

## Service Innovation At Public Service Malls In Improving The Quality Of Public Services In Bandung City

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**Abstract:** *This research is about service innovation at service malls to improve the quality of public services in the city of Bandung. Public service malls are expected to provide quality, effective, and efficient services. However, there are several problems, namely: there is a gap in the utilization of the number of employees; several counters registered at the Bandung City Public Service Mall are not carried out routinely; and standard operating procedures (SOP) for macro MPP service mechanisms are not yet available. The research method used is qualitative with a descriptive approach, involving observation, in-depth interviews, and documentation studies. The results show the innovation of public service mall services. Cities need effective leadership and good management to coordinate MPP operations and improve service efficiency. The evaluation shows that MPP Bandung City faces challenges such as irregular service times and a lack of comprehensive risk management SOPs. Proposed solutions include increasing human resources, affirming operational time regulations, developing SOPs, and using technology to support service efficiency.*

**Keywords:** *innovation; public service mall; public service quality*

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## Introduction

One of the disciplinary objects in public administration is public services, which are studied based on various public organizations (Syafiie, 2016). Public services in public administration are one of the main keys to running an efficient and effective government (Heryanto, 2019). Public services encompass a wide range of activities and processes designed to meet citizens' needs and provide good services (Dwiyanto, 2018). Based on data from *The Global Economy* in 2020, Indonesia was ranked 82nd out of 176 countries in terms of the quality of public services. Indonesia is below Singapore, which is ranked 9th; Brunei is ranked 24th; Australia is ranked 27th; Malaysia is ranked 50th; Thailand is ranked 61st; and Vietnam is ranked 66th (Wijayanto, 2022).

The low quality of public services in Indonesia is in the public spotlight because they tend to be complicated (Lestari, 2020). Whereas the public considers that public services provided by bureaucrats tend to take a long time and are convoluted with inflexible requirements and regulations, the conditions that occur are clearly not beneficial to society (Enggarani, 2019). Reform and integration of public services are often needed to overcome these problems so that people can get better, more affordable, and more efficient services (Wijayanto, 2022).

In connection with several problems that occur, public services require innovation (Jati, 2019). With innovation, new ideas are born in a development which will later make *it easy for people to get services (with innovation, new ideas are born in a development that will later make it easy for people to get*

*services)* (Oktariyanda, 2018). Based on Minister of State Apparatus Empowerment and Bureaucratic Reform of the Republic of Indonesia (MENPANRB) Number 19 of 2016 concerning Public Service Innovation Competitions, the government is encouraging the "*One Agency, One Innovation* (OAOI) Movement," where every Ministry and Institution, Regional Government, BUMN, and BUMD are obliged to create at least one innovation every year. The government continues to strive to create innovations in public services; among the government's efforts to maximize bureaucracy in Indonesia is presenting innovations in the form of public service malls, or what is known as MPP (Lestari, 2021).

Since 2017, the government has presented innovations in public services through regulations issued by the Minister of State Apparatus Empowerment and Bureaucratic Reform of the Republic of Indonesia (MENPANRB) Number 23 of 2017 which includes the Implementation of Public Service Malls as an effort to improve the quality of public services, in its regulations Public Service Malls (MPP) is defined as a place of activity for providing public goods, services or administrative services as the development of integrated service functions in the central government or regional government as well as BUMN/BUMD/Private services in order to provide fast, easy, affordable, safe and comfortable services (Burhan, 2020). To date, the number of public service malls (MPP) spread throughout Indonesia has reached 152 in several provinces, districts, and cities in Indonesia. (MenpanRB, 2023).

Under the West Java Provincial Government, there is the Bandung City Government, which implements a Public Service Mall (MPP). Inaugurated on August 23, 2022. Based on Bandung Mayor's Regulation Number 32 of 2021 concerning Public Service Malls (MPP), it is stated that Public Service Malls (MPP) are organized by the One Stop Investment and Integrated Services Service (DPMPTSP) together with the Organizing Organization Public Service. The scope of the Public Service Mall (MPP) includes all public services that fall under the authority of each public service-provider organization, as stated in the Mayor's Regulation. The existing service system was created to streamline services so that they are faster, save time and money for the community, reach the entire community so they can get services easily and quickly, and standardize public services for all. The Public Service Mall (MPP) in Bandung City has also integrated ministry agencies, institutions, BUMN, BUMS, and BUMD.

The stages of establishing the Bandung City Public Service Mall (MPP) are as follows:

1. Service coordination  
Service coordination refers to efforts to integrate and align various aspects of service so that they can run efficiently and effectively. This involves collaboration between various institutions or units involved in providing services to ensure integration and synergy in

providing services to the community.

2. Setting the working mechanism

Setting work mechanisms includes designing and determining work methods or processes that will be implemented in providing services. This includes establishing procedures, workflows, responsibilities, and duties for each unit or individual involved in the service.

3. Preparation of infrastructure and human resources

Preparation of infrastructure involves preparing the physical, technological, and infrastructure needed to support service delivery. Human resources (HR) involves recruiting, training, and placing the necessary personnel to have the qualifications and competencies in accordance with service needs.

4. Signing of the MoU and PKS

The signing of an MoU (*Memorandum of Understanding*) and PKS (Cooperation Agreement) is a binding legal step between the parties involved in providing services. The MoU and PKS establish the framework, responsibilities, and rights and obligations of

each party to ensure structured and sustainable cooperation.

5. Inauguration

Inauguration is the stage where services are officially introduced or announced to the public. This often involves a formal event, such as an inauguration ceremony or press conference, that marks the start of the operation of that public service. The inauguration can also function as an effort to build public awareness and participation.

Bandung City Public Service Mall has 28 agencies with 102 types of services. In 28 agencies consisting of 12 internal agencies and 16 external agencies, people can feel the ease of accessing services because they don't need to go to different places; they just come directly to the Public Service Mall (MPP), where people can complete two or more services. To get this service, people can come directly according to office operating hours, namely from 09.00 WIB to 15.00 WIB. Apart from the convenience of processing documents, people don't need to queue because they can register online *on the* Bandung City Public Service Mall website and come directly to the place to receive services.

Bandung City Public Service Mall (MPP) has a digital service system, including the following:

1. *Online* and *offline* electronic queues: people can register for services *online* or *offline*.

For people who do not register *online*, MPP provides an *offline application* in the MPP building.

2. A *digital* self-administered platform for filling out community satisfaction surveys
3. The MPP application is integrated with the GAMPIL licensing service application.
4. Visual information is in the form of an LCD *touch-screen monitor*.
5. In the MPP Information System, the public can search for information related to services which will be done via the website, namely [mpp.bandung.go.id](http://mpp.bandung.go.id).

The inauguration of the Public Service Mall (MPP) in Bandung City shows the government's seriousness in improving existing services so that excellent service is provided. Where the existence of the Public Service Mall (MPP) is considered to be more effective and efficient, so that later *the New Public Service* will run well. If services can be effective and efficient, the benefits will be felt more quickly by the community. Apart from that, with integrated services in public service malls (MPP), the number of people served will be greater.

The operation of the Public Service Mall (MPP) in Bandung City, which aims to provide services to the community in the form of public service innovation and also to overcome problems, can be seen and felt in terms of public services, where the

satisfaction of the people of Bandung City with public services is still not optimal (Wijayanto, 2022). Several facts were found that public services in the City of Bandung were still problematic; many reports were received from the public regarding alleged maladministrative practices; the largest number of reports were received regarding alleged maladministrative practices within the Bandung City Government (Ombudsman RI, 2023).

Based on initial observations, researchers found several indications of problems regarding innovation in public service malls in the city of Bandung, namely: first, there is a gap in the utilization of the number of employees in the Bandung City Public Service Mall. The number of employees in the Bandung City Public Service Mall is responsible for carrying out tasks for providing services, numbering 17 (seven) employees. Of this number, there are only 11 (eight) employees. Second, there are several counters registered at the Bandung City Public Service Mall when they are not held regularly. Third, Standard Operating Procedures (SOP) for macro MPP service mechanisms are not yet available.

Based on previous research conducted by, first, Asiah Wasillah's research (2019) focuses on Preparatory Management for the Implementation of Public Service Malls, as for its locus in the Pekanbaru City Public Service Mall, using 4 government management functions, namely planning, organizing, mobilizing, or implementing government control. Furthermore, the second research, Sadro Datamora, Hasbullah Malau (2019), focuses on the implementation of public

service malls for the community; its locus is the Padang City MPP. Meanwhile, the third research, Ohan Rohana (2019), focuses on the analysis of community satisfaction surveys at public service malls (MPP), the locus of which is MPP Batam City. The fourth research from Mohammad Agung Husein, Masje Pangkey, and Adlen Laloma (2020) focuses on the impact of the one-stop integrated service policy on malls in Manado City; in this case, it can also speed up and simplify the processing of permits for public service centers, which is the right thing to be realized by DPMPTSP Manado City. Then, in the fifth research, Nurvadila Malia (2021) focuses on innovation in public service malls; its focus is at the Banda Aceh City MPP. This innovation specifically aims at services at DISDUKCAPIL in the MPP, using the indicator PERMENPANRB No. 30 of 2014 concerning Guidelines for Public Service Innovation.

In this research, researchers will use Rogers' theory about public policy innovation with five theoretical dimensions from Cook, Matthews, and Irwin (Parmidi et al., 2022), which include leadership, *management/organization*, *risk management*, *human resources (human capital)*, and *technology*. Researchers use this theory because it is relevant and adequate based on the background and indications of problems and has a focus on studying service innovation in public service malls to improve service quality. Remembering that the city of Bandung is one of the cities in West Java that has a public service mall (MPP). In the end, it is hoped that this research will be able to answer how service innovation in public service malls

improves the quality of public services in the city of Bandung. Based on the background and indications of the problems that the researcher has described above, the researcher is interested in conducting an analysis of "Service Innovation at Public Service Malls in Improving the Quality of Public Services in the City of Bandung".

## **Method**

This research method uses a qualitative method with a descriptive case study research design. A case study is an approach that is carried out intensively, in detail, and in depth towards certain symptoms (Suharsimi, 2017). Research is carried out in a systematic way, starting with making observations, collecting data, analyzing information, and reporting results. Data collection techniques are a crucial factor in the success of research because they relate to how to collect the required data (Sugiyono, 2021). In this research, the techniques used are as follows:

### **1. Observation Techniques**

Observations in this research are that the researcher goes directly to the field to make observations to find out the actual conditions, behavior, and activities of individuals at the research location to get a comprehensive picture of the witnessing of all events, then proceeds with making a mapping so that they can describe the object under study. regarding service innovation at public service malls and improving services in Bandung City.

### **2. Deep interview**

In conducting in-depth interviews, researchers used interview guidelines. The interview guide used is only an outline of the problems that will be asked about service innovation at public service malls

(MPP) in improving the quality of public services.

### **3. Documentation**

Documentation in this research was carried out by taking photos and recording all interview results and information provided by informants.

### **4. Literature Study**

In the literature study, researchers tried to collect data as follows:

5. Study concepts and theories from various sources that are related to and support the problem being researched.

6. Study lecture materials and other written materials obtained previously.

7. Study, specifically, the sources that are the focus of the research.

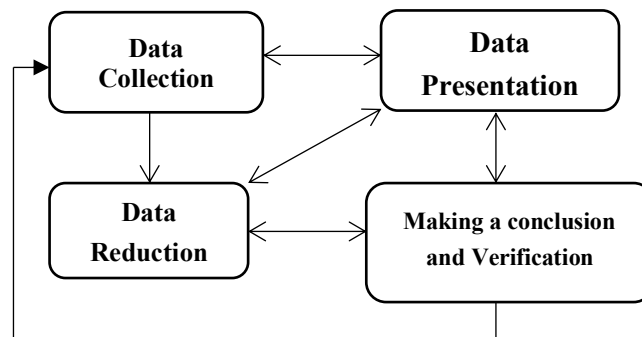
After collecting data, the next step in determining the informants for this research consisted of the Head and Secretary of the Bandung City Investment and One Stop Integrated Services Service (DPMPTSP) as key informants. Meanwhile, the head of the Bandung City Public Service Mall Team was the main informant. As well as three people who use the services of the Bandung City Public Service Mall as supporting informants who were selected using the purposive sampling method. Secondary data was obtained from literature, books, photos, and relevant documents. Data validity was tested through triangulation of sources, theories, and techniques, increased rigor in data collection, and peer debriefing to obtain various points of view and input. The data analysis process involves data collection, reduction, presentation, drawing conclusions, and verification (Sugiyono, 2021).

In analyzing this research data, the interactive model from Miles and Huberman was used. Activities in qualitative data analysis are carried out

interactively with four important activities, including data collection, data reduction, data display, and conclusion drawing and verification (Miles and Huberman, 2019). This is done continuously until completion, so that the data is saturated. These three activities are

intertwined at the center before, during, and after data collection in a parallel form to build a general insight called analysis. An overview of the interactive model proposed by Miles and Huberman is as follows:

**Figure 1.** Miles and Huberman Interactive Data Analysis Model Table



Source: (Miles and Huberman, 2019)

This research uses data triangulation. Triangulation is a data validity checking technique that utilizes something other than that data for checking purposes or as a comparison of that data (Moleong, 2018). In this research, the researcher used the validity of data triangulation techniques, meaning that there were more than two techniques that the researcher used in collecting data, namely observation, interview, and documentation techniques. In conducting research related to service innovation at public service malls (MPP) to improve service quality in Bandung City, researchers must conduct research at related locations in order to obtain various information and data related to the research carried out, namely at the Bandung City Public Service Mall, which is located at Address. Jl. Cianjur No. 34, Kacapiring, District. Batununggal, Bandung City, West Java Province.

## Results and Discussion

### Leadership in Service Innovation at Bandung City Public Service Malls

Effective leadership is the main foundation for ensuring the success and efficiency of public service malls (MPP) in Bandung City. According to Cook, Matthews, and Irwin's theory, strong leadership plays a crucial role in coordinating various operational aspects and motivating teams to achieve organizational goals. In the context of the Bandung City MPP, the MPP Team Leader has a big responsibility in ensuring that all service activities run smoothly and efficiently. Effective leadership is the main pillar that supports the success and efficiency of public service malls (MPP) in Bandung City. Cook, Matthews, and Irwin's theory emphasizes that strong leadership is essential in coordinating various

operational aspects and motivating teams to achieve organizational goals effectively.

At MPP Bandung City, the role of the MPP Team Leader is very crucial. As leaders, they are responsible for ensuring that all public service activities run smoothly and efficiently. Various leadership tasks include strategic planning, organizing resources, making the right decisions, and ensuring consistent and community-service-oriented policy implementation.

**The Role of Leadership in Coordinating Operations** Effective leadership at MPP Bandung City involves the ability to coordinate various parts and functions within the organization. This includes managing service schedules, allocating resources efficiently, and ensuring that every aspect of public services runs according to established standards. The MPP team leader must be able to maintain team cohesion and build productive collaboration between different sections.

Team motivation to achieve organizational goals An effective leader at MPP Bandung City must also have the ability to motivate his team. This includes providing clear direction, inspiring work enthusiasm, and creating a positive work environment where each team member feels valued and motivated to give their best in providing services to the community. Good motivation will increase productivity and the quality of services provided.

Big responsibility for the smooth service. The MPP Team Leader is responsible for the smoothness and efficiency of public services in the City of Bandung. They must be proactive in identifying and overcoming operational challenges that may arise, such as problems in counter-time management, a lack of active staff, or less than optimal

inter-agency coordination. By having a clear vision and the ability to take timely action, a leader can ensure that the MPP functions well to meet community needs.

### **Management/Organization in Service Innovation at the Bandung City Public Service Mall**

Effective management and organization are key to ensuring the smooth operation of MPP. In Cook, Matthews, and Irwin's theory, good management includes careful planning, efficient organization, and effective control over policy implementation. However, in the context of the Bandung City MPP, based on the initial observations of the Bandung City Public Service Mall team leader and the results of the evaluation report for the public service mall in Bandung City in December 2023, it can be seen that every agency registered in the Bandung City Public Service Mall must provide services to the community regularly from Monday to Friday from 09.00 to 15.00 WIB. There are several counters registered at the Bandung City Public Service Mall during irregular operations, such as the Immigration Agency, which opens its service counters twice a week, namely every Tuesday and Thursday. Likewise, BPOM service agencies open their service counters only on Tuesdays and Thursdays every week, and BPN opens their service counters only on Mondays and Wednesdays. Thus, researchers suspect that if the three agencies do not regularly open their services every week in accordance with the service standards that each agency has, this will result in a decrease in time efficiency in providing services to the community.

To increase efficiency in providing services to the public at the Bandung City



Public Service Mall (MPP), there are several solutions that can be implemented:

1. Standardization of Service Schedules

First of all, it is necessary to standardize the service schedule for each agency in the Bandung City MPP. This can be done by adopting a more structured approach to determining the operational days and hours of each service counter. For example, all agencies are required to provide services from Monday to Friday from 09.00 to 15.00 WIB, without exception, except in cases of emergency or certain special policies that have been approved.

2. Evaluation and Schedule Adjustment

Periodically, it is necessary to evaluate the effectiveness of the service schedule that has been determined. This evaluation involves feedback from service users to determine whether the current schedule is optimal or still needs to be adjusted. Agencies that have irregular schedules, such as Immigration, BPOM, and BPN, need further evaluation to adjust their schedules to be more consistent and in line with community needs.

3. Improved Inter-Agency Coordination

Better coordination is needed between various agencies in the Bandung City MPP. Irregular service schedules can be caused by various factors, including the internal operational needs of each agency. By having regular coordination forums between agency heads and MPP management, potential schedule conflicts can be identified and resolved, and adequate solutions can be found for all parties.

4. Application of Supporting Technology

The use of technology can help in setting more efficient service schedules. For example, the use of an integrated schedule management system that allows agencies to monitor and update service schedules in real-time. Additionally, using an online queuing or appointment reservation system can reduce queues and ensure more well-scheduled service times.

5. Employee Training and Development

In implementing schedule changes and more effective service arrangements, it is important to provide training to relevant employees. This training not only focuses on the technical use of technology but also on the importance of communication skills, time management, and customer service orientation. By strengthening employee capacity, it is hoped that they will be more responsive to schedule changes and more efficient in providing quality services to the community.

6. Implementation and supervision

These steps must be implemented in stages and closely monitored to ensure that the proposed changes result in real improvements in the efficiency and quality of services at the Bandung City MPP. With a systematic and coordinated approach, it is hoped that it can overcome the problem of irregular service times and increase public satisfaction with the public services provided by the Bandung City MPP.

**Risk Management in Service Innovation at the Bandung City Public Service Mall**

Risk management in service innovation at Bandung City Public Service Malls involves the process of identifying, evaluating, and handling risks that may arise during the service process. Theories from Cook, Matthews, and Irwin highlight the importance of adopting proactive risk

management strategies to reduce negative impacts and maximize positive opportunities.

In the context of the Bandung City Public Service Mall, there is a macro standard operating procedure (SOP) for MPP service mechanisms that is not yet available, namely the irregularity of service times at several counters. This risk has the potential to reduce the level of clarity of operational service flow. This can include understanding this risk, reviewing the process of setting SOPs, it is necessary to carry out an in-depth evaluation of the procedures of each agency. This can include understanding patterns and agencies. By understanding the reasons for the absence of SOPs as a whole, it is necessary to design SOPs that include the rules for service delivery patterns for all agencies registered at the Public Service Mall.

Then, after implementing problem identification, the next step is implementing SOP enforcement actions. For example, updating guidelines or rules to improve the consistency of public service orders. The Public Service Mall operates in a stable and conducive manner.

In addition to ongoing monitoring and evaluation, effective risk management requires steps to monitor and evaluate the impact of implemented corrective actions. It is important to ensure that the changes made are successful in reducing risks and improving the service user experience.

By implementing a proactive and responsive risk management approach like this, Bandung City Public Service Malls can optimize the quality of the services they offer, increase service user satisfaction, and minimize risks that may occur in the service innovation process.

### **Human Capital in Service Innovation at Bandung City Public Service Malls**

Quality human resources (HR) are the main asset in providing effective public services. Cook, Matthews, and Irwin's theories highlight the importance of fostering employee competency and efficient workforce management. At MPP Bandung City, problems identified based on the results of the evaluation report for public service malls in Bandung City in December 2023 show that there is a gap in the utilization of the number of employees at the Bandung City Public Service Mall in carrying out service delivery tasks to society. The Bandung City Public Service Mall has the task of carrying out services by facilitating every person who wants to use services at agencies registered at the Bandung City Public Service Mall. The number of people who use the service daily is an average of 171 people in 2022–2023 using services at the Bandung City Public Service Mall. The following is a comparison table of the number of registered agencies and the number of employees in the Bandung City Public Service Mall.

**Table 1. Number of Registered Agencies and Number of Employees in Bandung City Public Service Malls**

No	Year	Average Number of Daily Visitors	Available Employees
1.	2022	171	17
2.	2023	171	17

Source: Data from the Bandung City Public Service Mall Team (2023)

The number of employees at the Bandung City Public Service Mall who have responsibility for carrying out duties for providing services is 17 (seventeen), but of this number, there are only 11 (eleven) employees who carry out responsibility for providing these services to the people who use the services in registered agencies. Thus, researchers suspect that the implementation of services at the Bandung City Public Service Mall is still not being implemented well because there is still a gap in the utilization of the number of employees to carry out service delivery duties at the Bandung City Public Service Mall.

This shows the need for improvements in human resource management (HR), including increasing employee recruitment and retention as well as developing competencies that are in line with job demands. There is a need for improvements in human resource (HR) management. At the Bandung City Public Service Mall (MPP), operational success is very dependent on effective human resource (HR) management. This shows that there are challenges in HR management that need to be addressed immediately.

To increase recruitment, the first step that needs to be taken is to improve the employee recruitment process. The Bandung City MPP needs to identify specific needs for each position and develop a more aggressive recruitment strategy. This could include increasing the promotion of vacancies, collaborating with educational institutions for internship programs, and using digital platforms to reach potential prospective employees.

Increasing employee retention, apart from recruitment, is also important to increase the retention of existing employees. Incentive programs and

rewards for good performance can increase employee loyalty to the organization. Apart from that, it is also necessary to consider providing career development opportunities and increasing compensation in accordance with employee contributions and competencies.

Competency development in accordance with job demands. To ensure continuity of quality services, Bandung City MPP must invest time and resources in developing employee competency. This includes preparing structured training programs according to job needs and developing skills that are relevant to technological developments and societal demands. Competency coaching can also include project-based learning approaches or cross-departmental training to broaden employees' horizons and collaborative abilities.

Strategic implementation: all efforts to improve HR management must be implemented strategically and coordinated. These steps will not only increase the operational efficiency of MPP Bandung City but also strengthen the organization's position in facing future challenges and opportunities. By prioritizing improvements in HR management, MPP Bandung City can be better prepared to face the dynamics of public services, which are increasingly complex and have diverse needs.

### **Technology (Service Innovation) at the Bandung City Public Service Mall**

The use of technology in the Bandung City MPP can be a catalyst for increasing the efficiency and accessibility of public services. Cook, Matthews, and Irwin's theory emphasizes the importance of appropriate technology integration to support operational processes and

improve the service user experience. In the use of information systems for queue management or online reservations, which can reduce waiting times and increase service efficiency. The use of technology can also increase transparency and accountability in the delivery of public services. However, it is important to ensure that the technology implemented can be accessed and utilized properly by all relevant parties, including the service user community.

The results of this research underline the importance of innovation in the management of the Bandung City MPP to improve the quality of public services. The various issues identified, such as suboptimal HR management, irregularities in service times, and operational risks, must be immediately addressed through a systematic and strategic approach. The implication of this research is the need for improvements in personnel management, setting a more structured service schedule, and using technology more effectively to support the implementation of MPP. In this way, it is hoped that the Bandung City MPP can become an example for other cities in efforts to improve public services that are quality and responsive to community needs.

## Conclusion

Based on the results of the discussion, service innovation at public service malls in improving public services in Bandung City shows, firstly, that there is a gap between the number of employees needed (17 people) and those available (11 people) at MPP Bandung City, indicating an expansion of recruitment to improve service efficiency. Second, several counters at MPP Bandung City do not run a regular service schedule, causing uncertainty for service users. Third, the absence of a clear Standard Operating

Procedure (SOP) for the MPP service mechanism requires the development of a more structured SOP.

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