



Implementation of a Public Service Mall in Malang City, Indonesia

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ABSTRACT

This research aims to describe and analyze the implementation of public service malls, implementation of policies based on the Regulation of the Minister for Empowerment of State Apparatus and Bureaucratic Reform of the Republic of Indonesia Number 92 of 2021 concerning the Implementation of Public Service Malls in Malang City and the supporting and inhibiting factors for the implementation of public service malls in the City Poor. The approach uses qualitative research with procedures that produce qualitative data descriptions. The research location is at the Merdeka Public Service Mall, Malang City. The data sources are primary and secondary data. The data collection techniques used were observation, interviews, and documentation. Data analysis uses the Miles, Huberman, and Saldana analysis technique model. The results of the research show that there is clarity in policy orders to implementers, there is socialization by implementors to the public through policy hearing forums for the implementation of public service malls, the resources involved in the implementation of public service malls in Malang City are competent to accelerate the development and construction of the implementation of public service malls as an effort. In optimizing services to the people of Malang City, the implementation of the public service mall policy in Malang City has received full support and response from the relevant agencies, and there is a bureaucratic structure that has been established as the Public Service Mall Management Team, including the head of the Investment and One-Stop Integrated Service Department, Secretary of Investment and one-stop integrated services, Head of Division of Investment and one-stop integrated services, and Staff/Employees of Investment and one-stop integrated services.

Keywords: Implementation, Mall Public Service, Public Policy.

1. INTRODUCTION

The development of public service bureaucracy, especially in the Malang City government, has developed rapidly, according to available information. The Malang City Government previously built an Integrated Service Office on Jalan Mayjen Sungkono, Arjowinangun, Kedungkandang, Malang City, with various service agencies carrying out activities there. However, the community still felt several obstacles at that time; for example, the office location was quite far from the city, and office synergy was still limited to only a few related agencies. Even though the public wants ease of service and affordable access to meet their public administration needs. The Merdeka Public Service Mall (MPP) in Malang City started running in 2022 and has been attended by 22 outlets with a total of 197 services in Malang City, both agencies from regional organizations, state-owned/private enterprises, and state-owned enterprises areas in Malang City. Because there are no regional regulations or local mayor regulations that regulate the public service process at MPP, based on information from the Department of Manpower and Capital Investment and one-stop integrated services as the leading sector for implementing Public Service Malls, the implementation of Public Service Malls in Malang City still refers to regulations. Minister for State Apparatus Empowerment and Bureaucratic Reform of the Republic of Indonesia Year 92 of 2021. This way, implementing public services in Malang City can improve with the Public Service Mall.

The enthusiasm in the community to welcome the Public Service Mall is already high. Support for facilities and infrastructure is also adequate and continues to be improved to fulfill service delivery. Queues have also been managed effectively through online applications by viewing current queues on the internet. However, in the field, the need for human resources as service personnel also continues to increase. The need for services that require going to the Integrated Service Office (Block Office) also still exists. We should be able to create alternative solutions to these

problems in the Era of Digitalization. The impact is that with the existence of the Merdeka Public Service Mall, people still have to take care of it at the Integrated Service Office (Block Office). Based on the background stated above, it is necessary to conduct a study on implementing Public Service Malls in Malang City. This research describes and analyzes policy implementation and supporting and inhibiting factors in implementing public service malls. The benefits of this research are as evaluation material for implementing the Public Service Mall Implementation Policy in Malang City and as input to the Malang City Government to maximize supporting factors and minimize the influence of inhibiting factors in implementing the Public Service Mall Implementation Policy in Malang City.

2. LITERATURE REVIEW

2.1 Public Policy Theory

Anderson (Agustino, 2016) provides an understanding of the definition of public policy as follows, "A series of activities that have a specific purpose/objective which are followed or carried out by an actor or group of actors related to a problem or matter of concern." Public policy is a series of actions carried out or not carried out by the government that are oriented towards specific goals to solve public problems or are in the public interest. According to (Suharno, 2010), public policy characteristics include actions that lead to goals rather than random and coincidental behavior or actions consisting of interrelated and patterned actions that lead to specific goals carried out by officials. Government officials do not make independent decisions; is related to what the government does in a particular field, and public policy may be positive or negative. Public policy processes include agenda setting, policy formulation, adoption, implementation, and assessment.

Implementation is an expansion of activities that mutually adjust the interaction process between goals and actions to achieve them and requires a network of implementers and an effective bureaucracy (Setiawan, 2004). Implementation is a process of activities carried out by various actors so that, in the end, a result will be obtained, that is, by the goals or objectives of the policy itself. The determining factors for policy implementation, according to (Agustino, 2016), are community members' respect for government authority and decisions, awareness of accepting policies, personal or group interests, selective compliance, time, socialization, and coordination between institutions or organizations.

2.2 Public Service Mall

Public Service Mall, now abbreviated as MPP, is the integration of Public Services provided by ministries, institutions, provincial and district/city regional governments, state-owned enterprises, regional-owned enterprises, and the private sector in an integrated manner in 1 place as an effort to increase speed, ease, reach, comfort and security of services by Presidential Regulation Number 89 of 2021 concerning the Implementation of Public Service Malls Article 1 paragraph (2). Furthermore, Article 4 explains that the Minister can prioritize implementing MPP to district regional governments /certain cities according to the national strategic program. The implementation of Public Service Malls aims to integrate services to increase speed, convenience, reach, comfort, and security of services, increase competitiveness, and provide ease of doing business. MPP service delivery consists of direct, electronic, self-service, and mobile services.

2.3 Regulation of the Minister for Empowerment of State Apparatus and Bureaucratic Reform Number 92 of 2021 concerning Technical Instructions for the Implementation of Public Service Malls

The Government of the Republic of Indonesia has regulated Public Service Mall policies through Ministerial Regulation for Administrative Reform and Bureaucratic Reform Number 23 of 2017 concerning the Implementation of Public Service Malls and Presidential Decree Number 89 of 2021 concerning the Implementation of Public Service Malls. The implementation process has referred to the technical instructions for implementing Public Service Malls, outlined in the Minister of State Apparatus Empowerment and Bureaucratic Reform Regulation Number 92 of 2021. Implementing Public Service Malls in a Region is basically a policy to provide ease of service and an effective and efficient service system. In article 4 of Ministerial Regulation Number 92 of 2021, the Minister and the ministers/heads of institutions prepare a memorandum of understanding regarding the placement of Public Services in the MPP according to their respective authorities.

3. RESEARCH METHODOLOGY

3.1 Research design

In study In this case, the author uses a qualitative approach. It is said to be qualitative because the data produced in this research is in the form of written or spoken words. Approach Qualitative aims to describe the empirical reality of a phenomenon in detail and depth. The type of research used in this research is descriptive research. It is said to be descriptive research (Arikunto, 2005) because it attempts to reveal a problem and situation as it is. Descriptive research (Arikunto, 2005) is intended to collect information regarding the status of existing symptoms, namely the state of symptoms according to what they were when the research was conducted.

3.2 Location and Scope of Research

This research was conducted at the Merdeka Public Service Mall, Malang City. The choice of location is based on considerations that make it easier to reach information and collect data. It is deemed necessary to do this regarding the implementation of the Public Service Mall Implementation Policy. The scope of this research is Policy Implementation based on the Regulation of the Minister for Administrative Reform and Bureaucratic Reform of the Republic of Indonesia Number 92 of 2021 concerning implementing Public Service Malls in Malang City.

3.3 Data Types and Sources

The data used in this research consists of two types: primary data, which is data obtained directly from the field, and research obtained directly from people directly related to the problem without going through intermediaries. Moreover, secondary data is data that supports primary data, which is obtained indirectly and can be in the form of notes or information in the form of documents.

3.4 Data collection technique

The data collection technique uses direct interviews with informants or respondents and observation to find service activities at the research location. Later, all the information obtained will be archived through research documentation.

3.5 Analysis Techniques

The data analysis technique used in this research is qualitative descriptive analysis. In this research, data, and information in the form of interviews and documentation regarding the implementation of the Public Service Mall Implementation Policy were processed, then presented descriptively and analyzed using (a) data reduction, (b) data presentation, and (c) verification according to qualitative data analysis.

4. RESEARCH RESULT

4.1 Implementation Of Policies For The Implementation Of Public Service Malls Based On Ministerial Regulation Number 92 Of 2021 Concerning Technical Guidelines For The Implementation Of Public Service Malls In Malang City

Policy implementation will begin after policy decisions establish or identify the objectives and goals. The objectives of the Public Service Mall Implementation Policy are by the contents of Presidential Decree no. 89 of 2021 in Article 2, (a) integrating services to increase speed, convenience, reach, comfort, and security of services, (b) increasing competitiveness, and providing ease of doing business. In connection with this policy, the Head of Investment and one-stop integrated services for Malang City said: "Yes sir, indeed from the Ministerial Decree for State Apparatus Empowerment and Bureaucratic Reform of the Republic of Indonesia, appointing the local Department of Investment and One-Stop Integrated Services as the leading sector that handles MPP, as well as in the city of Malang, we have also formed a Management Team whose members are also Investment Employees and one-stop integrated services which are by the Decree of the Mayor of Malang to manage MPP in the future." In PANRB Ministerial Regulation No. 92 of 2021, district/city regional governments are also developing electronic-based service systems, with at least features consisting of general information, registration and document tracking, community consultation and complaints, community satisfaction surveys, and performance reporting.

The Head of Investment and one-stop integrated services for Malang City also said regarding the facilities available at the MPP, "At first, there were limitations here, sir, but the most important thing is that we have fulfilled the indicators needed for the implementation of the MPP at that time, and we are now also continuing to develop "The maximum facilities from MPP Malang City are so that they can benefit the people of Malang City." So, the Malang City Government has attempted to implement the Public Service Mall Implementation Policy with clear policy goals

and targets and is still gradually improving the quality of MPP. In this research, the approach used in analyzing the implementation of the Public Service Mall Implementation Policy is the theory put forward by George C. Edwards. According to Edwards III, four factors influence public policy: communication, resources, disposition, and bureaucratic structure.

The influence of these four factors on the implementation of street child protection policies is as follows. The first is communication. Communication is the first variable in implementing this policy. Aspects of this communication take the form of policy decisions for implementing Public Service Malls, implementation instructions, orders, and so on. So, the communication that occurs is in the form of internal and external communication. Internal communication occurs between investment officials and one-stop integrated services, namely structural officials of investment and one-stop integrated services in Malang City and field implementing employees or outlet service employees who serve related elements. This internal communication is delivered in formal forms, such as meetings, and non-formal such as direct orders from superiors to subordinates. External communication occurs between investment officials, one-stop integrated services, and outlet service employees with the community. This communication aims to ensure that they know the actual situation in the field and what must be prepared and implemented in order to achieve and realize the goal of organizing Public Service Malls. The next indicator is clarity of communication. Clarity of information is essential because, with clarity of communication, there will be no differences in perception between policymakers, implementers, and the public. The results of interviews with outlet service employees and the public stated that the clarity of information provided by them was very clear; this can be seen from the results of the implementation of the Public Service Mall Policy, which is currently quite reasonable.

According to one research informant, as a service employee at one-stop investment and integrated services, he said: "All the SOPs are displayed, sir, according to the flow. There are also requirements for each tenant." Most of the people who came brought complete files. So, it is even easier for us to process and publish documents the public wants faster. The public is also active in always filling out satisfaction surveys after service. "There are more and busier services at the Public Service Mall than at offices in the Block Office because maybe it is crowded here near the city center." Meanwhile, the clarity of communication was also explained by one of the online motorcycle taxi drivers from the applicant community who wanted to apply for a building construction permit, who said: "It is nice here, close to my house, the service here is also fast. Before coming here, I had received information from social media regarding the completeness of the documents. "So I have also taken the queue number on the website. Come here with the file; it needs to be processed now."

The next indicator in communication is consistency, which is needed so that the policies taken are transparent and clear for policy implementers. In connection with this matter, the Head of the Investment Control, Complaints, Data, and Information Division and one-stop integrated services also said, "Since there was an Instruction from the Center regarding the implementation of MPP, the City of Malang through the Mayor of Malang immediately decided to place it in Mall Square because the location is perfect." strategic. During the construction process, we constantly monitor it in the field, sir; for anything that comes to the attention of the Department Head or Mayor, we always immediately pay attention and execute it in the field if it is sufficient, for example, the current queue. Previously, the queue had to come first, then get a number. Now, open the website, take the queue number from home, and come according to the time on your ticket". That saves much time compared to waiting here for hours." A similar thing was also confirmed by one of the residents, Mrs. Dera, who wanted to take care of population documents: "I've done this before, bro, this isn't the first time; the staff here are very friendly. I have also handled things at the Block Office, but I think it is more comfortable here." So, the communication process that occurs in the implementation of the Public Service Mall Policy is running well because there is clarity of information, quality of service, and continuity between the implementor's ability to capture and understand the information conveyed is optimal.

The second factor in policy implementation is the bureaucratic structure. In implementing the Public Service Mall Implementation Policy in Malang City, the Management Team's Decree is currently being used because it still needs to have a basis for the local Mayor's Regulation because the regional head still ratifies it. This is by a direct interview with the Head of Investment and one-stop integrated services, who stated: "Indeed, we use technical guidelines from the center, Permenpan RB 92 of 2021 and Presidential Decree 89 of 2022, but Malang City must have its own Perwal. "Now, the draft of the supervisory plan has started to be made." This was also conveyed by the Secretary of Investment and one-stop integrated services, saying: "Meanwhile, for the management of this MPP, we

only have as a basis the Decree of the Head of Investment and one-stop integrated services regarding the Malang City Independent Public Service Mall Management Team. "We have already processed the draft mayoral regulations, bro. The last time the information was discussed in the legal section, sir, it is likely that the regulations will be issued soon." So regarding the basic rules or regulations of the Mayor of Malang, which regulate the MPP, the ratification process still needs to be completed because it requires a detailed process so that legally it does not conflict with other rules or regulations.

The third factor is resources. It was chosen as a factor that influences the success of policy implementation because it requires the support of human resources and budget/financial resources to implement the policy. The total number of employees for investment and one-stop integrated services is 54 state civil servants and 35 honorary workers. However, in implementing Public Service Malls, a picket system is created for this number of employees to go to Public Service Malls. According to several sources, the employees at the Public Service Mall are very adequate. Electronic-based services and services have helped it be more effective, as stated by the Secretary of Investment, as well as one-stop integrated services.

From the results of this interview, the number of staff at MPP is quite effective because they are considered very helpful and more efficient in the file and archiving process. Moreover, efforts are being made to optimize services through OSS Services, namely Electronically Integrated Business Licensing, which is a Business Licensing issued by investment and one-stop integrated services for and on behalf of department heads or regents/mayors to Business Actors via an electronic system. Integrated. This is by Malang Mayor Regulation Number 28 of 2022 concerning the Delegation of Authority for Business Licensing and Non-Licensing from the Mayor to the Head of the Department of Manpower, Investment and One-Stop Integrated Services, which means the Mayor delegates the authority for Business Licensing and Non-Licensing to the Head of Service. This was also conveyed by one of the outlet service employees, an informant who always deals directly with the local community, who said, "Indeed, every day you have to work hard and fast, sir. We try to ensure that visitors run out quickly every time. However, I feel there is no end to people taking care of files. However, thank God, sir, the current colleagues have handled every visitor so far."

Apart from that, in terms of financing, as reported on the Malang City Government Website, the construction of the Public Service Mall was previously budgeted at IDR 7.8 billion, taken from the 2020 APBD. However, due to the COVID-19 pandemic, the MPP construction budget was refocused and became IDR 2.5 billion. For this reason, the Head of Investment and one-stop integrated services for Malang City strives to maximize the budget originating from the APBD until the inauguration of the MPP is finally realized in 2022. "In 2020, we had budgeted for the construction of the MPP, but due to budget refocusing due to Covid, The construction of the MPP was hampered, sir. However, as time progresses, the MPP Development budget 2021 can be realized well, bro. Initially, there were only 16 tenants; now, there are 26. "Now we have opened 40 tenants, there are 14 tenants that are still empty and ready to be filled by vertical agencies."

Referring to the interview results above, the availability of human resources is sufficient to manage MPP. However, from a budget perspective, the availability of the current budget is sufficient as capital for implementing the Malang City Public Service Mall. However, in the future, the budget required will also be quite large for MPP maintenance.

The fourth factor that influences policy implementation is disposition. George C. Edward III's opinion is that manipulating incentives is one of the techniques recommended for overcoming the problem of attitudes of policy implementers. Two incentives for providing capital investment and one-stop integrated services are Employee Income Allowance (TPP) and Allowance to Technical Implementation Officials (PPTK). Where the provision of PPTK allowances is carried out once a year, and one person and one activity cannot be duplicated. This is by an interview with the Secretary of Investment and one-stop integrated services: "Technically, the payroll at the Malang City Government already uses TPP, bro. Regarding honorarium, there is indeed an additional one for echelon III because they are PPTK, so employees at the Malang City Government are already budgeted for salaries, and the allowance is by Perwal."

Disposition is policy implementers' attitude, desire, and commitment to implement a stated policy. In implementing the policy for the Implementation of Public Service Malls in Malang City, the willingness and seriousness of the implementers in implementing the policy for the Implementation of Public Service Malls is

considered good. Despite the various shortcomings and obstacles, they are still trying hard to maximize existing services, such as digitalization, to support the smooth implementation of policies. According to Edward III's theory, the concern regarding disposition in policy implementation is the issue of employee recruitment and providing incentives. Employee recruitment: Most Malang City Public Service Mall employees are State Civil Apparatus (ASN). As we know, ASN recruitment goes through several procedures with specific requirements. Apart from that, ASN recruitment is carried out openly through written selection and interviews. So, Public Service Mall employees in Malang City are selected people with high integrity.

4.2 Supporting Factors for Implementing Policy for Implementing Public Service Malls in Malang City

In this research, several supporting factors in the Policy for Implementing Public Service Malls in Malang City were revealed by the Head of Investment and one-stop integrated services: "This MPP was built on Malang City Government assets, the location is close to the City Center. One of the conditions for an MPP to be built is that it must be easily accessible to the public. Yes, this is the location. When it was realized, Malang residents were also very enthusiastic. They initially usually went to the Block Office, preferring to come here." The results of the interview were almost the same as those conveyed by the Secretary of Investment and one-stop integrated services, in which the supporting factors in the Public Service Mall Implementation Policy in Malang City said: "With the signature of the commitment at that time, investment and one-stop integrated services are leading The sector is moving quickly, bro. We are also trying to make MPP a synergy for the side ranks. Because, of course, the hope is that people want services that are easy to reach and complete. "Therefore, there are already tenants here from Samsat, Ministry of Religion, Immigration." Then the researchers also found out that the people being served, one of whom, Mrs. Dera at MPP, also said: "It is better here, sir, the queue can be taken online. There are also children's play facilities here. So, as a parent, I can also relax here if I bring my children."

There are supporting factors in an implementation that will create a policy that the policymaker must make. In this research, the supporting factor in the Policy for Implementing Public Service Malls in Malang City is that Public Service Malls are one of the national policies, where the policy is supported by the existence of Presidential Decree 89 of 2021 with the existence of PermenPANRB 92 of 2021 which supports the implementation of this policy. Furthermore, with support from the Policy Implementation Agency in the Malang City government, namely capital investment and one-stop integrated services, Malang City seeks to progress the MPP development by making a Management Team Decree so that the implementation of the MPP becomes more focused and can run optimally. The implementation of the MPP can continue to run in tandem with collaboration with vertical agencies housed in the MPP. Then, with support for leadership in policy implementation, the development of the MPP was the development target of the previous regional head, which became the MPP as the focus of a regional program built quickly and quickly put into service.

4.3 Inhibiting Factors for Implementing Public Service Mall Implementation Policies in Malang City

In this research, several inhibiting factors in the Policy for Implementing Public Service Malls in Malang City were revealed by the Head of Investment and One-Stop Integrated Services: "Until now, our obstacle is related to the elevator construction plan, which is somewhat hampered. Because there are still pros and cons. Below, there is a shopping building. "If an elevator is built, there will be concerns that the shopping building below will be quiet because the elevator goes straight up to Floor 3. However, on the other hand, the elevator will also function for disabled visitors who may have difficulty with the escalator, sir." The results of the interview, which was also conveyed by the Secretary of Investment and one-stop integrated services regarding the inhibiting factors in the Policy for Implementing Public Service Malls in Malang City, said: "Actually, we are continuing to improve the process here, bro, starting from the infrastructure to the service pattern. There are still several services from vertical agencies that already have offices, but there are also services here. For example, immigration services. So their operational hours can only operate on Tuesdays and Thursdays as stated on their banner. We need to find out because their policy may also be due to their limited human resources. "People prefer to go to the immigration office because it is open daily."

Based on the results of interviews with the two informants, the results of the Public Service Mall Implementation Policy in Malang City are deemed not yet perfect because several public services between agencies

are still not able to serve optimally every day because they are hampered by internal policy factors of agencies that have each element agency, then from factors The external aspect, which is because the building is integrated with the shopping mall, is a consideration of the pros and cons when planning the construction of an elevator. Shopping malls will have a deserted impact because people are reluctant to go through escalators, there is congestion, and those planned only for people with disabilities are not used appropriately.

5. DISCUSSION OF RESEARCH RESULTS

5.1 Implementation of Public Service Malls

Based on the results of data analysis in the Implementation of Public Service Malls in Malang City, the Implementation of Public Service Malls from policymakers or implementers is guided by the regulation of the Minister of Administrative and Bureaucratic Reform Number 92 of 2021 concerning Technical Guidelines for the Implementation of Public Service Malls, in implementing this policy a Decree of the Head of Investment and one-stop integrated services has been made Number: 188.45/2265/35.73.406/2022 concerning the Merdeka City Public Service Mall Management Team Poor. The MPP Management Team has the task of coordinating the smooth implementation of the Public Service Mall; administration of the Public Service Mall; coordinating service units at the Public Service Mall; organizing program implementation, information, and complaints for the Public Service Mall; and organizing the infrastructure and facilities of the Public Service Mall.

Apart from that, every tenant/outlet in MPP also has a clear SOP. The public can quickly receive this information to facilitate the service process. Each queue can also be accessed via the website. Social media Investment and active one-stop integrated services also help the public access the necessary information. The purpose of organizing Public Service Malls is by PANRB Ministerial Regulation Number 92 of 2021 concerning Technical Guidelines for the Implementation of Public Service Malls, namely: providing ease of service management in 1 (one) place; providing easy distance access for the community and support for national strategic programs.

At the Merdeka Public Service Mall, a clear SOP has been obtained by the technical guidelines for Ministerial Regulation Number 92 of 2021 concerning Technical Instructions for implementing Public Service Malls. The MPP Management Team is coordinating the implementation of services and the provision of Service Outlet facilities at the MPP. So that the implementation of this MPP can become a public service center for the community to contribute a lot to regional development and support national strategic programs. There is a collaboration between implementers and vertical agencies related to adding MPP services to give them a sense of responsibility and loyalty for implementing policies. This collaboration also supports national strategic programs in Ministerial Regulation Number 92 of 2021 concerning Technical Guidelines for Implementing Public Service Malls. From the results of the researcher's interviews with various informants who have authority in implementing MPP, this service is highly supported and well responded to by the Malang City Government and the ranks of vertical agencies that have contributed to the addition of existing services.

They have sufficient competence to support the process of administering the MPP. Referring to the team members listed in the decision letter of the Head of Investment and one-stop integrated services Number 188.45/2265/35.73.406/2022 concerning the Malang City Independent Public Service Mall Management Team, it cannot be denied that this has also become part of their duties in carrying out work. However, there are still differences in SOPs or service hours for each vertical agency in the MPP. However, this is still at the policy implementation team's or implementer's discretion. Regarding MPP Infrastructure and Facilities in the MPP implementation policy, the results are online queues, OSS licensing service systems, and children's play facilities. Of course, this is an integral part of the MPP implementation policy. Services become easier and reduce the need for employees, so there is effectiveness in implementation. Apart from that, from a budget perspective, because of digitization, each file can minimize costs, which creates efficiency in its implementation. Based on the data analysis above, the Malang City Merdeka Public Service Mall Management Team obtained data on the incentives received, which were appropriate and guided by existing mayoral regulations. Enthusiasm was also shown by the implementers (staff) who provided the service. Meanwhile, the community is also still involved in the process of improving the MPP through the results of satisfaction surveys of each community member who has provided services.

5.2 Carrying Capacity of Public Service Mall Locations

From the data analysis, the location's carrying capacity in implementing Public Service Malls in Malang City is one of the most critical objectives of this policy objective. Public service malls are a national policy that local governments must implement to optimize community services. Apart from that, implementing the MPP Policy in Malang City can fulfill the leading objective indicators of MPP Development, namely providing ease of service management in 1 (one) place, providing easy distance access for the community, and being located in the city center. Malang City residents can reach MPP through various means, both private vehicles and public transportation. Public Service Malls in Malang City also implement a digitalization system, which uses online queues where participants can take numbers online. Time efficiency can be felt by people who want to provide services. Then, from the start, the location was strategic and adequate, supporting the Public Service Mall in Malang City to be more optimal in its service process.

5.3 Public Service Mall Policy Authority

From the results of data presentation and data analysis, researchers also found that the authority of the Public Service Mall Policy was hampered due to the lack of legality in implementing Public Service Malls in Malang City. One is that no Regional Regulations or major regulations officially regulate Public Service Malls. This means that service authority remains the authority of each vertical agency. Then because of this, the MPP's authority in future development plans is still not fully implemented. Several facilities' development still needs to be improved due to differences in interests with parties around the MPP, such as the construction of elevators; because the MPP still needs to have a solid legal basis for guardianship, this cannot yet create legality for future development planners. Lift facilities intended for people with disabilities who want to provide services have not yet been realized.

5. CONCLUSIONS AND RECOMMENDATIONS

5.1 Conclusion

Based on the results of the data presentation and discussion of the research results above regarding the Policy for Implementing Public Service Malls in Malang City, there is clarity in the policy orders from the Malang City Government and investment and one-stop integrated services, so that policy implementers, in this case, implementors, are not ambiguous in their implementation in the field. The delivery of information carried out by policy implementers or implementers is in the form of establishing a Decree from the MPP management team, which aims to focus on accelerating the implementation of Public Service Malls in Malang City. The structure of the MPP Management Team and its members have carried out their duties according to their primary duties and functions. This is very complex, looking at the coordinator in charge. There is cooperation that exists between the implementor and the community regarding implementation; namely, the implementor provides opportunities for the community, whether in the implementation of the MPP, there are still shortcomings and the service is not optimal, or can provide a better MPP in the process of filling out the service satisfaction survey which is carried out at each post service. The implementation of Public Service Malls is a policy from the center, which, of course, must be implemented by the Regional Government, especially in Malang City. Therefore, it is necessary to form a Management Team to implement this MPP, including Structural Officials for Capital Investment and one-stop integrated services and their implementers/staff. Good facilities and infrastructure are available, namely Online Queues, Children's Play Facilities, and online Licensing Services.

The inhibiting and supporting factors for implementing the Public Service Mall Implementation Policy in Malang City include the response and support from policy implementers or implementors to implement the MPP Implementation policy. This can be seen from the government's seriousness in forming a task force to accelerate the implementation of MPP, especially in Malang City. As an asset of the Malang City Government located in the City Center, this is done by the Malang City Government to minimize the budget and provide space for the implementation of Public Service Malls in Malang City. There are inhibiting factors, such as the pros and cons of shopping parties on the ground floor of the MPP regarding the construction of an elevator, so that the MPP cannot be accessed by people with disabilities who need an elevator to get to the MPP. Then tenants are still unable to open services every day because tenant service policies are still the policies of their respective vertical agencies, and the authority of the Public Service Mall Policy still needs to be completed.

5.2 Suggestion

Based on these conclusions, several suggestions can be made, such as the One-Stop Integrated Licensing Department of Manpower and Investment, which is expected to maximally oversee the ratification of the Mayor's Regulations, Malang City Government and Investment and one-stop integrated services in synergy to expand existing services at MPP with vertical ranks in preparing and fulfilling services, the MPP Merdeka Management Team is expected to be able to mediate and agree on the proposed construction of an elevator there, the Public Service Mall can be used as a Technical Service Unit as an alternative means for the community to access services, it is necessary to monitor service activities and results community satisfaction surveys to increase service optimization on performance, be creative in creating activities to improve quality, and can provide an increase in new performance targets according to community expectations, and develop MSME exhibitions at certain spots that are still empty.

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