

# Analysis of Public Service Malls in Improving One-Stop Integrated Services in the Development Sector of the Republic of Indonesia

Suryadi Suryadi<sup>1</sup>, Marnia Rani<sup>2</sup>, Lia Nuraini<sup>3</sup>, Muhammad Fajar Hidayat<sup>4</sup>  
{suryadi@umrah.ac.id<sup>1</sup>, marniarani@umrah.ac.id<sup>2</sup>, lianuraini@umrah.ac.id<sup>3</sup>, fajar@umrah.ac.id<sup>4</sup>}

Department of Law, Universitas Maritim Raja Ali Haji, Indonesia<sup>1,2,3,4</sup>

**Abstract.** This research is motivated by the management of permit issuance carried out by the One-Stop Investment and Integrated Services Office (DPMPTSP), which must have technical recommendations from the relevant Regional Apparatus Organisation (OPD) first before issuing the licensing document resulting in the licensing management process taking a long time because the technicalities are located differently. This study aims to determine the efficiency of the Public Service Mall in improving One-Stop Integrated Services in the field of development, then know the obstacles and all efforts made to overcome the barriers that cause problems in the Public Service Mall. This study uses a qualitative research approach with the theory used Efficiency Theory. For the collection techniques used, namely observation, interviews, and documentation. We uses data collection techniques, data reduction, presentation, and conclusions to analyze the data. The findings indicate that it is important to add information technology facilities that the community continues to complain about; for example, it is updating the official website that has never been appropriately used, perhaps distributing information brochures, and, more explicitly, conducting socialization with the community. Based on the study results, it can be concluded that the existence of a Public Service Mall in Improving One-Stop Integrated Services in the Development Sector implemented in Karawang Regency is not yet effective.

**Keywords:** Public service mall; one stop integrated service improvement; development sector

## 1 Introduction

According to Law Number 11 of 2019 concerning the National System of Science and Technology is a pattern of relationships that form planned, directed, measurable, and sustainable linkages between institutional elements and resources so that a network of science and technology is built as a whole in supporting the implementation of science and technology as a scientific basis in the formulation and determination of national development policies. In Government Regulation of the Republic of Indonesia Number 38 of 2017 concerning Regional Innovation, Regional Innovation is all forms of renewal in the administration of Regional Government [1]. Regional Government is the administration of government affairs by the local Government and the Regional People's Representative Council according to the principles of autonomy and assistance tasks with the Principle of the broadest possible autonomy within the system and regulations of the Unitary State of the Republic of Indonesia as referred to in the

1945 Constitution of the Republic of Indonesia. In KEMENPAN RB NO 30 of 2014 concerning guidelines for public service innovation, innovation is a creative process in making discoveries that are different and modifications from existing ones. Rogers' opinion (in Junior 2016) states that innovation is an idea, idea, practice, or object/object that is realized and accepted as a new thing by a person or group to be adopted. Meanwhile, innovation in public services can be interpreted as achieving, increasing, and improving public service effectiveness, efficiency, and accountability by initiating new approaches, methodologies, and tools in public services [2].

Meanwhile, innovation is the introduction and deliberate application of new ideas, processes, products, and procedures in the unit that implements them, designed to benefit individuals, groups, organizations, and society. Therefore, this study aims to analyze the implementation of Public Service Innovations at the One-Stop Investment and Integrated Service Office. The legal basis used in implementing the Public Service Mall is the Regulation of the Minister of Administrative Reform and Bureaucratic Reform Number 23 of 2017 concerning the Implementation of the Public Service Mall.

Public Service Malls (MPP) in Indonesia began in 2017 by appointing four regions as Pilot Projects: DKI Jakarta, Surabaya, Denpasar, and Batam. As of 2021, 31 Public Service Malls have been established in several provinces, districts, and cities in Indonesia. The number of agencies that carry out public services in different locations makes it difficult for the public to carry out the licensing process. This medium causes time inefficiency, and license applicants must spend much money managing the licensing process. Some licenses have been delegated to the One-Stop Investment and Integrated Services Agency (DPMPTSP). Still, the issuance of permits must first have a recommendation from the relevant technical Regional Apparatus Organisation (OPD).

## **2 Literature Review**

Research on the Public Service Mall Licensing System (MPP) at the One-Stop Investment and Integrated Services Office in Indonesia has similarities and differences with previous research, focusing on Musdalifah's study entitled Implementation of Management Information Systems in Supporting Administrative Services at Sma Negeri 1 Barru in 2016. focuses on the process of developing local government innovation programs in the administration of educational affairs, the results of which show that academic affairs innovation is only innovative through the formulation and formation of regional policies (Perda / Perbup) that function to regulate innovation programs in a democratic, participatory, and responsive manner. The similarities of this research are both studying and analyzing innovations that have an impact,

The new system implemented in government agencies will create public satisfaction. At the same time, the novelty in this study that distinguishes it from previous research lies in the focus of the investigation [3]. The variables studied are 1) Relative Advantage, 2) Compatibility, 3) Complexity, 4) Triability, and 5) Observability (Ease of Observation) so that it can achieve the success of licensing administration management services [4]. The author conducts additional research that previous researchers have not carried out. The research is used as material on the Public Service Mall to the community with a different locus. Then, the problems and efforts used are also other from previous research. Starting with the implementation of the Public Service Mall, several problems emerged. Local governments can now provide sound, fast and affordable online-based public services thanks to advances in technology and information. The Government's decision to develop online-based licensing stems from the limited availability of

data, news, and data that is not integrated. In this case, the General Service Center provides an online licensing system. It is difficult for individuals to complete the licensing process because many public service providers are located in various locations. The One-Stop Investment and Integrated Services Agency (DPMPTSP) has been granted permission to issue several permits; however, before it can do so, it must obtain approval from the corresponding technical Regional Apparatus Organization (OPD). As a result, license applicants must spend a lot of money to manage the licensing process, resulting in inefficiency.

This research aims to find out and analyze the inhibiting factors and efforts made in the Effectiveness of the Public Service Mall in Improving One-Stop Integrated Services (PTSP) in the Development Sector in the Republic of Indonesia. The Public Service Mall, abbreviated as MPP, is a place where activities or activities for the implementation of public services for goods, services, and administrative services, which are an extension of the integrated service function of the region as well as benefits of State-Owned Enterprises (BUMN), Regional-Owned Enterprises (BUMD), and Private Sector in the context of providing services that are fast, easy, affordable, safe and comfortable by integrating a public service system where one service is attracted to one location or a particular building combined with other services and economic activities.

The purpose of organizing the Public Service Mall is to improve the quality of public services as an embodiment of an advanced, innovative, and sustainable city [5]. The objectives of organizing MPP are: Provide convenience, speed, affordability, security, and comfort to the community. Improve regional competitiveness and a conducive investment climate to ease business in the region. Improve commitment, cooperation, and coordination between service providers in public service provision, utilization, and development[6]. We are bringing together various forms of public services for goods and services and administrative services, which are an extension of the function of integrated services, both central and regional, as well as BUMN / BUMD / Private services in the exact location or building. The mechanism of licensing and non-licensing services under the authority of DPMPTSP continues to be carried out in the form of PTSP by the provisions of the legislation. Standard operating procedures carry out service delivery. Standard Operating Procedures (SOPs) are prepared jointly with service providers and are determined by the mayor's decision. Information provision and complaint-handling services are carried out in an integrated manner in one MPP unit.

Types of MPP Licensing Services; In addition to quality improvement, DPMPTSP also socializes many types of existing services so that more people know about them. In addition to being accompanied by the dissemination of service information, customer satisfaction, which is, in fact, Indonesian citizens themselves, as well as investors who want to invest in this dream city with a population of 275.77 million people, improving service quality is also a significant concern of the office located in the corner of Jakarta. The types of services from DPMPTSP that can be found at MPP are Investment Permits, Building Construction Permits (IMB), Construction Services Business Permits, Environmental Permits, Environmental Protection and Management Permits, Person Transport Route Permits, Trade Business Permits, Industrial Business Permits, Permits for the Implementation of Early Childhood Education, Basic and Nonformal Education by the Community, Fisheries Business Permits, Health Facilities Permit, Health Worker Permit, Health Related Business Permit, Location Permit for Alcoholic Beverages B and C, Management Permit for People's Market, Shopping Centre, and Modern Store, Research Permit, Billboard Permit, Telecommunication Tower Permit, Micro and Small Business Permit, Building Function Certificate, Household Industry Food Production Certificate, Company Registration Certificate, Information Service and Complaint Service.

Concept Licensing, The term licensing in English is "licensing." Permission aims and means removing obstacles, and prohibited things become permissible [7]. According to Sjahran Basah, permission is a one-sided state administration legal act that applies regulations in factual matters based on requirements and procedures stipulated by statutory provisions. Utrecht states that if the legislator generally does not prohibit an act but still allows it as long as it is carried out in a manner determined for each concrete case, the state administrative decision that helps the show is a permit [7]. In the broadest sense, permits are one of the administrative law's most widely used instruments. The Government uses permits as a juridical tool to steer the behavior of citizens. A permit is an authorization from the authority based on a law or government regulation to deviate from the prohibited provisions of the law in certain circumstances. The rule allows the person requesting it to perform certain banned acts by granting a license. This involves the authorization of a show that requires special supervision in the public interest. This is a comprehensive exposition of the notion of license.

### **3 Research Method**

Based on the formulation of the problems that have been stated, the objectives of this study are: To find out and analyze the Innovation of the Public Service Mall Licensing System (MPP) at the One-Stop Investment and Integrated Services Office in Indonesia. This research uses a qualitative approach with a descriptive nature because the data generated in this study are in the form of written and spoken words. Qualitative research is a method used to examine the conditions of natural objects, where the researcher is the critical instrument [8]. Qualitative research refers to various data collection methods, including field research, participant observation, and in-depth interviews [9]. The type of research used by researchers is phenomenology which will explore data to find the meaning of the primary and essential things of the phenomenon, reality, or experience experienced by the object of research. Phenomenological research can begin by paying attention to and examining the focus of the phenomenon to be studied, which looks at various subjective aspects of the object's behavior [10]. This data extraction is carried out by conducting in-depth interviews with things or informants in the study and by making direct observations of how the object of research interprets the experiences of others.

### **3 Result and Discussion**

The author analyses how the Effectiveness of the Public Service Mall in Improving One-Stop Integrated Services (PTSP) for the Development Sector with the following results: The Achievement of goals dimension the Achievement of goals includes several important things related to the implementation of the public service mall, the certainty of the implementation time of the public service mall program, the quantity of licensing issuance (target) of the public service mall program, and the certainty of the cost of the people who receive service facilities from this program. Closely related to the effectiveness of the implementation of the public service mall is how the expected results match the concept with the facts that occur in the field. The existence of this Public Service Mall has helped the community to access all services in the same place; there are services to BPJS, samsat, police, bapenda, and others, then service users will make payment transactions that do not need to go far, save fuel, walk to the BJB or BRI

bank outlet, no need to go back and forth here and there, not yet jammed by red train lights and so on, and there are also those who have not felt the benefits for a handful of people, such as in licensing arrangements, some are not very helpful.

In the dimension of Integration, the community receiving development sector services still complains about the timeliness of completion, which will hinder the implementation of the work of each consumer or service recipient community. However, based on the results of the author's observations in the field and as evidenced by the documentation attached in attachment three, public service mall services serve every day.

**Table 1** Indicators of public services: Service Standards of the Investment and One-Stop Integrated Service Office

No.	Component	Description
1.	One-Stop Integrated Service and Investment Service Standard	Record of the Principle Permit for which the amendment is requested Papers of the Deed of Establishment and its amendments, completed with an endorsement from the Ministry of Law and Human Rights For changes in the field of business (type/production capacity), is equipped with the following: Description of the activity plan, in the form of a description of the production process that includes the types of raw materials and is equipped with a flow chart; Recommendations from relevant government agencies, if required. For changes in the project completion period, the reason for the change should be provided. Investment Activity Report (LKPM) Power of Attorney with sufficient stamp duty for application processing that is not carried out directly by the applicant/company director Copy of ID card of the authorized person Business Domicile Certificate.
2.	Systems, mechanisms, and procedures	Applicant Front Office Back Office Head of Service Sub-Division Head of Service Head of Agency Description: The applicant applies and completes the requirements. The Front Office clerk checks the application and makes a receipt of the application. The Back Office clerk processes and prints the draft Principal Change Permit. The Head of the Sub Division fits and initials the Change in Principle Permit. Head examines and initials the Change of Principle Permit. The Head checks and signs the Principle Change Permit. The Back Office Clerk administers the Change of Principle Permit. Front Office Officer hands over the Principal Permit Amendment to the Applicant
3.	Completion Period	The completion period is one working day after the required documents are declared complete. And others are adjusted to the type of service management
4.	Fees/tariffs	Free of charge
5.	Handling complaints, suggestions, and feedback	A specialized officer handles complaints, suggestions, and feedback through the suggestion box.
6.	Service Guarantee	Services are supported by officers who are competent with excellent service principles.
7.	Service security and safety assurance	The license is signed and stamped, so its authenticity is guaranteed. Permission Letters use a special paper with agency letterhead.

Source: One-Stop Investment and Integrated Service Office, 2021

Inhibiting Factors in the Effectiveness of Public Service Malls; Obstacles and obstacles will always exist in every policy and implementation. Implementing a policy does not always go hand in hand with the plans that have been prepared. The implementation of the Public Service Mall in the Karawang Regency Environment through the One-Stop Investment and Integrated Service Office (DPMPSTP) still has obstacles in its performance and Internal Barriers in the three elements follow:

- Limited Human Resources (HR); For employee capabilities, we have maximized existing human resources to utilize existing employees through their expertise. In addition to limited skilled human resources, licensing rules in the development field still do not have legal legality. Furthermore, for IMB licensing, which now changes its terminology to PGB (Building Building Approval), here DPMPTSP only provides consultation; the rest is the technical service that takes care of the licensing process. Everything must run first, even though this regulation does not yet exist.
- Facility Limitations; Budget is an essential factor in implementing all activities in an organization. Last year, the agency's budget was deemed insufficient to fulfill all the performance activities coupled with the appointment of DPMPTSP as the Coordinator of the Public Service Mall, causing DPMPTSP budget planning to require re-planning, which must be determined with special attention considering that the Public Service Mall is a service icon highlighted by the public today.
- Budget Limitations; To create success at work, the office must guarantee and provide facilities that support employees at work, while what happens is still said to be inadequate. Efforts made in the Effectiveness of the Public Service Mall to Internal Efforts follow:
  - Human Resources Structuring; Efforts to improve the quality of existing human resources include attending education and training. DPMPTSP provides opportunities and encourages its employees who want to take part in education and training to add to the unique skills employees to possess regarding development licensing services. This medium is done because some employees at DPMPTSP still do not understand development licensing services, so the Head of DPMPTSP planned to provide technical training related to development licensing and technical guidance on licensing non-licensing.
  - External Efforts; Conduct Intense Socialization related to the Public Service Mall, specifically in the development field; Socialization is the introduction of the Public Service Mall to the community. Whether or not the Public Service Mall is known it depends on the skills of DPMPTSP itself as the MPP coordinator in socializing with the district. So far, socialization has only been carried out through banners, print, and electronic media.

### **Discussion of Key Research Findings**

The effectiveness of the Public Service Mall in improving One-Stop Integrated Services (PTSP) in the Development Sector has had many positive impacts on the surrounding community who use the Public Service Mall. The author finds significant findings, namely the Achievement of objectives including several essential things related to the implementation of the public service mall, the certainty of the implementation time of the public service mall program, the quantity of licensing issuance (target) of the public service mall program, and the confidence of the cost of the people who receive service facilities from this program. Closely related to the effectiveness of the implementation of the public service Mall is how the expected results match the concept with the facts that occur in the field. Then, from Integration, the community receiving development services still complains about the timeliness of completion, which will hinder the implementation of the work of each consumer or service recipient community. Furthermore, from Adaptation, the facilities owned by the Karawang Regency Public Service Mall are the most complete in Indonesia with minimal costs incurred; the Karawang Regency Government managed to save costs of 4 billion in establishing the Public Service Mall because this is the result of collaboration with the business world.

The existence of this Public Service Mall is expected to continue to improve the existing shortcomings and maintain the maximum so that in the future, the Public Service Mall can be

implemented optimally and feel the benefits of the community. In contrast to the research conducted, the locus is at the One-Stop Investment and Integrated Service Office (DPMPTSP) of DKI Jakarta Province [11]. Then, in research conducted by Ukrimatul Umam and Adianto (2020), the locus was the Ministry of Administrative Reform and Bureaucratic Reform of the Republic of Indonesia, and the focus was on the effectiveness of the Public Service Mall. Furthermore, the research by Abdulah Rafi Maula and Endro Widodo (2020) focused on the Innovation of the Purbolinggo City Public Service Mall in improving Public Services with a qualitative descriptive research method. With a different locus, new findings will be found in each implementation regarding performance, support, and support.

#### **4 Conclusion**

Based on the results of research on the effectiveness of the Public Service Mall in improving One-Stop Integrated Services (PTSP) in the Development Sector, researchers concluded that: The effectiveness of the Public Service Mall in improving One-Stop Integrated Services in the Development Sector in Karawang Regency, the results of the author's research based on the Theory of Effectiveness from Duncan (Steers 1985: 53) with three dimensions, namely: Goal Achievement, Adaptation and Integration state that it is not yet effective because the results of interview data, observation and documentation have not fulfilled the dimensions and indicators that the authors have set in the study, namely: There is still no exceptional innovation for licensing services in the development sector because there is only a development licensing consultation service in the Mall of public services, which is then handed over to technical assistance.

Integration, DPMPTSP employees have not been able to socialize with the entire community because there are still people who do not know the operational service procedures and how to apply them. Adaptation, specifically for the construction of existing facilities at DPMPTSP and the Mall of public services, has not been able to adapt according to the expected needs and technology. There are several factors inhibiting the effectiveness of the Public Service Mall in improving One-Stop Integrated Services in the Development Sector. The inhibiting factors are Limited Human Resources, Facility Limitations, Budget Limitations, Lack of community understanding, and sometimes interrupted Servers. There are efforts made to overcome these obstacles, namely:

- **Human Resources Structuring;** Efforts to improve the quality of existing human resources include attending education and training. DPMPTSP provides opportunities and encourages its employees who want to hear education and training to add to the unique skills employees possess regarding development licensing services.
- **Work Facility Arrangement;** The efforts made by the agency are to provide infrastructure facilities with maximum according to the needs so that service officers who will provide services are ready and not worried about obstacles when carrying out the licensing service process.
- **Budget Addition;** The Karawang Regency Investment and Integrated Services Office takes steps in the budgeting process and planning that prioritize improving the quality and quality of services, from budgeting for increased competence and skills and budgeting for infrastructure and other facilities to encouraging an excellent service process.

Increase intense socialization within the community to regularly socialize the community to each village and provide updates on the public service mall. Cooperate with the private sector

in the field of networks and servers. The cooperation can be with Telkomsel, Indosat, and others by an agreement that provides mutual benefits.

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