

Service Transformation through Digital Public Service Mall in Sumedang Regency

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Abstract. The rapid development of information technology forces all parties to adapt quickly, including the government. Covid-19 is one of the driving factors for digital transformation, which requires innovation, especially for the government to provide services to the community. One of the innovations in the public service sector is the presence of Public Service Malls, which are run in cities/districts throughout Indonesia. Sumedang Regency is one of the regions that has implemented Public Service Malls since 2019. Public Service Malls are an innovation that aims to bring services closer to the community through online services. This research uses a descriptive method with a qualitative approach to describe the process of transforming services that were previously provided conventionally to be electronic-based through the Public Service Mall. The Public Service Mall in Sumedang Regency has 361 types of public services in the form of licensing and non-licensing, with a website and mobile application system that is quite effective in supporting services. To increase effectiveness, service providers are expected to be able to regularly monitor and evaluate both service delivery and technical aspects, for example, system errors resulting in delays in the service process.

Keywords: Innovation, Public Service, Digital Transformation, Digital Public Service Mall.

1 Introduction

Before the emergence of the digital Public Service Mall (MPP) in Sumedang, several classic problems in face-to-face services needed to be overcome. Based on the documents provided, there was a surge in visitors to MPP Sumedang, with an average of 400-500 people per day, which increased after school graduation and before the employee recruitment selection. This shows the limited daily service quota and a surge in visitors that needs to be addressed. Apart from that, other problems include yellow card applicants (job seekers) who need services.

The COVID-19 pandemic has forced people to depend on digital services as a lifeline, so digital MPP is the right solution to meet people's needs during the pandemic. The development of digital MPP allows the government to improve the quality of public services more efficiently and effectively, especially in emergencies such as the COVID-19 pandemic. Then, the COVID-19 pandemic became an opportunity for the government to innovate and adapt to rapid changes, such as the development of digital MPP.

Apart from that, digital literacy in Indonesia also shows that society is ready to accept the use of technology in providing public services. A Dilan (Digital Melayani) government is needed because service is not just serving. Still, speed is required, called reform in electronic-based services, as an opportunity to accelerate digitalization. This aligns with the seven development agendas for the 2020-2024 RPJMN, which emphasizes a focus on developing digital public services [1].

With a solid legal basis, such as Presidential Regulation no. 89 of 2021 concerning Public Service Malls, Presidential Regulation no. 39 of 2019 concerning One Indonesian Data, Presidential Regulation no. 95 of 2018 concerning SPBE, and Regent's Decree 382 of 2022 concerning the designation of Sumedang Public Services Metaverse or abbreviated as SUPERMETA as a regional innovation. Sumedang Regency has entered the era of digitalization of public services with a solid commitment to improving the quality of public services. Thus, implementing digital MPP in Sumedang is the right step in responding to the challenges of rapid and disruptive information technology development and ensuring the smooth running of public services amidst an uncertain health situation.

This research explains the digital service transformation process at the Public Service Mall in Sumedang Regency and reveals its challenges. The effectiveness of the services provided to the community through the Public Service Mall will also be analyzed in depth.

2 Theoretical Framework

Digitalization is the process of transferring information from analog form to digital form. The transfer process is carried out using digital technology so that information can be obtained and transmitted via equipment and internet networks. The Digitalization Era was born with a series of features and benefits that it brings. Various conveniences can be obtained by implementing digitalization both in an individual's daily life and in the operations of an organization or company. In simple terms, digitalization is a process of change that occurs from analog to digital technology. The process that happened then was heavily influenced by technological developments, so the industry has become increasingly modern and relies on this technology to continue supporting its operations.

Digitalization is currently being intensified because this is one of the breakthroughs in advancing a region by utilizing developments in communication and information technology with concepts that have been maximally regulated for the benefit of society in terms of effective and efficient resource management [2]. In its view, the government states that this change is an idea for structured regional planning combined with the development of information and communication technology, which has the aim of creating regional development plans that are suitable for habitation, modern, capable of showing increased regional productivity and economic competitiveness and creating a basis for future development. This system is not only used on various devices but is also applied to a system or structure. This can make it easier for people to get information quickly and accurately. To support the many goals of developing urban facilities and infrastructure and providing maximum services to the community.

In the Law of the Republic of Indonesia Number 25 of 2009, what is meant by public service is an activity or series of activities to fulfill service needs by statutory regulations for every citizen and resident for goods, services, and administrative services provided by public service providers [3].

Leemans in Zainuddin (2016) revealed that professional public services, meaning public services that are characterized by accountability and responsibility from service providers with characteristics including:

- a. Effective, namely prioritizing the achievement of goals and targets.
- b. Simple means that service procedures/ procedures are carried out efficiently, quickly, precisely, not complicated, easy to understand, and easy to implement by people who request services.
- c. Clarity and certainty (transparency) mean there is clarity and certainty regarding procedures, strategies for improving the quality of public services, service requirements, work units, officials authorized and responsible for providing services, and details of service costs/tariffs and related matters. Service completion schedule.
- d. Openness means that procedures/requirements, work units/officials responsible for providing services, completion times, details of times/tariffs, and other matters relating to the service process must be communicated openly so that the public knows and understands them.
- e. Efficiency means that service requirements are only limited to matters directly related to achieving service targets and preventing a repetition of fulfilling requirements.
- f. Timeliness means that the implementation of community services can be completed within the specified period.
- g. Responsive, which is more directed towards responsiveness according to the needs and aspirations of the community served.
- h. Adaptive means quickly adapting to society's demands, desires, and aspirations [4].

Actual effectiveness is a program's efforts to achieve its goals and targets by optimally utilizing available resources. Campbell (1989) proposed five dimensions to explain the effectiveness of a program, including:

- a. Program success;
- b. Target success;
- c. Satisfaction with the program;
- d. Input and output levels; and
- e. Achievement of overall goals [5]

A program is effective if the previously set goals can be achieved. Effectiveness assessment must also be related to target issues, meaning that effectiveness can be measured by looking at how far the target level in the government's program or policy is to achieve the stated goals. According to Campbell, satisfaction with the program is an effectiveness criterion that refers to the program's success in meeting the needs of program recipients. Recipients feel satisfaction with the quality of the program they receive. The higher the quality of the program provided, the higher the satisfaction felt by the recipient. A good assessment will also emerge of the creator and implementer of the program or policy, namely the government.

Furthermore, the effectiveness of input and output levels can be seen from the comparison between input and output. If the output is greater than the input, then it can be considered efficient, and conversely, if the input is greater than the output, it can be regarded as inefficient. The final effectiveness measurement indicator is the achievement of overall goals, which, according to Campbell J. P., can be seen from the extent to which the organization carries out its duties to achieve its goals. In this case, it is a general assessment with many criteria, producing an overall organizational effectiveness evaluation.

3 Methods

This research was conducted in Sumedang Regency. Involving government agencies and the community. The method used in this research is descriptive qualitative, with the researcher as the main instrument; other tools are used, such as smartphones, recording devices, and personal notes. This research was analyzed based on five dimensions in the theory of effectiveness proposed by Campbell (1989), including program success, target success, satisfaction with the program, level of input and output, and achievement of overall goals [5]. The data sources used in this research are primary and secondary data.

Data analysis in this research includes taking data from field notes and other materials and arranging them systematically so that the results are easy to understand and summarize. The data analysis underwent three stages: data reduction, data presentation, and drawing conclusions [2]. Reduced data provides a clearer picture and makes further data collection more accessible. Data reduction was provided by the digital Public Service Mall in Sumedang in this research. The data presentation stage can be short descriptions, diagrams, relationships between categories, flow charts, etc. In this research, the researcher presents it in narrative format. The final stage is concluding; at this stage, it is hoped to gain new knowledge that has never existed before, or this knowledge can be in the form of an explanation or description of an object that was previously unclear but becomes real when studied.

4 Result and Discussion

Several existing factors strongly influence the transformation process of public service malls in Sumedang Regency. One of them is the high demand of the community regarding public services to improve the community's quality of life. Before 2018, licensing services in Sumedang Regency were carried out manually by carrying a stack of required documents. As of January 2, 2018, the implementation of permits in Sumedang Regency has been transformed into an electronic basis through the Mandiri Printed Permit Information System (SIICE Mandiri 1.0), which is a mandate from Regent Regulation no. 91 of 2017 concerning the Implementation of the PTSP Electronic System for Independent Printing Permits within the Sumedang Regency Government. Sumedang Regency became the first district in Indonesia to implement digital signatures on permit documents, a self-printing system, and the use of QR Codes before the Online Single Submission (OSS) system existed. On September 1, 2020, various deficiencies in SIICE MANDIRI 1.0 were updated to become SIICE MANDIRI 1.1 [6].

Several challenges were found in the digital Public Service Mall transformation process, both technical and non-technical. Even though the SI ICE MANDIRI and MPP Sumedang applications have been running quite well, the applications often experience technical problems such as web server errors and internet network disruptions, and there are still frequent updates in several application features from both SI ICE MANDIRI and MPP Sumedang. Apart from that, providing the MPP Digital application for iOS also needs to be prepared. Currently, the MPP Sumedang application is only available on Playstore or for Android users.

For example, non-technical obstacles can be seen from the service culture; the organizers at the Sumedang Regency Public Service Mall need to re-prepare themselves regarding changes in existing values due to SI ICE MANDIRI and MPP Sumedang. Employees' work

areas need to be adjusted to their competencies, considering that the Sumedang Regency government holds data belonging to its community in providing services. This needs to be done to minimize data leaks.

In 2022, Sumedang Regency will begin developing the Metaverse version of Digital MPP by opening 23 service counters from 27 SKPDs, internal to Sumedang Regency and vertical agencies such as the Police and Prosecutor's Office. This metaverse version of MPP Digital is called SUPERMETA, an acronym for Sumedang Public Service Metaverse. Based on the interview results, information was obtained from the Sumedang Regency MPP Coordinator that the budget required to develop this system was approximately 100 million rupiah. MPP Sumedang Regency has 79 services, 100% online, although various services such as civil registration, *taspen*, and employment still require physical assistance [1].

Based on the research results, the success of the digital transformation of services through MPP in Sumedang Regency is influenced by several factors, including a strong commitment from all levels of leadership, especially the top leadership, in this case, the regent. Another factor is related to the availability of the optical cable infrastructure network spread across 270 villages and seven sub-districts. Transparency is also an essential factor in this transformation process; apart from that, the optimal involvement of external stakeholders by the Sumedang Regency government accelerates the transformation process. The stakeholders in question are Telkomsel, which provides networks, BJB, and other banks in Sumedang Regency. This stakeholder involvement is known as the Collaborative Governance concept. In this collaboration concept, optimal roles are required from all parties involved to achieve optimal results. In the practice of collaboration by local governments, there is still a lot of dominance. Research conducted by Iyoega, et. al (2020) shows the dominant role of local government in development in Bandung Regency, so it often conflicts with community needs [7].

Using the effectiveness theory approach (Campbell, 1989), there are five dimensions to measure the effectiveness of Public Service Malls, namely:

- a. Program success;
- b. Target success;
- c. Satisfaction with the program;
- d. Input and output levels; and
- e. Achievement of overall goals [5].

MPP Sumedang Regency serves 155 types of public services through licensing and non-licensing. Several public agencies provide services at MPP, for example, the Population and Civil Registration Service (Disdukcapil) and the Social Security Administering Agency (BPJS) for Employment and Health, PT. PLN (Persero), Regional Drinking Water Company (PDAM), and regional banking. Based on the first dimension, the service programs are running well according to their function, although some services do not still need to be.

Based on the analysis results, the transformation from Manual MPP to Digital MPP through SUPERMETA succeeded in cutting 2 of the seven stages in the business process, resulting in efficient service flow. The two cut flows were exchanging booking codes with a queue list and waiting counters for applicants waiting their turn so that the public, as service users, immediately received service products and conducted community satisfaction surveys.

DPMPSTP aims to improve the quality of licensing and non-licensing services in Sumedang Regency. Judging from the ease and acceleration of service to the community, the reduction in complaints regarding long service, and the prevalence of brokers. The success of the digital MPP target in Sumedang Regency in providing services has been running effectively and by the objectives of the MPP itself, namely making it easier for the public to receive public services online and encouraging Sumedang Regency to innovate in public

services. MPP Digital has succeeded in reducing queues on-site by providing 361 types of services in an integrated service center, with 24 agencies joining the MPP.

The next dimension is satisfaction with the program, seen from the Community Satisfaction Index (IKM) as a benchmark for assessing the level of service quality; the achievement of IKM performance indicators in the Sumedang Regency DPMPTSP increased from 79.75% in 2017 to 84.11% in 2018. The elements assessed in this survey include requirements, procedures, service time, costs/tariffs, service products, implementer competence, implementer behavior, and infrastructure, as well as handling complaints, suggestions, and input. From the survey results, the highest level of satisfaction was obtained from taking complaints, suggestions, and input, while the element of service time was the lowest level of satisfaction.

The presence of MPP Digital in Sumedang Regency helps simplify the service process for the community. However, there are still complaints from the community in Sumedang Regency regarding the service. Quoted from the old Instagram of the Sumedang Regency Public Service Mall (MPP) @mpp_sumedang, these complaints include online registration being hampered due to the queue having run out in the application and, in the end, being directed to come directly to the place, application errors and sending KTPs via post which is past the delivery deadline, which should. These results show that service users still need to be satisfied with the service.

Digital MPP via SI ICE MANDIRI can see the input and output. A program can succeed if the production is better than the input. This depends on how the existing input affects the output of a program, as DPMPTSP has attempted to achieve its goals by being able to accept significant inputs so that the desired output can be achieved. It can be seen from the existing facilities that are optimal, such as requirements, procedures, and financing. The requested procedures and requirements must carry out processing permits. The input to the permit processing process is complaints received by the Sumedang Regency MPP or the organizer, providing convenience for the applicant. The output is the service provided by the organizer, and the community feels the results of this service.

The final dimension is the achievement of the overall goal. As stated in the objectives of excellent public service in Law 25/2009, there are three objectives for Public Service Malls: achieving a level of general satisfaction, achieving a level of effectiveness and efficiency in implementing service standards and contributing to improving Indonesia's ease of doing business.

The digital Public Service Mall has achieved its goal of providing accessible services through online media. This is proven by the success of managing public service complaints in Sumedang Regency, which was ranked 51st in the national category of Government Agencies, the results of which were released by the Ministry of State Apparatus Empowerment and Bureaucratic Reform in 2022. MPP Sumedang Regency also received excellent marks from the Ministry of Investment/Planting Coordinating Board Moal (BKPM) RI regarding performance for the Acceleration of Business Implementation. MPP Sumedang scored 88.59 in the outstanding category and was ranked 27th out of 415 districts in Indonesia. Several public service improvements have been taken seriously, especially for web-based applications, social media, WhatsApp, telephone, and SMS.

Based on the description and analysis provided, the Public Service Mall in Sumedang Regency is more effectively implemented digitally. It is proven to be able to cut the service flow to be simpler even though there are still problems with the system and application. Increasing the variety of forms of service is also a good added value for the Digital Public

Service Mall in Sumedang Regency because it makes it easier for users to choose and use the available services.

5 Conclusion

The MPP transformation process in Sumedang Regency is influenced by several existing factors, one of which is the community's needs regarding public services to improve the quality of life of the community, which was previously carried out manually with a pile of required files, has been transformed into an electronic basis through the Mandiri Print Permit Information System or SI ICE MANDIRI. From the analysis, carrying out an innovation is close to the technical and non-technical challenges. These challenges range from a surge in visitors who need to comply with the daily service quota, web server errors, disruption to the internet network, etc., to other things related to employee work competency that need to be improved. The results of research on Public Service Malls before and after transforming to digital show that the services provided by MPP have become more effective; although there are still many obstacles in the transformation process, this Digital Public Service Mall has succeeded in cutting two of the seven stages in the business process, resulting in flow efficiency. Service. This makes it easier for the public to receive public services online. Regarding performance, the Sumedang Regency MPP also received a score of 88.59 in the outstanding category and was ranked 27th out of 415 districts in Indonesia. Several public service improvements have been taken seriously, especially for web-based applications, social media, WhatsApp, telephone, and SMS.

In the current digital era, data security is critical, especially in the context of government, by taking essential steps in digital transformation to improve the quality of public services and information technology infrastructure. In this context, strengthening data security cannot be ignored, including protection against hacker attacks and securing sensitive data. Thus, maintaining the data security system is a challenge that needs to be answered thoughtfully to ensure the sustainability and success of digital transformation in Sumedang Regency. Several things can be done through more efficient budget and resource management, updating information systems and technology, and training to increase employee competency and awareness of the importance of maintaining data security.

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