementation of public services, so it became an obstacle for investment to enter Sumenep Regency. Apart from that, geographically, this area is a district that has the most islands in several inhabited islands spread over 11 villages in one sub-district, namely Sapeken. The distance between the islands and the mainland is approximately 12 hours. So the presence of a public service mall is urgently needed so that people departing from the island can immediately go to the city of Sumenep (mainland), as it costs more and more while on the mainland. The presence of a public service mall can be reached with a maximum time interval of 10-15 minutes in taking care of all licensing and other administrative needs. Public service malls are places where activities or activities for the implementation of public services for goods and services or administrative services take place by integrating public service systems and are an expansion of integrated service functions provided by both the central government and local governments where services are linked to one another. Specific locations or buildings combined with other service and economic activities. The concept of one-door integrated public services carried out in Regional Government in the field of public services (administrative services), breakthrough types of good services which are creative, original and modified ideas/ideas that benefit the community directly or indirectly. Public service innovation emphasizes that the community can feel these innovations realistically. For regional governments, opportunities to innovate according to the uniqueness of their respective regions are wide open through the regional autonomy policy. This writing aims to describe and analyze the Implementation of the Sumenep Regency Regent's Regulation Number 49 of 2019 concerning the Implementation of Public Service Malls in the Sumenep Regency. The benefits of this research are expected to be recommendations and input materials for policymakers in the Sumenep Regency government in making regulations and policies in measuring the success of implementing the Sumenep Regency Regent Regulations and being able to provide new knowledge and become a reference and reference for further researchers.

LITERATURE REVIEWS

Public Policy Theory

Public policies are decisions made by someone who has authority in government, both formal and informal. Policy evaluation is an essential pattern in knowing whether the policies implemented are by applicable regulations, good results, speed of implementation, the accuracy of targets, and whether they are by the community's needs. Recommendations will be obtained from the policy evaluation results that can be used as a basis for policymaking in the following year. Policy reform is inherent in the public policy process. Policy formulation is carried out based on needs, directly or indirectly initiated by a process of observation, research, assessment and various analyzes before the formulation of the policy is established. They are starting from absorbing the aspirations of the community, which is carried out based on the needs and conditions of the community. The overall desire to make a policy is based on the national interests of society. One of the processes of policy formulation is the existence of community demands on the government as a form of conveying shared needs. In addition, the formulation is also carried out with various scientific studies to determine a policy's benefits and harmful aspects. It all departs from the concept of reform, which wants to improve or change existing policies or is a development of policies implemented so that new policies are needed as part of regulations to meet community needs.

Public Services

Government administration is oriented towards the realization of public service functions. The realization of good governance emphasizes the provision of services that are maximally accepted by service recipients, namely the community and requires government officials to be responsible and accountable for the attitudes and behaviour of the community as a form of government policy. Therefore, in realizing good governance, professional apparatus is needed to optimize government running, especially in matters of public service and the spirit of an extraordinary work ethic to work as well as possible and selflessly. According to Supriyono (2000: 7) in Sadhana (2010: 127), government professionalism needs to improve. There are more political officials in the bureaucracy, and the work environment must still be supportive/untrustworthy. The government's task is to realize the services needed by the community. The fundamental reason for the government's presence in society, public services that provide certainty and security to the community's interests, is because the services needed by the community cannot be reached or are not provided by market mechanisms. Public services are carried out in an integrated manner which is simple, open, smooth, precise, complete, specific and affordable, therefore according to Suhartoyo (2019: 9) mentions several principles and principles in public services, namely rights and obligations and regulations

of every form of service. The general public, and the quality of the output process of public services. Therefore, in realizing good service, qualified competence is needed so that it is by the challenges of change and the complexity of public and community interests as satisfied customers. Public service malls are places where activities or activities for the implementation of public services for goods and services or administrative services take place by integrating public service systems and are an expansion of integrated service functions provided by the government, both central and local governments, where services are linked to one another. Specific locations or buildings combined with other service and economic activities.

Implementation of Public Service Malls and the Concept of Integrated and One-Stop Services in Sumenep Regency

In connection with how the culture of bureaucracy and public services in Indonesia is no longer a public secret that maladministration and extortion practices often colour information in mass media reports, therefore to prevent these various wrong actions is to change or reform our bureaucracy and public services in Indonesia, where the bureaucracy is oriented as a service, not mala, on the other hand, in optimizing good public services, the concept of integration and one door is needed, meaning that the community will only enter through one door. All their needs will be available in the building with service standards that provide time certainty and guarantees. More friendly and flexible service. One-door public service is the concept of integration in managing public services with the aim that the community more optimally accepts services and is an innovation for public services to realize Bureaucratic Reform in Indonesia. On the other hand, innovation is not only seen in the scope of products and services or services; product and service innovation includes changes in the shape and design of products and others, while the process originates from the continuous quality renewal movement and refers to a combination of related organizational changes, procedures and policies, with these innovations.

Public Service Innovation and Good Governance

Service can be interpreted the same as service to the community. Community service is the business of a person or group of people or certain agencies to provide assistance and convenience to the community in achieving goals (Toha, 1991; Sedarmayanti, 2013). Because public service is the best action or performance the government or agencies provides to the community, the services provided should be of high quality. So to provide excellent and responsible service, a new concept is needed in public service management, and it includes several elements in it as components that must also be responsible for regulating the running of government. Namely, the concept of Good Governance

is new in the management of government administration where the State, Private and Communities collaborate in running the government, including the administration of services and development affairs. Service innovations in the Public Service Mall in Sumenep are related to services in Population Administration and Civil Registration, Building and Investment Permits, Health, Taxes and Extension of vehicle registration and Vehicle Ownership Document. One form of innovation that is carried out is an integrated building for all Service Units in each Technical Services OPD. In addition to integrated services under one roof, digital innovation is also carried out to make it more effective and efficient through websites and applications in each OPD. As well as the production of printing equipment for civil and population registration in each sub-district in the Islands, the process of making applications for building permits was carried out in each sub-district in the Islands.

RESEARCH METHODS

Research Locations

This research was at the Investment and One-Stop Services Office (DPMPTSP) of Sumenep Regency, East Java Province. The scope of this research is a study on implementing the Sumenep Regent Regulation Number 49 of 2019 concerning implementing Public Service Malls in the Sumenep Regency.

Types of Research and Data Sources

This type of research uses descriptive qualitative, namely by describing a social phenomenon; apart from that, this research also tells and interprets existing data. Besides that, this research also knows and analyzes independent variables or one variable with other variables. The data sources in this study are primary and secondary. Primary data sources are obtained directly from the source through interviews, opinion polls from individuals or groups of people, and observations of an object, event, or observation result. Meanwhile, secondary data sources are obtained through intermediary media or indirectly through notebooks, existing evidence or archives, both published and not published in general. Researchers collect secondary data through books, the Internet, journals and documentation related to what researchers will study.

Data Collection Techniques

Data collection is an activity to collect data of various types and utilize relatively limited time, considering that research locations must take much time due to different research locations. Researchers collected data using several strategies, including the first is an observation observing everything related to the Implementation of the Public Service Innovation Policy Through Public Service Malls (MPP) in Sumenep Regency. The second is interviews with

sources. Moreover, the last is a documentation study based on records of past events.

Data Analysis Techniques

The data analysis technique in this study is according to the theory of Miles, Huberman and Saldana (2014), namely by collecting data through observation, interviews and documentation, as well as literature studies from various sources to support the research being conducted. Next is data condensation by selecting, focusing, simplifying, abstracting and transforming data contained in field notes and transcripts in research. After that, the analysis is continued by selecting information that can be analyzed, focusing on data related to the formulation of the research problem, summarizing by evaluating the data that has been collected, and the last is simplification and transformation, as well as data presentation.

RESEARCH RESULTS

Policy Implementation of Sumenep Regency Regent Regulation Number 49 of 2019 Concerning the Implementation of Public Service Malls in Sumenep

The researcher analyzed the research results using the theory from Miles and Huberman, namely, the first is communication. For implementation to be more effective, those responsible for implementing a decision must know what they should do and do. Commands for implementing policies must be clear, accurate, and consistent. If policy decision-makers wish to see that what is being implemented needs to be clarified and in detail, it is likely that disagreement will arise between policymakers and implementers. There needs to be more communication to give the implementor the authority to try to reconstruct general policies into specific actions, and such powers are very unnecessary to advance the original decision-makers. Thus, implementation instructions that are not transmitted, distorted and transmitted or uncertain or inconsistent will pose serious obstacles that may hinder implementation by changing their creativity and adaptability and the consequent causes of communication failure. Based on the results of the interviews, the researcher can conclude that there are clear policy instructions from policymakers to policy implementers. However, several provisions still need to be explained in writing in the Regent Regulation Number 49 of 2019. There is communication and coordination between relevant stakeholders in the Sumenep Regency Government in terms of These are policymakers (Regent of Sumenep) and implementers of policies as well as related regional apparatus organizations, including the Organizational Section and Public Service Mall, Legal Department, in order to achieve the policy goals as expected.

Apart from communication, there are also other indicators, namely resources. Implementation Commands may be transmitted accurately, clearly and

consistently, but implementation may be ineffective if implementers lack the resources necessary to carry out policies. An implementation plan is a good idea, setting policy quality standards is a great idea, and setting program objectives to fulfil them is also a good idea. Good service is a service that can be felt by the community fundamentally; the Government of Sumenep Regency is carrying out this effort. As evidence of efforts to improve the process of Public Service Reform in Sumenep Regency with the presence of Public Service Malls as an answer to the chaotic public services so far, in general, facilities and infrastructure are tools to support the success of a process of efforts carried out in public services, because if these two things are not available, then all the activities carried out will not be able to achieve the expected results by the plan. Optimization of services carried out in Public Service Malls (MPP) must be supported by several adequate facilities and infrastructure to meet the needs of service recipients, among which are facilities that are fundamental in everyday life. However, the facilities that still need to be available are services in an online form, namely applications or shared servers owned by MPP and buildings that still need to be representative for use by all types of services in Sumenep. However, this is already on the agenda of the Sumenep Regency Government to find a solution to realize good service and create more effective and efficient services.

The next indicator is disposition. Disposition is the character or characteristics the implementer possesses as the policy executor. The attitude of the implementers to implement a policy. If the implementer of the policy has good characteristics or character, then he will carry out the policy properly by the objectives and desires of the policymakers. The effect of a disposition, as Nogi said. S. and Tangkilisan, 2003. Things: (90-100) said. Many policies fall into "sone apathy" policies that will likely be implemented convincingly because implementers do not have strong feelings about them. Any other policy, however, will directly conflict with the policy review or the implementer's personal or organizational interests. Therefore service officers must have a humanist character who can carry out the aims and objectives of the policy being implemented. Behaviour in carrying out the policy instructions for the Implementation of Public Service Malls in Sumenep Regency by Pergub 49 of 2019 is carried out as well as possible and creates community satisfaction with the services provided by the Regional Government. In implementing a policy, the disposition factor besides attitude can also be manifested in the form of action from implementing the policy. Action is an act, behaviour or action carried out by humans to achieve specific goals. In this case, the actions of policy implementers are focused on actions if violations are known to have been committed by service providers or officers in the field.

The next indicator after disposition is bureaucratic structure. The Sumenep District Investment and One-Stop Service Office (DPMPTSP) and Labor has a complex structure, which is based on Sumenep Regent Regulation Number 34 of 2022 concerning Position, Organizational Structure, Duties and Functions and Working Procedures of the Investment Service One Stop Service and The Sumenep Regency workforce and the existence of cooperation and coordination that exists between Service Units under one roof (MPP) as well as with stakeholders or side ranks outside the organization. Public services are carried out in an integrated manner that is simple, open, smooth, precise, complete, specific and affordable. Therefore, in realizing good service, qualified competence is needed so that it is by the challenges of change and the complexity of the interests of the public and society as (customers) are satisfied.

Driving and Inhibiting Factors in the Implementation of Policies for the Implementation of Public Service Malls Based on Regent Regulation Number 49 of 2019

In its implementation, there are two main factors: internal and external. The internal factors include Presidential and Ministerial Regulations concerning the Implementation of Public Service Malls and the implementation of MPP, with a portion of the budget earmarked for innovating services at Public Service Malls, which the budgets of other agencies must support. This weakness is an internal obstacle in the Sumenep Regency Government. With an adequate and separate budget portion from the Regional Apparatus Organization (OPD) budget related to MPP, Sumenep Regency can improve public service breakthroughs and innovations through Service Reform and Bureaucratic Reform focusing on expectations of Good Governance through digital platforms. The Indonesian state also requires a constitutional understanding by implementing a legitimate policy process. This means the process is open (democratic) based on appropriate policy analysis outlined in existing legislation. Thus the decisions taken are right on target and have legal certainty. Public service reform can use the digitalization platform to facilitate government administration by developing E-administration and E-government within the government bureaucracy.

On the other hand, external factors include the difficulty for the community to get optimal service and the hope that the service will be more effective and efficient. Based on the results of interviews with Service Recipients or Communities who were used as informants in this study, it can be concluded that there needs to be a faster culture in providing services to the community from the government or related OPD agencies. Hence, the government seeks to provide services in one room. All types of services are accommodated in the Sumenep Regency Public

Service Mall. The habit that has been occurring in Indonesian public service activities is the language that is often heard and experienced by the community as the reality of public services, namely "handicrafts" as a "sign of thanks" or "administrative costs" given to service providers. Therefore this kind of culture is an obstacle in optimizing excellent service under one roof is not optimal because the community is used to taking care of their service needs through insiders or the back door of service agencies in Sumenep Regency. Furthermore, apart from bad habits in our public services, the character of a service provider sometimes does not place the community as a customer. The character of government officials who tend to be ignorant and even ignore the needs or interests of the community, and employees who are more preoccupied with scrolling their Instagram, Tiktok and YouTube so that they forget their function as community services or state servants. So do not be surprised if wild negative assumptions or opinions arise in a society dealing with the bureaucracy that will be faced with convoluted and complicated conditions that are not transparent and even take a very long time. Another factor included in the external factor is the community's understanding of the prevailing system. From the results of interviews conducted by researchers, the low level of public education causes difficulties in providing optimal services and the inability of the community to understand the digital system that applies, even though the existing service innovations still need improvement below average.

CONCLUSION

Based on the research results, in implementing the policy of the Sumenep Regency Regent Regulation Number 49 of 2019, communication has been carried out properly regarding planning, formulation, to policy approval. Socialization and coaching activities for the community have often been carried out. However, the government and the community need more direct participation and awareness to understand existing service procedures. Regarding resources, innovation has been made with the number of available service counters. Facilities and infrastructure available to support comfort include Reading Room, Children's Playroom, Canteen, Public WC, Disabilities and others. However, the facilities that still need to be available are services in the online form, namely applications or shared servers owned by MPP and buildings that still need to be representative for use by all types of services in Sumenep. Regarding behaviour in carrying out policy orders for the Implementation of Public Service Malls in Sumenep Regency by Pergub 49 of 2019, carried out as well as possible and gave rise to community satisfaction with the services provided by the Regional Government. Implementing a policy in the disposition factor besides attitude can also be manifested in the form of action from implementing the policy. In the aspect of bureaucratic structure, Sumenep Regency has a complex structure, and there is cooperation and

coordination between Service Units under one roof (MPP) as well as with stakeholders or side ranks outside the organization. The driving and inhibiting factors in the implementation of the policy are presidential and ministerial regulations regarding the administration of public service malls, the public's low understanding of the applicable system, and the difficulty for the community to obtain optimal and effective services.

Suggestions

Based on the conclusions above, researchers can suggest that service innovation can be carried out by digitizing one service server at MPP and emphasizing the technical instructions for service mechanisms to make the services provided more effective and efficient. In addition, policy implementers are provided with increased knowledge through education and training, technical guidance (biotech), especially those related to improving human resources in essential community services, and regular supervision, coaching and evaluation.

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