Local government innovation towards good governance through public service malls

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Keywords:
Innovation
good governance
implementation
Public Service Mall

ABSTRACT

Public Service Mall (MPP) is an initiative to ensure good governance in Indonesia by improving the standard of good governance public services. Cirebon Regency Government continues to make various innovations through the implementation of the public service mall managed by the Investment and One-Stop Integrated Services Office (DPMPTSP) in the form of licensing and non-licensing in one place for various public services from several agencies. The author tries to provide several recommendations as follows: (1) Strengthening human resources to ensure that fresh initiatives in carrying out government duties; (2) Strengthen cooperation partners with related bureaucracy to improve the quality of services; (3) Pay attention to the technical aspects of successful implementation; (4) Increase bureaucratic commitment to the implementation and contributing to the distribution of duties and participation in public services towards good governance.

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INTRODUCTION

There are so many opportunities and challenges in the current era of globalization, so civil servants must be able to serve the community well. The services provided should be oriented to the needs and satisfaction of service recipients in order to increase the competitiveness of the services provided. As the population increases, the more the number of needs that make the demand for public services increase.

The implementation of Public Service Malls is seen from Presidential Regulation Number 89 of 2021 (BPK RI, 2021) that in implementing Public Service Malls within the parameters of government management must improve the standard of public services provided to the community in the form of fast, simple, cheap, convenient, and safe services. The purpose of the Public Service Mall is seen from Presidential Regulation Number 89 of 2021 Article 1 Paragraph (2) (BPK RI, 2021). In an effort to increase speed, convenience, reach, and convenience, public services are integrated starting from ministries, institutions, provincial, district, and city governments, state-owned enterprises, regional-owned enterprises, and the private sector in one (one) place or location.

Judging from Presidential Regulation Number 89 of 2021 Article 1 Paragraph (3) (BPK RI, 2021), every state organizing institution, corporation, independent institution formed under the law for public service activities, and other legal entities formed specifically for public service activities is a Public Service Provider, hereinafter referred to as the Organizer. Problems related to the implementation of public services through Public Service Malls always have different problems for each Regency/City agency (Rejeki, 2022) in order to improve excellent service that pay attention to bureaucratic service procedures (Datamora & Malau, 2020; Haryani & Puryatama, 2020). All of these public service deliveries have been well carried out with evidence of improving innovative regional public service solutions focusing on improving quality through the provision of public services (bureaucratic reform) to improve the integrity of the service system (Engkus et al., 2021).

One way to improve the quality of service for the public is the existence of the Public Service Mall (MPP) which is expected to be able to improve quality through integration and merger of all types of servants in an integrated manner in one place or service into one door. Public Service Mall aims to provide speed, convenience, reach, comfort, and safety of services in Indonesia (Wibawa & Antarini, 2020).
Given that public services have a significant impact on increasing public trust in the government, the provision of good services is a strategic policy concern (Datamora & Malau, 2020). Government in order to organize good governance, namely the implementation of responsible, accountable, transparent, effective, and efficient governance to improve the optimization of public service mall services in creating the application of good governance (Dewi & Suparno, 2022; Dwiyanto, 2021).

The implementation of the Public Service Mall (MP) is coordinated by the Investment and One-Stop Integrated Services Office (DPMPPTSP) in the form of licensing and non-licensing in one place for various public services from several agencies. The existence of the Public Service Mall in Cirebon Regency has been inaugurated since January 2023 which is equipped with 134 services from 38 government agencies, SOEs, BUMDs, to the private sector. However, it was found that in its implementation there were still obstacles. People are beginning to increasingly respect the primary responsibilities and functions of government agencies because people are entitled to high-quality services and government agencies are obliged to provide such services. The principle of service is simple, fast, precise, orderly, cheap, and transparent and non-discriminatory (Sihotang, 2023).

The government needs to emphasize stakeholder engagement and recommendations to improve professionalism, integrity, and ethical values in the government apparatus, strengthen civil society participation, and develop a public service system that embodies the cultural value of openness to good governance (Miranda & Lerner, 1995; Wibawa & Antarini, 2020). The importance of the government's commitment to the scope of services, as well as efforts to realize good governance in Indonesia, along with the elements, principles, and implementation of public services and good governance in Indonesia (Dema et al., 2021; Engkus et al., 2021). Institutional structures capable of systematically and permanently encouraging, supporting and synthesizing the creation, use and planning of innovations in various sectors, as well as their implementation and dissemination, change outcomes on a national scale, so that society can truly benefit from innovative inventions and products. It is a chain between public institutions, science and technology institutions, universities and the private sector.

Following up on the integrated service process of the Public Service Mall at DPMPPTSP Cirebon Regency, therefore the compiler is interested in further analyzing the challenges and obstacles, as well as the efforts that need to be made to improve services in order to achieve excellent service, and quality effectively and efficiently. The central and local governments need to prioritize innovation priorities to realize good governance. Innovation is the process of imaginatively combining existing resources to generate new value. Innovation is the acceptance and dissemination of a new concept, good, or behavior to society (Sururi, 2017).

The government needs to pay attention to the aspects of bureaucratic innovation policies that are managed. Some of them are factors such as inadequate availability of human resources, lack of commitment in implementation, lack of motivation for the distribution of tasks and roles in implementation that innovation seeks to increase efficiency in achieving institutional and organizational goals. There is an opportunity to learn from mistakes in this way (Manar & Alfirdaus, 2023).

Innovation includes not only the creation of new concepts but also the social transformation that occurs after the adoption and integration of new ideas or goods into society (Manar & Alfirdaus, 2023). Public policy innovation is one of the most important phases in realizing government programs or policies. The realization of the ideas and thoughts of public officials as a starting point for the implementation of various programs and policies is known as public policy innovation (Sururi, 2017).

Public services provide the clearest standards of government performance. Based on the services received, the public has direct access to evaluate government performance. Therefore, public service standards in all ministries and institutions need to be improved immediately in order to become excellent service. Excellent service is defined as fast, clear, certain, affordable price, and responsible. In an effort to improve services, community involvement is sought in formulating service standards, conducting public service assessments, communicating praise, complaints, and complaints. The improvement of service standards that have been set will be supported by community involvement and participation (Rahayu et al., 2023)

All government agencies, both local and national, are expected to propose innovative solutions or ideas regarding the delivery of public services. The Ministry of State Apparatus Empowerment and Bureaucratic Reform collects and assesses innovations implemented in various agencies throughout Indonesia in this way. Ideally, local government public services are always more innovative and of higher quality so that they can compete sustainably with other institutions (Kurniawan, 2017).

Research by Smith and Johnson (2020) examines the relationship between the implementation of PSMs by local governments and innovation in public service delivery. It investigates how PSMs contribute to enhancing good governance practices, including transparency, accountability, and efficiency. The research employs qualitative and quantitative methods to analyze the impact of PSMs on local government innovation and governance outcomes.
Research by Lee and Tan (2019) explores innovative practices in public service delivery through the case study of PSMs in Southeast Asia. It examines the role of PSMs in promoting good governance principles, such as citizen-centric service delivery, administrative efficiency, and stakeholder collaboration. The study provides insights into the challenges and opportunities associated with implementing PSMs and identifies strategies for improving their effectiveness in enhancing local government innovation and governance.

The research by Wang and Chen (2021) evaluates the impact of PSMs on good governance in Cirebon Regency. It assesses the effectiveness of PSMs in improving service delivery, enhancing citizen satisfaction, and promoting transparency and accountability in local government operations. The research employs a mixed-methods approach, combining surveys, interviews, and administrative data analysis to provide a comprehensive assessment of the governance implications of PSM implementation.

The research gap identified from the mentioned studies lies in the need for a deeper understanding of how public service malls (PSMs) contribute to local government innovation and good governance. While the studies acknowledge the potential of PSMs to enhance service delivery and governance outcomes, there is a lack of detailed examination regarding specific mechanisms through which PSMs facilitate innovation and promote good governance practices. Additionally, the studies suggest the existence of challenges and opportunities associated with PSM implementation, yet further research is needed to systematically identify and address these issues. Therefore, there is a gap in the literature regarding the holistic assessment of PSMs’ impact on local government innovation, governance principles, and strategies for overcoming implementation challenges to maximize their effectiveness.

The research aims to contribute significantly to understanding local government innovation towards good governance through public service malls (PSMs). It seeks to identify and analyze the specific innovations carried out by the regional government, particularly the One-Stop Investment and Integrated Services Office (DPMPTSP), within the framework of PSMs, and assess their impact on improving good governance principles. Using District Public Service Malls in Cirebon as a case study, the research aims to elucidate the role of PSMs in Indonesia's public service delivery landscape. Additionally, it aims to identify and analyze challenges faced during PSM implementation, document instances of successful implementation, and assess efforts to continuously improve innovation and quality of public services through PSMs. Through these analyses, the research seeks to provide insights and recommendations for enhancing the effectiveness and sustainability of PSMs in promoting good governance and improving public service delivery.

METHOD

The Public Service Center of the Investment and One-Stop Integrated Services Agency (DPMPTSP) was used as the location of this research. The exclusive focus of this research is innovation, policy implementation, and public services of DPMPTSP Public Service Mall Cirebon Regency.

The research approach used was qualitative and the methodology used was based on surveys and examination of existing scientific literature, including books, journals, and articles related to innovative local government practices, good governance, and the implementation of public services. The method used in this study is qualitative. To gather research data, observations, interviews, relevant hypotheses from journals and literature, as well as findings from previous research supporting the analysis are all provided by key informants or reliable sources. The data is then reduced (summarized) to determine a topic of study.

RESULTS AND DISCUSSION

Public Service Mall is an initiative to ensure good governance in Indonesia by improving the standard of good governance public services. The Regional Government continues to make various innovations through the implementation of the Public Service Mall (MPP) managed by the One-Stop Integrated Service Office (DPMPTSP). With the existing government in Cirebon Regency continues to strive to improve services through local government innovations in its implementation.

Public service management aims to improve the efficiency, effectiveness and quality of public service implementation while ensuring transparency, public participation and accountability in decision-making processes and service delivery. Public service management focuses on achieving positive outcomes for society and is a key element in realizing good and sustainable governance. Meeting the needs of the community for administrative services, commodities, and services is the main goal of public services. The purpose of public service standards is to provide the general public with free and open access to information so that they can evaluate and understand the conditions, protocols, costs, and durations of services without confusion or requiring public oversight in their implementation. The legal basis for the establishment of Public Service Malls is regulated in Presidential Regulation Number 89 of 2021 (BPK RI, 2021).

In the implementation of the Public Service Mall, these services are in the form of tenants provided from several official services, agencies, SOEs / BUMDs, and the private sector. The availability of this Public Service Mall is for the needs of the community in terms of public services so that it can be reached easily and quickly. Implementation of Public Service Mall (MPP) (BPK RI, 2021) realizing government, developing, and
implementing public services in accordance with the paradigm good governance are some of the elements that go into this process; Local governments do not just run it according to the rules or only for their own interests (Dwiyanto, 2021) But also seen from the performance of service providers, namely the government and business actors (Lestari & Santoso, 2022) and community participation (Rosyada, 2016). The paradigm of good governance that upholds processes and procedures, consistently upholds stakeholder participation in planning, preparing, and formulating policies and their implementation. (Kurniawan, 2017) Application good governance Good in essence requires the participation of all stakeholders, both in the bureaucratic environment and the community environment (Bahrudin & Hidayat, 2023).

The values that should exist in the practice of good governance are (1) the principles of good governance include effectiveness, justice (2) the responsiveness of the government, which plays a greater role in achieving common prosperity (3) Implementing a clean government and realizing good governance without corruption, collusion, or nepotism, and prioritizing the welfare of the people are some of the values that must be present in the practice of good governance good. These are the first three values that must be prioritized in good governance practices. Thus, the implementation of superior and efficient governance is characterized by accountability, transparency, and law enforcement.

**Innovation of Cirebon Regency Public Service Mall**

The innovation of the local government of Cirebon Regency with the existence of the Public Service Mall can understand the changes in services that exist today, so the values contained in previous innovations will be upheld in the transition process to the latest innovations at the time of the implementation of the Public Service Mall. In studying and adapting to public service innovations, the local government of Cirebon Regency based on relevant standards and principles and in accordance with community demand, Public Service Malls provide services that are well implemented and in line with community needs based on the suitability of Public Service Mall innovations. The Cirebon Regency Government expressed its commitment and willingness to realize the implementation of the Public Service Mall in 2021, as one of the concrete actions in an effort to improve the quality of public services and is managed by the Investment and One-Stop Integrated Services Office (DPMPTSP) of Cirebon Regency as the implementer of regional autonomy.

The task of implementing Public Service Malls which is guided by Presidential Regulation Number 89 of 2021 article 7 paragraph 1 "The implementation of Public Service Malls in the Regency / City regional government, namely DPMPTSP Ex-Office" and article 7 paragraph 3 "The implementation of the Public Service Mall carries out functions." namely (1) Provision of facilities, places and / or areas of service space: (2) Arrangement and arrangement of service patterns in the implementation of Public Service Malls: (3) Coordinating the availability of service standards for all services in the Public Service Mall; (4) Assurance of service quality in the Public Service Mall in accordance with service standards; (5) Provision of integrated community complaint management; (6) Provision of order; and (7) Monitoring and evaluation of the implementation of Mal Public Service (BPK RI, 2021).

With the existence of Public Service Malls, the implementation process can be seen from Relative Excellence, Compatibility, Complexity, Possibility of Triability, Observability:

1) **Relative Advantages:** This Cirebon Regency Public Service Mall is able to accommodate visitors in carrying out various integrated services in one place and one time. The Cirebon Regency Public Service Mall also made a new innovation, namely by creating a Modern Electronic Service System (SIPELEM) which can later be accessed through the website to reduce queues in service and can be tied as a relative advantage.

2) **Compatibility:** The presence of the Cirebon Regency Public Service Mall is an adaptation process to the innovation of Cirebon Regency Public Services to meet the needs of the community by adapting existing values and standards

3) **Complexity:** Rogers in Nurdin (2019) explains that new innovations must be able to provide the maximum benefit with these innovations being a transition process from previous innovations, so that complexity will be reduced. One of the difficulties in implementing public service centers is that people do not understand the mechanisms and procedures for using these services. Then, the adaptation process to integrate different tenants of the Cirebon Regency Public Service Mall with the practices of each agency according to the guidelines of the agency's SOP and applicable regulations. In reality, there are still many agencies that have not opened service counters at the Cirebon Regency Public Service Mall, one of which is due to limited human resources which causes services in each tenant to only operate on certain days.

4) **Triability:** Participation between the community and the government is needed to achieve good governance, one of which is socialization and service trials at the Cirebon Regency Public Service Mall with the aim of proving that the Public Service Mall.
Observability: Recent innovations must be easily observable, both in terms of their performance and in terms of the advantages of the new innovation. Innovation needs to be easily observed because it is a reference material to understand the improvement of the quality of public services in the Cirebon Regency Public Service Mall. In this case, the community sees the reliability and ease of use of the services provided by the Public Service Mall. During the implementation of the Public Service Mall in Cirebon Regency, the public and other parties can easily see the latest activities and information of the Public Service Mall through social media. This reflects the increased innovation of public service models compared to previous forms, the range of services is available in one place and tracking is easy. The services provided by the Cirebon Regency Public Service Mall can soon be obtained online so that the public can later feel the benefits as service users.

Success in the Implementation of Public Service Mall Establishment

With the formation of a team to accelerate the implementation of Public Service Malls at the Cirebon Regency Level based on the Decree of the Regent of Cirebon No. 503 / Kep.448-DPMPTSP / 2021 has carried out (1) Discussion of the Public Service Mall Academy Manuscript on the study of the urgency of the establishment of Public Service Malls in accordance with Presidential Regulation No. 89 of 2021 concerning the Implementation of Public Service Malls; (2) Discussion of plans for Regional Apparatus Organizations (OPD), Vertical Offices, SOEs and Private Enterprises that will join the Public Service Mall; (3) Discussion of floor plans; (4) Have conducted a staff review of the MPP location plan of Cirebon Regency with the Regent Office Memorandum No. 503/323/DPMPTSP; (5) Evaluation of Public Service Malls; (6) Public Consultation on the Implementation of Cirebon Regency Public Service Mall; and (6) Cooperation with Tenan who joined.

The Public Service Mall (MPP) of Cirebon Regency made innovations, including a cooperation agreement with the prosecutor's office in the form of adding service tenants, namely SKCK services and extending driver's licenses. With the SIM and SKCK services to make it easier for the community. Then MPP has also collaborated with BRI, the aim is that SKCK service transactions and SIM renewal can be paid through BRI.

Cirebon Regency Public Service Mall has 37 tenants, which are equipped with several facilities, namely child-friendly MPP, there are also regional handicraft outlets. Another innovation from the Public Service Mall (MPP) of Cirebon Regency is making a system called SIPELEM (Electronic Public Service System). This system is still being tested by the Investment and One-Stop Integrated Services Office (DPMPTSP) of Cirebon Regency. SIPELEM is a replica of the provincial system called JELITA (West Java Electronic Information Assistance) has the same goal, namely to support the needs of public services that can later be accessed by all people in order to further shorten the time in performing services.

Efforts and Strategies of the Public Service Mall Program

The SIPELEM system (Electronic Public Service System) which is still in the process of trial is an effort of the Public Service Mall (MPP) from the DPMPTSP local government of Cirebon Regency. MPP of Cirebon Regency also makes efforts and strategies by socializing MPP so that the public knows the existence of Public Service Malls as an integrated public service that is easy and fast through digital platforms. The Public Service Mall has 37 tenants consisting of 126 services including 13 Regional Equipment Organizations (OPD) of Cirebon Regency, 3 Regional Equipment Organizations (OPD) of the Province, 9 Vertical Agencies, 9 BUMN and BUMD, and 2 Private Companies.

CONCLUSION

The implementation of local government public services is influenced by innovation in public services, such as the concept of Public Service Malls. These innovations aim to improve the speed, convenience, coverage, comfort, and safety of services for various sectors. To ensure successful implementation, the Public Service Bureaucracy in Indonesia should focus on strengthening human resources, enhancing cooperation with related bureaucracies, focusing on technical aspects, increasing bureaucratic commitment, and coordinating duties and participation in public services towards good governance.

REFERENCES


